

**ITEM H.103
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>				
	A. Finance		E. Property, Legal, Finance (Corporate)	J. Board Nominating & Governance Subcommittee
	B. Justice		F. PC(USA), A Corporation	P. Plenary
	C. Leadership		G. Audit	
	D. Worshiping Communities	X	H. Executive Committee	

Subject: Executive Director's Office Report to the 221st General Assembly (2014)

Recommendation: That the Presbyterian Mission Agency Board Executive Committee recommend that the Presbyterian Mission Agency Board approve the Executive Director's portion of the Report to the 221st General Assembly (2014) and forward it to the General Assembly.

This report contains:

- I. Recommendations
- II. Final Responses to Referrals
- III. Reports without Recommendations

**Executive Director's Office
Report to the 221st General Assembly (2014)**

I. Reports with Recommendations

Item

The Presbyterian Mission Agency Board recommends that the 221st General Assembly (2014) confirm the following named individuals to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., Board of Directors:

Pending approval by GANC. Recommendation will be part of the Board Nominating and Governance Subcommittee report on Friday, February 7.

Item

The Presbyterian Mission Agency Board reports the recipients of the Sam and Helen R. Walton Awards for 2013 and recommends that the 221st General Assembly (2014) recognize the recipients as outstanding new church developments:

- 1. New Vision New Church Development (NCD), Synod of the Mid-Atlantic, Presbytery of Western North Carolina**
- 2. Iglesia Presbiteriana Nuevas Fronteras NCD, Synod of the Northeast, Presbytery of Elizabeth**
- 3. Bare Bulb Coffee NCD, Synod of South Atlantic, Presbytery of Flint River**

Rationale

In late December 1991, Sam and Helen Walton made a generous gift through the Presbyterian Foundation of \$6 million that included \$3 million to be used for new church developments that have placed an emphasis on site acquisitions. All nominees must meet the qualifications as set forth in the application. The Presbyterian Mission Agency Board, acting on behalf of the General Assembly between meetings, approved the above recipients during its March 2013 meeting.

Item

The Presbyterian Mission Agency Board recommends that the 221st General Assembly (2014) approve the revised *Presbyterian Mission Agency Manual of Operations*. [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

PRESBYTERIAN MISSION AGENCY

MANUAL OF OPERATIONS

I. Introduction

- A. As an agency of the General Assembly, the Presbyterian Mission Agency implements policies established by the General Assembly, coordinates the work of the General Assembly Ministries in light of General Assembly mission directions, goals, objectives, and priorities; works in partnership with synods and presbyteries; and develops and proposes a comprehensive budget to the General Assembly. Members of the Presbyterian Mission Agency Board are elected by the General Assembly and are representatives of synods, presbyteries, and the church at-large. [See *Organization for Mission*, Section I., History of the *Structure for Mission of the Presbyterian Church (U.S.A.)*]

The Manual of Operations shall be in compliance with the Book of Order, the General Assembly Deliverances, the Organization for Mission, and the Standing Rules of the General Assembly.

The Presbyterian Mission Agency Board may change those appendixes to the Manual of Operations that are within its purview following a first reading, which may be electronic, and adoption at a subsequent plenary session. First reading and action may take place during the same session of the Presbyterian Mission Agency Board. The Presbyterian Mission Agency Board Executive Committee shall submit a written report of changes to the appendixes to the next General Assembly (See Appendix 11 for the Process and Procedure for Submitting Changes to the Manual of Operations.)

- B. Use of Robert's Rules of Order (Revised)

The meetings of the Presbyterian Mission Agency Board and related bodies are held in accordance with the provisions of the Book of Order. As specified in G-9.0302, ". . . the most recent edition of Robert's Rules of Order . . ." is used.

II. Composition of the Board

- A. Membership:

The Presbyterian Mission Agency Board is currently composed of 57 members (40 voting and 17 non-voting). Elected members of the Board serve a six-year, non-renewable term:

1. Voting Members

a. Elected Membership (36)

- 6 General Assembly commissioners (2 from current assembly, 2 from the two immediate past assemblies)
- 4 young adults (ages 18-35)
- 3 ordained presbytery staff
- 2 ordained synod staff
- 21 from recommendations of presbyteries

b. Ex-officio Members (4)

- Current Moderator of the General Assembly

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- Immediate past Moderator of the General Assembly
- The current Moderator of the Churchwide Coordinating Team of Presbyterian Women
- A representative from the National Council of Presbyterian Men, Inc.

2. Non Voting Members - with voice:

a. Corresponding Members (15)

- Stated Clerk of the General Assembly
- Executive Director of the Presbyterian Mission Agency
- Representative from the Committee on the Office of the General Assembly (COGA)
- Chair of the Advisory Committee on Social Witness Policy (ACSWP)
- Chair of the Advocacy Committee for Racial Ethnic Concerns (ACREC)
- Chair of the Advocacy Committee for Women's Concerns (ACWC)
- Representative from the Committee on Theological Education (COTE)
- Board of Pensions of the Presbyterian Church (U.S.A.) President
- Board of Pensions of the Presbyterian Church (U.S.A.) Chair or designee
- Presbyterian Church (U.S.A.) Foundation President
- Presbyterian Church (U.S.A.) Foundation Chair or designee
- Presbyterian Publishing Corporation President
- Presbyterian Publishing Corporation Chair or designee
- Presbyterian Investment and Loan Program, Inc. President
- Presbyterian Investment and Loan Program, Inc. Chair or designee

Corresponding members are not assigned to a committee and may attend any committee meeting that is conducting business of interest to them. Corresponding members of the Presbyterian Mission Agency Board have voice but not vote in Presbyterian Mission Agency Board and committee meetings.

b. Ecumenical Advisory Members (2)

Ecumenical advisory members are nominated by the General Assembly Nominating Committee for election by the General Assembly for two-year terms, with eligibility for two additional terms, on the Presbyterian Mission Agency Board. One ecumenical advisory member shall serve on the Justice Committee and one shall serve on the Worshiping Communities Committee, with voice and vote in committee. Ecumenical advisory members to the Presbyterian Mission Agency Board shall not be elected to the Executive Committee of the Presbyterian Mission Agency Board.

3. At-large Committee Members

The General Assembly Nominating Committee nominates for General Assembly election, in consultation with the committees, two persons to serve on the Audit Committee and two persons to serve on Finance Committee, with voice and vote. These at-large members serve a two-year term, and are eligible for re-election twice. These members are nominated from the church at-large for their special expertise in each of these areas. While they are not members of the Presbyterian Mission Agency Board, they are granted the privilege of the floor during Presbyterian Mission Agency Board plenary sessions on matters related to their special expertise.

B. Inclusiveness and Diversity

General Assembly policies ensure that elected bodies represent the wealth of diverse gifts found in the church and provide a means to share responsibilities and decision making. The General Assembly Nominating Committee provides for diversity and inclusiveness in the Board's membership. The General Assembly Committee on Representation monitors their work as well as the appointment of committees and task forces by the Board.

It is the policy of the Presbyterian Mission Agency to use expansive language when referring to God and inclusive language when referring to God's people.

C. Areas of Service:

The Presbyterian Mission Agency Board may change the names, number, and structure of Board committees in order to carry out the goals and objectives of the Mission Work Plan using the process delineated in Appendix 11. The work of the Presbyterian Mission Agency Board is carried out by elected members who may serve on Board committees as well as in liaison relationships.

III. Role of the Presbyterian Mission Agency Board

The Presbyterian Mission Agency Board shall have the following responsibilities

- A. To cultivate and promote the spiritual welfare of the whole church.
- B. To provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced), and for persons with disabilities.
- C. To develop and propose for GA approval, the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency, doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for GA approval, an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.
- D. To act in those specific matters assigned to the Presbyterian Mission Agency Board by the General Assembly, acting always according to previously enacted General Assembly policies, reporting fully to each subsequent General Assembly its actions.
- E. To perform such additional responsibilities and duties as may be assigned by the General Assembly.

The Presbyterian Mission Agency Board, in consultation with appropriate individuals and groups, establishes such committees, task forces, and work groups as are necessary to conduct its business. Current committees are recorded in Appendix 1 of this manual.

The Executive Director reports to the Presbyterian Mission Agency Board Executive Committee and the Board itself. The Executive Director shall provide direction, leadership, and coordination for the total mission program and shared services including review and evaluation.

IV. Citation of Major Documents

The following documents guide the work of the Presbyterian Mission Agency Board and are maintained in offices engaged in work related to their subject matter. Unless appended, these documents are available on the Presbyterian Mission Agency Website, with printed copies available by request.

- A. Mission Policy Guide: Text of policies is available in the Minutes of prior General Assemblies. The guide is prepared by the Presbyterian Mission Agency.
- B. Churchwide Equal Employment Opportunity and Affirmative Action Plan Approved by General Assembly. The plan is available from the Presbyterian Mission Agency Office of Human Resources.
- C. "Policies Regarding Public Statements by the Board" approved by the Presbyterian Mission Agency Board (Appendix 3).
- D. Current Mission Work Plan.
- E. Organization for Mission.
- F. Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.

V. Presbyterian Mission Agency Staffing

- A. The Presbyterian Mission Agency Board fulfills its work, in part, through staff led by the Executive Director. ~~The Executive Director carries out responsibilities with staff in the following ministries: Mission, Communications and Funds Development, Shared Services; and the Office of the Executive Director. For the Presbyterian Mission Agency staff organization, refer to Appendix 2A.~~
- B. ~~Between meetings of the General Assembly,~~ † The Presbyterian Mission Agency Board, upon recommendation of the Executive Director, is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly. Any such organizational changes will be reported to the next General Assembly.

VI. Election and Confirmation of the Presbyterian Mission Agency Executive Director

The Executive Director of the Presbyterian Mission Agency shall be elected by the Presbyterian Mission Agency Board to a four-year term subject to confirmation by the General Assembly. Upon election, the Executive Director serves with the full authority of the office until confirmed by the next General Assembly. (*Organization for Mission*, Section V.G.)

Rationale:

The Presbyterian Mission Agency Board approved the changes recommended by its Personnel Subcommittee. Changes to the *Presbyterian Mission Agency Manual of Operations* must be approved by the General Assembly.

The proposed changes are in compliance with the Book of Order, the General Assembly Deliverances, the *Organization for Mission*, and the Standing Rules of the General Assembly.

The Manual of Operations is clear that "...the Presbyterian Mission Agency Board is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly." It is also clear that the Presbyterian Mission Agency Board must report such changes to the General Assembly.

However, other phrases, in this same section, obscure that authority, by detailing the high level structure of the Presbyterian Mission Agency (Mission, Communications and Funds Development, Shared Services and the Office of the Executive Director) in a section of the Manual that only the General Assembly can amend.

The proposed change brings the Presbyterian Mission Agency in line with the other five General Assembly agencies. In each case, the high level structure of the staffing organization is determined either the agency's board (elected by the General Assembly) or senior executive (elected or confirmed by the General Assembly.)

II. Final Responses to Referrals

1. *2012 Referral: Item 03-13. A Review of Efforts Regarding Cultural Proficiency and Creating a Climate for Change in the Presbyterian Church (U.S.A.) Report to the 220th General Assembly (2012). Recommendation 2. Direct the General Assembly Mission Council (GAMC), Human Resources Department, to Assist the Six Agencies in Developing Their Six-Year Plans, in Consultation with ACREC and the Advocacy Committee for Women's Concerns (ACWC)—From the Advocacy Committee for Racial Ethnic Concerns. (Minutes, 2012, Part I. pp. 10, 80, 178–88 of the CD; p. 159 of the printed copy).*

Response: Presbyterian Mission Agency's Associate for Cultural Proficiency consulted with and assisted all agencies in the creation of Six-Year Cultural Proficiency Plans for each agency. All Six-Year Plans were submitted to ACREC, ACWC and GACOR in 2012.

2. *2012 Referral: Item 03-13. A Review of Efforts Regarding Cultural Proficiency and Creating a Climate for Change in the Presbyterian Church (U.S.A.) Report to the 220th General Assembly (2012). Recommendation 4. Direct That Cultural Proficiency and Antiracism Training Be Mandatory for All Employees of All Six Agencies, and Provide Periodic or Continuing Education Courses or Training in this Area, Which Will Be Monitored by ACREC—From the Advocacy Committee for Racial Ethnic Concerns (Minutes, 2012, Part I. pp. 10, 80, 178–88 of the CD, p. 159 of the printed copy).*

Response: Cultural Proficiency and Anti-Racism training is required for all new hires of the Presbyterian Mission Agency, and all current staff must attend updated Cultural Proficiency and Anti-Racism training at least once in a three-year cycle. On December 5, 2012 and December 6, 2013 Cultural Proficiency and Anti-Racism training opportunities were provided for all staff at Staff Development Day, as well as through scheduled courses and sessions as part of individual ministry staff development workshops.

3. *2012 Referral: Item 10-20. A Resolution to Recommit to Celebrating the Decade of Hearing and Singing New Songs to God. Recommendation 2. Direct the Moderator, Stated Clerk, and Executive Director of the General Assembly Mission Council to Communicate by the End of 2012 with Congregations, Presbyteries and Synods, Seminaries, Campus Ministries, and Conference Centers Asking Them to Recognize the Decade of Hearing and Singing New Songs to God and Incorporate It in Worship, Conferences, Training Events, and Other Activities—From the Advocacy Committee for Women's Concerns (Minutes, 2012, Part I, pp. 61, 75, 871–73 of the CD; p. 235 of the printed copy).*

Response: The Moderator of the 220th General Assembly, the Stated Clerk of the General Assembly, and the Executive Director of the Presbyterian Mission Agency affirmed the Presbyterian Church (U.S.A.)'s commitment to the Decade of Hearing and Singing New Songs to God. They encouraged congregations, presbyteries, synods and seminaries to recognize the Decade and to incorporate it into worship, conferences, training events and other activities in a press release published and distributed by the Presbyterian News Service.

4. *2012 Referral: Item 10-20. A Resolution to Recommit to Celebrating the Decade of Hearing and Singing New Songs to God. Recommendation 3. Direct the General Assembly Mission Council to Provide Annual Funding in the Amount of \$7,000 for the Joint Working Group (Up to Eight Members) to Meet Independently of the Advocacy Committee for Women's Concerns and the Advocacy Committee for Racial Ethnic Concerns Once Each Year, to Be Incorporated into the Per Capita Budget Every Year—From the Advocacy Committee for Women's Concerns (Minutes, 2012, Part I, pp. 61, 75, 871–73 of the CD; p. 235 of the printed copy).*

Response: The Presbyterian Mission Agency provided funding from its per capita budget in the amount of \$7,000 for the Joint Working Group, which consists of two members of the Advocacy Committee for Women's Concerns and two members of the Advocacy for Women's Concerns, to meet independently of those respective committees. The Joint Working Group met with the Associate for Gender and Racial Justice, who consulted with the group in planning the Women of Color Consultation held in October 2013.

5. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 1. The 220th General Assembly (2012) Affirms That Effective Systems of Accountability Are Critical to Any Process to Effect Change. It Affirms the Valuable Contributions of the Advocacy Committee for Racial Ethnic Concerns (ACREC), the Advocacy Committee for Women's Concerns (ACWC), and the General Assembly Committee on Representation (GACOR) in This Process and Directs the Office of the General Assembly and the General Assembly Mission Council to Provide Adequate*

Staff Support and Resources to Do Their Work.—From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; p. 250 of the printed copy).

Response: The associate for advocacy committee support and an administrative assistant provide staff support for the Advocacy Committee for Racial Ethnic Concerns and the Advocacy Committee for Women's Concerns. The staff members' offices are lodged within the Office of the Executive Director of the Presbyterian Mission Agency. This exact staffing pattern has been in place since 2010.

The associate and the administrative assistant report to the Racial Ethnic Leadership Development Manager. From time to time, the associate for advocacy committee support may enlist the expertise of other staff such as the Director of Racial Ethnic & Women's Ministries, the Associate for Gender and Racial Justice, the Racial Ethnic Leadership Development Manager, Human Resources managers and other Presbyterian Mission Agency staff in addressing issues of concern to the advocacy committees.

The Coordinator for the Committee on Representation and Ruling Elder Resources/Assistant Stated Clerk provides staff support for the Committee on Representation. The Coordinator for the Committee on Representation is an employee of the Office of the General Assembly and reports to the Associate for Mid Council Relations. This major reorganization by the Office of the General Assembly integrates the ministry of Representation into the comprehensive strategy of resourcing Mid Councils and provides additional support for the Coordinator for the Committee on Representation in the form of a team of three Associate Stated Clerks and additional coordinators, program assistants and administrative assistants.

6. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 2.d. The Six General Assembly-Related Entities (BOP, GAMC, OGA, Foundation, PILP, PPC) Shall Provide Biennial Status Reports on the Representation of Women and Persons of Color in Employment to GACOR. The GACOR Shall Assess the Agencies' Progress and Report Their Findings to the General Assembly— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; pp. 250–51 of the printed copy).*

Response: The Six General Assembly-Related Entities (BOP, GAMC, OGA, Foundation, PILP, PPC) provided Biennial Status Reports on the Representation of Women and Persons of Color in Employment to GACOR through The Rev. Molly Casteel, Assistant Stated Clerk and Coordinator, Representation, Inclusiveness and Ruling Elder Training by May 31, 2013 as directed by Deborah Fair, Moderator and Hector Rivera-Velez, Vice Moderator General Assembly Committee on Representation Chair of the AA/EEO Task Group.

7. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 5. Training and Guidance on the Development of Implementation Plans for Affirmative Action, Supplier diversity, and Cultural Proficiency Shall Be Provided to All General Assembly Entities by the GAMC Associate for Organizational Diversity, in Consultation with ACREC, ACWC, and GACOR, Consistent with the Churchwide Affirmative Action Plan— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD, pp. 250–52 of the printed copy).*

Response: In 2013, the leadership and/or key staff of the Office of the General Assembly, Presbyterian Mission Agency, Presbyterian Investment and Loan Program, Presbyterian Publishing Corporation and Presbyterian Foundation attended a session in Cultural Proficiency and Anti-Racism conducted by the same consultant used by the Board of Pensions to educate their staff. The Presbyterian Mission Agency's Associate for Cultural Proficiency left the organization in early 2013. Following her departure, the Director of Human Resources along with other outside consultants began developing a new training program around Cultural Proficiency and Anti-Racism that builds on the topic from introduction to deeper levels of understanding. One of the contributing consultants is David Esterline, a recognized expert in the field, professor at McCormick Seminary and member of ACREC. The updated program will be rolled out to all staff and new hires in 2014. The new program will be shared with ACREC, and feedback will be requested.

8. *2012 Referral: Item 11-17. Privilege, Power and Policy: The Church as an Employer. Recommendation 10. Direct the GAMC to Publish and Distribute This Report of the Creating a Climate for Change Task Force to Employees of All Six Corporate Agencies— From the Climate for Change Task Force (Minutes, 2012, Part I, pp. 28, 33, 1091–1114 of the CD; pp.250–52 of the printed copy).*

Response: On March 28, 2013, the report was published on CenterNet, the intranet system accessible by employees of the Presbyterian Mission Agency, the Office of the General Assembly, the Presbyterian Investment and Loan Program, and the Presbyterian Publishing Corporation. The Presbyterian Church (U.S.A.) Foundation published the report to its employees

on its intranet system on May 2, 2013. On March 25, 2013, the Board of Pensions published the report to its employees on BoardConnection, the BOP intranet system.

9. *2010 Referral: Item 14-08. Breaking Down the Walls. Recommendation 3.e. Urges a Visit to Israel/Palestine by a High-Level Joint Delegation of Presbyterians (Including Representatives from the Board of Pensions, Presbyterian Foundation, and the General Assembly Mission Council) and Appropriate Counterparts in the American Ecumenical, Jewish, and Muslim Communities, with Costs Shared Among the Participating Faith Groups, for the Purpose of Identifying Opportunities for Positive Investment, with a Report Back to the 220th General Assembly (2012)—From the Middle East Study Committee (Minutes, 2010, Part I, pp. 50, 52, 1021–1119).*

Alternate Resolution to 2012 Referral: Item 15-11. Report of the Committee on Mission Responsibility Through Investment (MRTI) of Its Engagement with Corporations Involved in Israel, Gaza, East Jerusalem, and the West Bank. Recommendation 4. Devise a Plan of Active Investment in Projects That Will Support Collaboration Among Christians, Jews, and Muslims and Help in the Development of a Viable Infrastructure for a Future Palestinian State—From the 220th General Assembly (2012) (Minutes, 2012, Part I. pp. 39, 42–43, 1399–1410 of the CD; p. 286 of the print version).

Alternate Resolution to 2012 Referral: Item 15-11. Report of the Committee on Mission Responsibility Through Investment (MRTI) of Its Engagement with Corporations Involved in Israel, Gaza, East Jerusalem, and the West Bank. Recommendation 5. The General Assembly Mission Council to Create a Process to Raise Funds to Invest in the West Bank, and the Program Will Be Inaugurated No Later Than the Meeting of the 221st General Assembly (2014) —From the 220th General Assembly (2012) (Minutes, 2012, Part I. pp. 39, 42–43, 1399–1410 of the CD; p. 286 of the print version).

Response: Leaders of the Presbyterian Foundation and Presbyterian Mission Agency took a joint trip to Israel/Palestine in March, 2013, for the purposes of developing a Positive Investment program, as directed by the 219th General Assembly (2010). The program builds on efforts by congregations, seminaries, and other Church institutions; and follows an additional directive from the 220th General Assembly (2012) of the Presbyterian Church (U.S.A.).

The project team developed criteria for investments (based on prior General Assembly actions), consulted with faith and business leaders in the region to identify investment opportunities which fit the criteria, reviewed business plans and supporting documentation from numerous opportunities, then visited a number of the projects and businesses which seemed to best fit. The criteria for the projects call for investments that will:

- Make a difference in the lives of those most vulnerable
- Preserve an effective witness to peace in the entire region
- Be invested in West Bank owned/sponsored initiatives or companies
- Result in sustainable economic development (without supporting the occupation)
- Engage Christians in the West Bank around issues of job creation and economic development
- Confine business activity solely to peaceful pursuits, and refrain from allowing their products or services to support or facilitate violent acts by Israelis or Palestinians against innocent civilians, construction and maintenance of settlements or Israeli-only roads in East Jerusalem and the West Bank, the Israeli military occupation of Palestinian territory, and construction of the Separation Barrier as it extends beyond the 1967 “Green Line” into Palestinian territories
- Minimize or eliminate Palestinian dependence on Israel or others
- Offer transparency of use and impact
- Provide direct engagement with those who ultimately benefit

Two initial investments have been placed:

- A loan to complete construction of a continuous education building at a Christian college in Bethlehem. The building will house two restaurants and a training kitchen for the college’s culinary school, along with classrooms for the college’s tour-guide training program. These are key areas of job creation in Bethlehem.
- A loan to construct a renewable energy installation for an industrial park near Bethlehem.
- Investment to create a microfinance initiative in partnership with a Ramallah-based bank. The program will offer loans in the \$1,500 - \$20,000 range to create and/or expand micro-small businesses, mostly in the agricultural sector. The program has a target of 80% women borrowers, with a required minimum of 51% women borrowers. Loans will be made at rates significantly below those charged by other microfinance institutions in the region.

Work continues on a third potential investment in renewable energy.

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Initial funding for the investments came from the Creative Investment Funds designated by prior Assemblies which are held by the Foundation for the benefit of the Mission Agency. Additional funds have been raised from congregations, which are able to participate in the program through a revocable charitable trust established with the Foundation's subsidiary New Covenant Trust Company.

While this Presbyterian work has been done in partnership with individual Palestinian Christians, Palestinian Muslims and Israeli Jews, it has not been possible to have a high level joint delegation with appropriate counterparts in the American ecumenical, Jewish, and Muslim communities.

Congregations interested in investing in peace through this effort should contact Rob Bullock at the Presbyterian Foundation (800-858-6127 or rob.bullock@presbyterianfoundation.org).

III. Reports without Recommendations

A. *Report of the Presbyterian Mission Agency on Current Task Forces, Work Groups, and Ad Hoc Committees*

As instructed by the 204th General Assembly (1992), the Presbyterian Mission Agency Board presents to the General Assembly, the work of all task forces, work groups, ad hoc committees, and similar bodies established by the Presbyterian Mission Agency, its divisions, or other assembly entities. (*Minutes*, 1992, Part I, pp. 144, 147, 277-278.)

All Ministries and the Executive Director's Office were requested to disclose information on how many task forces, work groups, ad hoc committees, and similar bodies were currently at work in their area. Sixty-four (64) such groups are currently operating. Fifty-seven (57) of the groups were reported as having ongoing responsibilities. The other seven (7) groups have set completion dates with a written report expected by the Presbyterian Mission Agency Board or the General Assembly. Whenever it is possible, the Presbyterian Mission Agency Board assigns tasks to an existing part of its structure. All persons serving on a board, committee, task force, or work group with an expected life of more than two years are selected through the General Assembly Nominating Committee process.

1. *Deputy Executive Director for Mission*

Ongoing responsibility: Domestic Mission Task Force DREAM Team

2. *Evangelism & Church Growth*

Ongoing responsibilities: Mission Development Resource Committee, Ghost Ranch Governing Board, Stony Point Center Governing Board, Domestic Mission Task Force DREAM Team

3. *Compassion, Peace & Justice*

Ongoing responsibilities: Mission Responsibility Through Investment, Presbyterian Hunger Program Advisory Committee, Presbyterian Disaster Assistance Advisory Committee, Presbyterian Committee on the Self Development of People, Jarvie Commonwealth Service Committee

Advisory Committee on Social Witness Policy

- (1) Peace Discernment Steering Team—Provisional Report to 221st General Assembly (2014) (A confirming vote is projected to take place in 2016, but the Steering Team will not be active or receive funding during the 2014 and 2016 period.)
- (2) Tax Reform Study Team—Report to the 221st General Assembly (2014)
- (3) Advisors for Unbound: An interactive journal of Christian Social Justice, both from the church more broadly and from staff in the building. Face-to-face meetings of outside church advisors only at GA and Big Tent, with staff advisors meeting periodically in Presbyterian Center.

4. *Racial Ethnic & Women's Ministries/Presbyterian Women*

Special Task Force to Study Racial Ethnic and New Immigrant Church Growth [ends with 221th General Assembly (2014)]. African American Church Growth Consultation [ends with 221th General Assembly (2014)].

Ongoing responsibilities:

National Black Presbyterian Caucus, National Hispanic Latino Presbyterian Caucus, Native American Consulting Committee, National Council of Korean Presbyterian Churches, Coordinating Committee on Korean American Presbyteries, Korean English Ministries (EM) Consultation Continuation Committee, National Middle Eastern Presbyterian Caucus, National Asian Presbyterian Council, President's Roundtable of the Racial Ethnic Schools and Colleges, Secondary Schools Roundtable, Presbyterian Women Churchwide Coordinating Team, Coordinating Committee of the National Network of Presbyterian College Women, Core Team of Racial Ethnic Young Women Together, National Cambodian Presbyterian Council, Chinese Presbyterian Council, National Filipino Presbyterian Council, National Taiwanese Presbyterian Council, National Thai Presbyterian Council, National Vietnamese Presbyterian Council, National Burmese Presbyterian Council, National Indonesian Presbyterian Council, National Laotian Presbyterian Council, African Immigrants Network, Brazilian Immigrants Network, Southeast Asian Network, Racial Ethnic Caucuses and Councils, Presbyterian Multicultural Network, National Black Presbyterian Women, National Hispanic Latina Presbyterian Women, National Asian Presbyterian Women, National Korean Presbyterian Women, African Presbyterian Women, Native American Presbyterian Women, Native American Presbyterian Men, National Hispanic/Latino Presbyterian Men, National Black Presbyterian Youth Council,

National Hispanic/Latino Presbyterian Youth & Young Adults, National Asian Youth Council, National Korean Youth Council, American Indian Youth Council.

5. Theology Worship & Education

Ongoing responsibilities: Committee on Theological Education

Reporting to the 221st GA – Special Committee on Funding of Theological Institutions, Special Committee on the Confession of Belhar

6. World Mission

Ongoing responsibility: Human Trafficking Work Group, Mission Personnel and Partner Security Task Force, U.S. Advisory Committee/Jinshian Memorial Program

7. Communications and Funds Development

Special Offerings Advisory Task Force – Report to the 22st General Assembly (2014)

8. Executive Director's Office:

Presbyterian Mission Agency Self-Study Steering Committee – end in spring 2015.

On-going responsibility: The Mid Council Advisory Board is a representative group of Mid Council leaders who meet with Presbyterian Mission Agency staff leaders to discuss ways that the Mission Agency and the Mid Councils can work together in partnership.

Presbyterian Mission Agency and Presbyterian Foundation Working Group was formed to strengthen the working relationship between the two agencies.

Advocacy Committee for Racial Ethnic Concerns(ACREC) and Advocacy Committee for Women's Concerns (ACWC)

On-going responsibility: Women of Color Joint Working Group

B. Report of Changes to the Appendices of the Presbyterian Mission Agency Manual of Operations

The *Presbyterian Mission Agency Manual of Operations* states that, "The Presbyterian Mission Agency may change those appendices to the *Manual of Operations* that are within its purview. The Presbyterian Mission Agency Board Executive Committee shall submit a written report of changes to the appendixes to the next General Assembly."

In accordance with the above, the Presbyterian Mission Agency Board Executive Committee reports the following changes to the Appendixes of the *Manual of Operations*, as approved by the Presbyterian Mission Agency Board between the 220th General Assembly (2012) and the 221st General Assembly (2014):

1. Amend Appendix 1: Presbyterian Mission Agency Board Organization by dividing it into eight appendixes as follows: Appendix "1A Presbyterian Mission Agency Board Organization," "Appendix 1B Officers of the Board," "Appendix 1C Presbyterian Mission Agency Board Committees," "Appendix 1D Election Procedures," "Appendix 1E Presbyterian Church (U.S.A.), A Corporation," "Appendix 1F Other Committees," "Appendix 1G Missional Relationships," "Appendix 1H Guidelines for Liaisons to Other Entities." The text of Appendix 1A through 1H will read as follows with additional amendments: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

"Appendix 1A

"Presbyterian Mission Agency Board Organization

"Presbyterian Mission Agency Board members are nominated by the General Assembly Nominating Committee and elected by the General Assembly for six-year, non-renewable terms.

"I. Responsibilities of the Board

The responsibilities of the Presbyterian Mission Agency Board are listed in ~~the Organization for Mission and the Board~~ *Section III of this Manual.*

"II. Board Meetings

~~"A. Meetings~~

~~"1. A.~~ Stated Regular Meetings—[Text remains unchanged.]

~~"2. B.~~ Special Called Meetings—[Text remains unchanged.]

~~"B. C.~~ Quorum [Text remains unchanged.]

~~"C. D.~~ Development of the Agenda

"1. The Executive Director, in conjunction with the Board Chair, ... [Text remains unchanged.]

"2. Each agenda shall include an opportunity for members of the Board ... [Text remains unchanged.]

"We, the Presbyterian Mission Agency Board, ... [Text remains unchanged.]

"~~a.~~ Seek God's will, ... [Text remains unchanged.]

"~~b.~~ Relate to one another ... [Text remains unchanged.]

"~~c.~~ Be faithful stewards, ... [Text remains unchanged.]

"~~d.~~ Worship and pray ... [Text remains unchanged.]

~~"D. E.~~ Closed Meetings

"Closed meetings shall be held in accordance with the General Assembly Open Meeting Policy (see Appendix 4). In closed meetings, only voting members of the Board, at-large members of the ~~Stewardship~~ Finance Committee, and the Audit Committee, and other persons explicitly invited by the Board are to be present. ... [Rest of text remains unchanged.]

~~"E. F.~~ Recording Secretary

The ~~Stated Clerk of the General Assembly~~ *Executive Director of the Presbyterian Mission Agency*, or designee, shall be the Recording Secretary of the Presbyterian Mission Agency Board.

"G. Elected Member Job Description

"1. Expectation:

- "a. Every elected Presbyterian Mission Agency Board member will be a member of one of the four standing mission committees (except the Board Chair and Vice-chair).*
- "b. Additionally, Board members will serve the Presbyterian Mission Agency Board and the church in a variety of ways, whether it be through internal committees and task forces, national committees and task forces, or appointed liaison relationships.*

"2. Attendance:

- "a. Attendance at regular meetings of the Presbyterian Mission Agency Board must be given a high priority, as the Board only has five regular meetings in each two year cycle.*
- "b. One absence from a regular meeting of the Presbyterian Mission Agency Board, or its related committees, without prior notification to the Office of the Executive Director shall be a basis for a review of the member's standing with the Board.*
- "c. Upon two consecutive absences, or three absences in a three year period, for any reason, the Board chair to recommend to the Stated Clerk that the position be declared vacant.*

"3. Member Responsibilities:

- "In addition to adherence to the Board covenant, to be faithful and accountable in the following ways:*
- "a. Active involvement in a Presbyterian Church (U.S.A.) congregation and commitment to a personal discipline of spiritual growth*
 - "b. Knowledge of and commitment to the mission, goals, and policies of the Presbyterian Church (U.S.A.), the Presbyterian Mission Agency and its Board.*
 - "c. Openness to new vision and direction emerging within the life of the church*
 - "d. Informed and honest participation, including appropriate inquiry, in all meetings of the Presbyterian Mission Agency Board and its related committees to fulfill the member's duties of loyalty, care, and of providing fiduciary, generative, and strategic leadership necessary for guiding and directing the Presbyterian Mission Agency's work.*
 - "e. Attendance and participation in all events on the agenda of board meetings.*
 - "f. Faithful discipleship regarding stewardship, confidentiality, and leadership roles, acting in the best interests of the Presbyterian Mission Agency.*
 - "g. Positive and active interpretation of the work of the Presbyterian Mission Agency to congregations and councils of the church through presentations and other communications.*
 - "h. Provide and promote financial support through gifts to some or all of the following: congregation or presbytery, and the Presbyterian Mission Agency (including any of its ministries).*
 - "i. Provide constructive feedback in response to surveys and evaluations relating to the Presbyterian Mission Agency Board.*

~~G.~~ 4. Resignation

"A member of a General Assembly entity who finds it necessary to resign shall send his or her resignation to the Stated Clerk of the General Assembly, who shall notify the entity and the nominating committee or other body that originated the person's nomination or election. When any member of an entity of the General Assembly shall resign or become unable to serve because of chronic or permanent physical or mental illness or disability, the Stated Clerk of the General Assembly shall declare the position vacant. (Organization for Mission, IV. B.2.o.)

"Additionally, any Board member resigning shall send a copy of the resignation to the Office of the Executive Director."

“Appendix IB

“~~H.~~ Officers of the Board

“~~A. I.~~ Chair

~~“The duties of the chair are to:~~

“A. Duties

“1. [Text for 1, 2., and 3. remain unchanged.]

“4. Appoint ~~the chair and members~~ *a member of the Executive Committee and three Board members to serve with the Board vice-chair as members of the Presbyterian Mission Agency Board Executive Committee’s ~~Procedures~~ Personnel Subcommittee. The Board vice-chair will serve as chair of the Personnel Subcommittee.*

“5. [Text remains unchanged.]

“6. Appoint members of the ~~Presbyterian Mission Agency Board Nominating Committee~~ *Board Nominating and Governance Sub-Committee* for two-year, non-renewable terms.

“7. [Text for 7. through 11. remain unchanged.]

“12. *In agreement with the vice-chair, review and approve requests to celebrate Holy Communion between regular meetings of the Executive Committee and report any approvals at the next meeting.*

“B. Term:

“The Presbyterian Mission Agency Board shall elect its chair at the first Board meeting of the calendar year in which there is a General Assembly from among its voting members. The chair-elect shall serve as a corresponding member of the Presbyterian Mission Agency Board Executive Committee (voice but not vote) until assuming office upon the adjournment of the assembly. The term shall be for two years without renewal. The chair-elect may continue to hold offices requiring election by the Board, with the exception of chair or vice-chair of any committee, if he or she was already serving in such positions upon his or her election. The chair may not be elected to an additional office by the Board during the term of office, but is eligible to serve in appointed positions and will serve in ex-officio positions as mandated by the Manual of Operations. During Board meeting dates, the chair serves as an ex-officio member of all Board Committees with voice and no vote.

“~~B. II.~~ Vice-Chair

~~“The duties of the vice chair are to:~~

“A. Duties:

“1. [Text for 1. and 2. remain unchanged.]

“3. ~~Lead the Executive Committee in all personnel matters as listed in Section IV.A.1.d.(15).~~ *Serve as chair of the Personnel Subcommittee.*

“4. [Text remains unchanged.]

“5. *In agreement with the chair, review and approve requests to celebrate Holy Communion between regular meetings of the Executive Committee and report any approvals at the next meeting.*

“B. Term:

“The Presbyterian Mission Agency Board shall elect its vice-chair at the first Board meeting of the calendar year in which there is a General Assembly from among its voting members. The vice-chair elect shall serve as a corresponding member of the Presbyterian Mission Agency Board Executive Committee (voice but not vote) until assuming office upon the adjournment of the assembly. The term shall be for two years without renewal. The vice-chair elect may continue to hold offices requiring election by the Board, with the exception of chair or vice-chair of any committee, if he or she was already serving in such positions upon his or her election. The vice-chair may not be elected to an additional office by the Board during the term of office, but is eligible to serve in appointed positions and will serve in ex-officio positions as mandated by the Manual of Operations.

~~C. Terms of Office~~

~~1. Chair~~ [Text has been moved to Appendix 1B, I.B.]

~~2. Vice Chair~~ [Text has been moved to Appendix 1B, II.B.]

“APPENDIX 1C

“Presbyterian Mission Agency Board Committees and Task Forces

~~IV. I.~~ Presbyterian Mission Agency Board Committees

A. Mission Administration Committees

1. Executive Committee

“The basic operating principle guiding the work of the Executive Committee is that of resourcing and facilitating decision-making by the Presbyterian Mission Agency Board.

a. Membership

“The Executive Committee shall be composed of members of the Presbyterian Mission Agency Board, including the Board chair, Board vice-chair, chair of each of the Mission Committees, and ~~two~~ *three* voting members elected by the Presbyterian Mission Agency Board. (See ~~section VI. Election Procedures, D.2. Appendix 1D.~~). The Presbyterian Mission Agency Executive Director is an ex-officio member of the Executive Committee (voice, but without vote). The Presbyterian Mission Agency Board Executive Committee shall be chaired by the Board chair.

b. ~~Scheduling~~ *Schedule* of Meetings [Text in b.1) and b.2) remain unchanged] ...

c. Quorum

A quorum (40%) must be present *for the Executive Committee* to conduct business ~~for the called meeting (See Section II.B.)~~.

d. Responsibilities

“The responsibilities of the Executive Committee shall include, but not necessarily be limited to:

“[Text for d.1) through d.3) remains unchanged.]

“4) Appoint Presbyterian Mission Agency Board voting members, which may include an at-large member of the ~~Stewardship~~ *Finance* Committee, to serve at a called meeting of a Joint Budget Table for resolution of unresolved per capita budget matters (See Appendix 10.)

“5) Review and act upon all requests to celebrate Communion. *In between regular meetings of the Executive Committee, the chair and vice-chair of the Board are authorized to review and approve requests to celebrate Holy Communion and report any approvals at the next meeting.*

“6) [Text in 6) through 10) remains unchanged.]

“~~(11) — Nominate voting members for the Presbyterian Mission Agency Board Nominating Committee for election by the Board at its fall meeting. (See Section VI.B.2.)~~

“~~(12) 11) Recommend biennially ...~~ [Text remains unchanged.]

“~~(13) 12) Act as publisher ...~~ [Text remains unchanged.]

“~~(14) 13) Act regarding personnel matters of the Presbyterian Mission Agency, with input from the Personnel Subcommittee, as follows:~~

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- “a) ... [Text for a) through e) remains unchanged.]
- “f) Recommend for Presbyterian Mission Agency Board action:
- “~~a~~-1) Personnel policies and procedures for the Presbyterian Mission Agency staff.
 - “~~a~~-2) Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action.
 - “~~a~~-3) Compensation guidelines within which salaries are administered.
 - “~~a~~-4) Salary adjustments for the Executive Director
 - “~~a~~-5) Other appropriate actions.
- “(15) 14) Meet with the Committee ... [Text remains unchanged.]
- “(16) 15) Coordinate the plan ... [Text remains unchanged.]
- “(17) 16) Develop a process for orientation of new Board members, *with input from the Board Nominating and Governance Subcommittee.*
- “18) ~~Provide for regular meetings with mid-council personnel. Review Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly.~~
- “19) *Review the Manual of Operations, the Organization for Mission, Mission Ministries, Shared Services Ministry, Audit, Advocacy and Advisory Committees' manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.*
- “20) *Review of reports to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.*
- “21) *Review the minutes of the Advocacy Committee for Racial Ethnic Concerns and Advocacy Committee for Women's Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.*
- “e. Subcommittees of the Executive Committee
- “(1) ~~Procedures Subcommittee~~
- “(a) ~~Membership:~~
 - “~~The Procedures Subcommittee shall consist of two voting members of the Executive Committee, one of whom shall be chair, and three voting members of the Board not presently serving on the Executive Committee; to be appointed annually by the Board chair.~~
 - “(b) ~~Function:~~
 - “~~Review and report to the Executive Committee on Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly. Review and report to the Executive Committee on the Manual of Operations, the Organization for Mission, Mission Ministries, Communications and Funds Development Ministry, Shared Services Ministry, Audit, Advocacy and Advisory Committees' manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.~~
 - “(c) ~~Responsibilities~~
 - “~~Work of the subcommittee shall include but not necessarily be limited to:~~
 - “~~i~~ ~~Review of reports to General Assembly prepared by Presbyterian Mission~~

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~~Agency in the course of its regular work.~~

- ~~“ii Review of reports to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.~~
- ~~“iii Recommend as needed, revisions and amendments to the *Organization for Mission* and the *Presbyterian Mission Agency Board Manual of Operations*.~~
- ~~“iv Review the minutes of the Advocacy Committee for Racial Ethnic Concerns and Advocacy Committee for Women's Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.~~

“1) Board Nominating and Governance Subcommittee

“a) Function

“The Board Nominating and Governance committee is a sub-committee of, and therefore reports to, the Presbyterian Mission Agency Board Executive Committee. The sub-committee is responsible for ongoing review and recommendations to enhance the quality of the Presbyterian Mission Agency Board.

“b) Membership

“The committee will have staggered terms of two years and 5–7 members. Members may serve a second term. Up to two members at any time may finish out the last year of their term on the committee after their service on the Board ends.

“c) Nominating Responsibilities:

“(Note: When no current member of the Presbyterian Mission Agency Board has the gifts or abilities required to serve on particular boards or entities that require Board representation, the Board Nominating Committee may select nominees from past Board members. Ordinarily the term is for four years, non-renewable.)

“1) Nominate three voting Board members, for election by the Presbyterian Mission Agency Board, to one-year at-large terms on the Executive Committee. Those so elected shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat. Ordinarily, these at-large members shall serve no more than three years as at-large members. An annual election provides for continuity, balance, and fair representation.

“2) Nominate three voting Board members, for election by the General Assembly, to four-year non-renewable terms on the Advisory Committee on Social Witness Policy. Those so elected shall assume their responsibilities at the end of the General Assembly.

“3) Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year non-renewable term on the Advocacy Committee for Racial Ethnic Concerns.

“4) Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year, non-renewable term on the Advocacy Committee for Women's Concerns.

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- “5) *Nominate one Board voting member from the Finance Committee for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Foundation.*
- “6) *Nominate one Board voting member from the Finance Committee, and one Board voting member from the Worshiping Communities, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc.’s Board of Directors, subject to confirmation by the General Assembly.*
- “7) *Nominate one Board voting member from the Finance Committee, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Board of Pensions.*
- “8) *Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to any selection committee for the Presbyterian Church (U.S.A.) Board of Pensions President. (Organization for Mission, Appendix D, Section 7).*
- “9) *Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Council for Chaplains and Military Personnel.*
- “10) *Nominate two Board voting members, with election by the Presbyterian Mission Agency Board, to four-year non-renewable terms on the Committee on Theological Education.*
- “11) *Nominate one Board voting member for appointment by the Presbyterian Mission Agency Board to a four-year non-renewable term on the General Assembly Committee on Ecumenical and Interfaith Relations.*
- “12) *Nominate two members, at least one of whom shall be a current Board voting member, to three-year term with eligibility to one additional term, to the Mountain Retreat Association, Inc.’s Board of Directors for approval by the General Assembly.*
- “13) *Nominate one Board voting member to the Stony Point Conference Center Board of Directors, and one Board voting member to Ghost Ranch Conference Center Board of Directors to a four-year non-renewable term, for election by the Presbyterian Mission Agency Board.*
- “14) *Nominate for Presbyterian Mission Agency Board election, one Board voting member to the Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. Board of Directors for a three-year non-renewable term*
- “15) *Prepare and distribute biographical information for any nominee who is not a current member of the Board.*
- “16) *Nominate for other positions as requested by the Presbyterian Mission Agency Board.*
- “17) *Work in consultation with the Committee on Representation to provide for inclusiveness to ensure fair and effective representation in the decision making of the church. (Book of Order, G-3.0103.)*
- “18) *Coordinate the nomination and election process for chair and vice-chair. (See Appendix 1D, Election Procedures.)*
- “19) *Nominate Board voting members, for election by the Presbyterian Mission Agency Board, to two-year terms on the Mission Committees,*

with eligibility for two additional terms. Those so elected shall assume their responsibilities at the beginning of the fall meeting.

“a) Process:

“The Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consult with members, prior to nomination, in the following ways:

“1) All new members of the Presbyterian Mission Agency Board shall be requested to provide a list of committee preferences. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and committee needs in preparing nominations, with the understanding that a person must serve one year on the Presbyterian Mission Agency Board before being elected to serve on the Presbyterian Mission Agency Board Executive Committee. Nominations shall be made without further consultation.

“2) After completing a two-year term on a committee, members shall provide a list of committee choices in order of preference for service. In preparing nominations, the Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and the committee needs when the continuing member is assigned to a new committee.

3) Election by the Presbyterian Mission Agency Board shall take place at the first Board meeting following General Assembly.

“d) Governance Responsibilities:

“1) Defining Board roles and responsibilities

“a) Regularly review and recommend updates to the board's description of its roles and areas of responsibility and what is expected of individual board members.

“b) Recommend periodic updates to the primary areas of focus for the board, and help shape the board's agenda for the next two years, based on the strategic plan.

“2) Supporting efforts to ensure diverse and effective Board composition

“a) Lead in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider to accomplish future work of the board.

“b) Develop a profile of the Board as it should evolve over time.

“c) Relate to the General Assembly Nominating Committee in the following ways:

“d) Identify potential Board member candidates to the General Assembly Nominating Committee based upon Board needs.

“e) Make use of the General Assembly Nominating Committee whenever possible;

“f) Report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;

“g) *Work through General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to ... ‘ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all work groups’ ... (Minutes, 1996, Part I, p. 201, para. 15.113). This procedure applies to all working groups with a lifespan of more than two years.*

“h) *Nominate individuals to be elected by the Board to serve in liaison roles to related entities.*

“3) *Encouraging board development*

“a) *Provide candidates with information needed to understand the role of Board members prior to election or appointment to the Board.*

“b) *Design and oversee a process of Board orientation, sharing information needed during the early stages of Board service.*

“c) *Design and implement an ongoing program of Board information, education, and team building.*

“4) *Assessing Board effectiveness*

“a) *Initiate periodic assessment of the Board's performance, and propose, as appropriate, changes in Board structure and operations.*

“b) *Provide ongoing counsel to the Board chair and other Board leaders on steps they might take to enhance Board effectiveness.*

“c) *Regularly review the Board's practices regarding member participation, conflict of interest, confidentiality, and so on, and suggest needed improvements.*

“d) *Periodically review and update the Board policy and practices.*

“5) *Developing Board leadership*

“a) *Take the lead in succession planning, taking steps to recruit and prepare for future Board leadership.*

“b) *Nominate Board members for election to Board committees and as Board officers.*

“2) *Personnel Subcommittee*

“a) *Description of the Subcommittee*

“*The Personnel Subcommittee, in its role as a mission subcommittee, reviews, provides advice and recommends for action to the Executive Committee of the Board regarding employment-related policies, procedures and initiatives, including but not limited to:*

“1. *personnel policies and procedures of the Board;*

“2. *compensation guidelines within which salaries are administered;*

“3. *equal employment and affirmative action guidelines;*

“4. *recruitment and leadership development; and*

“5. *any other employment-related assignment from the Executive Committee or the Board.*

“b) *Authority*

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“The Subcommittee’s responsibility is one of review, advice and recommended action to the Executive Committee of the Board within the duties of the Subcommittee listed above. The Subcommittee reports to the Executive Committee of the Board, and in such capacity provides regular reports to the Executive Committee. It is the responsibility of the management of the Presbyterian Mission Agency to administer employment-related programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Subcommittee. The Subcommittee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. The Subcommittee will receive reports from the Human Resources Department and the Legal/Risk Management Services Office of the Presbyterian Mission Agency. The Subcommittee will invite its equivalent committee of the Committee on the Office of the General Assembly to meet biennially to collaborate on matters of common interest.”

“c) Membership and Meetings

“The Personnel Subcommittee consists of five (5) members with voice and vote: two (2) Executive Committee members and three at-large members, and the Executive Director of the Presbyterian Mission Agency a corresponding member with voice and without vote. Each member will serve a term of two (2) years commencing at the next meeting after appointment by the Chair of the Board and expiring the earlier of two (2) years after appointment or the end of the member’s term on the Board. The Subcommittee generally meets quarterly by phone or in conjunction with the meetings of the Board. During these meetings, the Subcommittee provides reports on its activities and may make recommendations for action to the Executive Committee of the Board. The Subcommittee serves as a consultative body to the Executive Director in the Executive Director’s staff management role. The Subcommittee is resourced by staff members of the Human Resources Department and the Legal/Risk Management Services Office.”

“d) Purposes

“To further the fulfillment of the vision, mission, values and directional goals of the Presbyterian Mission Agency, the Personnel Subcommittee is called to assist and support the Executive Committee’s work and ministry toward ensuring and envisioning a work community for the Presbyterian Mission Agency that is: built on faith; culturally proficient; legally compliant; dynamic; and appropriately positioned to meet the needs of a changing organization.”

~~“2) 3)~~ Restricted Funds Oversight Committee

... [The text in 3)a) through 3)d) remains unchanged.]

~~“2. — Presbyterian Mission Agency Board Nominating Committee~~

~~“... [Text in 2. Presbyterian Mission Agency Board Nomination Committee has been deleted.]~~

~~“3) 4)~~ Audit Committee

~~“a) Purpose: ... [Text in a) remains unchanged.]~~

~~“b) Composition and Membership: ... [Text in b) through b)3) remains unchanged.]~~

~~“Each member of the Committee shall be independent and may not accept directly or indirectly any consulting, advisory, or other compensatory fee from either the Presbyterian Mission Agency or Office of the General Assembly (OGA). All members of the Committee shall have a working familiarity with basic finance and accounting practices and the two at-large members of the Committee shall have accounting or related financial management expertise determined by the Stewardship Mission Finance Committee and the Audit Committee Chairs.~~

~~“... [The last two paragraphs of b) remain unchanged.]~~

“c) Duties and Responsibilities

“... [Text in c)1) through c)4) remains unchanged.]

“5) Ethics Policy Violation Reports

“a) The Audit Committee has duties under the “Ethics Policy for COGA and Presbyterian Mission Agency Board Members.” It also has duties under the “Ethics Policy for Presbyterian Mission Agency and Office of the General Assembly Employees”. These policies are attached as Appendix 6 ~~and can be viewed at (http://www.pcusa.org/resource/ethics_policy_elected_and_appointed_members-general/).~~

“b) [Text remains unchanged.]

“6) General

“a) Review the Committee’s charter annually, reassess the adequacy of this charter ~~and, considering~~ any new laws or regulations, *and* recommend any proposed changes to the Presbyterian Mission Agency Board.

“b) [Text in b) through g) remains unchanged.]

“B. Presbyterian Mission Agency Board *Mission* Committees

[The text in this section was stricken and new text inserted as shown below.]

“1. *Context:*

“The Presbyterian Mission Agency Board oversees the work of the Presbyterian Mission Agency as it inspires, equips and connects the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

“2. *Committees:*

“The Board’s mission is advanced through four primary committees:

“a. *Leadership Committee*

“The Leadership Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips and connects individuals for leadership in Christ’s church and in the world. In this work, the Leadership Committee seeks to discern God’s direction as it guides ministries which identify, develop and resource diverse transformational leaders. Areas of ministry typically within the purview of the Leadership Committee include:

“1) *Chaplains*

“2) *Elder and leader development*

“3) *Financial Aid for Studies*

“4) *Leadership trends and response*

“5) *Mission Personnel*

“6) *Racial Ethnic and Women’s Leadership*

“7) *Theological Education*

“8) *Theology*

“Relationships

“The work of the Leadership Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees/boards where the Board has a representative, and ecumenical advisory members.

“1) *Board-related committees*

“a) *None*

“2) *Missional relationships:*

“a) *Presbyterian Council for Chaplains and Military Personnel—PCCMP*

“b) *Association of Presbyterian Church Educators—APCE*

“3) *Committees/Entities where the Board has a representative:*

“a. *Presbyterian Women in the Presbyterian Church (U.S.A.), Inc., Board of Directors*

“b. *Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors*

“4) *Ecumenical Advisory Members:*

“a. *None*

“b. *Worshiping Communities Committee*

“The Worshiping Communities Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips and connects congregations and other worshiping communities as centers of discipleship. In this work, the Worshiping Communities Committee seeks to nurture spaces for the myriad expressions of Christ’s church that allows for creative, dynamic and moving connections. Areas of ministry typically within the purview of the Worshiping Communities Committee include:

“1) *Christian education and curriculum*

“2) *Church growth*

“3) *Collegiate ministries*

“4) *Conference Centers*

“5) *Equipping the church for mission*

“6) *Evangelism and disciple-making ministries*

“7) *Racial Ethnic and cross cultural congregational support*

“8) *Worship*

“9) *Youth and Young Adults*

“Relationships

“The work of the Worshiping Communities Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees/boards where the Board has a representative, and ecumenical advisory members. The Presbyterian Investment and Loan Program may occasionally relate to this committee on programmatic matters.

“1) *Board-related committees*

“a) *Mission Development Resources Committee (MDRC) reports to the Worshiping Communities Committee.*

“2) *Missional relationships:*

“a) *Association of Presbyterian Church Educators—APCE*

“3) *Committees/Boards/Advisory Boards where the Board has a representative:*

“a) *Mission Development Resources Committee—MDRC*

“b) *Montreat Conference Center Board of Directors*

“c) *Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors*

“4) *Ecumenical Advisory Members:*

“a) One of the Board’s Ecumenical Advisory Members is assigned to the Worshiping Communities Committee, with voice and vote in committee.

“c. *Justice Committee*

“The Justice Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips, and connects Presbyterians and others in witness to God’s justice in the world. In this work, the Justice Committee seeks to equip the church for compassionate-prophetic ministries through advocacy and networking for mission. Areas of ministry typically within the purview of the Justice Committee include:

- “1) *Advocacy efforts*
- “2) *Ministries of compassion, peace and justice*
- “3) *World Mission Networks*

“Relationships

“The work of the Justice Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees where the Board has a representative, and ecumenical advisory members.

- “1) *Board-related committees*
 - “a) *Jinishian Memorial Program Governance Commission relates to the Justice Committee.*
 - “b) *Mission Responsibility through Investment Committee reports to the Justice Committee.*
 - “c) *Presbyterian Disaster Assistance Advisory Committee reports to the Justice Committee.*
 - “d) *Presbyterian Hunger Program Advisory Committee reports to the Justice Committee.*
 - “e) *Presbyterian Self-Development of People Committee relates to the Justice Committee.*
- “2) *Missional relationships:*
 - “a) *Presbyterian Health Education and Welfare Association—PHEWA*
- “3) *Committees where the Board has a representative:*
 - “a) *Jarvie Commonwealth Service Committee*
 - “b) *Jinishian Memorial Program Governance Commission*
 - “c) *Mission Responsibility through Investment Committee*
 - “d) *Presbyterian Health Education and Welfare Association Board of Directors*
 - “e) *Creative Ministries Offering Committee of Presbyterian Women in the Presbyterian Church (U.S.A.), Inc.*
- “4) *Ecumenical Advisory Members:*
 - “a) *One of the Board’s Ecumenical Advisory Members is assigned to the Justice Committee, with voice and vote in committee.*

“d. *Finance Committee*

“The Finance Committee focuses on the work of the Presbyterian Mission Agency that undergirds its ministries with responsible stewardship and transparent reporting. In this work, the Finance Committee is called to support the mission and ministry of the other committees through the application of broad-based services necessary to enable, equip, account and serve. Areas of ministry typically within the purview of the Finance Committee include:

- “1) *Financial reporting and policies*
- “2) *Information Technology*
- “3) *Monitoring and financial projections*

- “4) Other financial and legal matters not specifically related to individual programs*
- “5) Oversee the financial reporting relationship with the Presbyterian Church (U.S.A.) Foundation, where the medium and long-term funds of the Presbyterian Mission Agency are invested.*
- “6) Oversight of budget development*
- “7) Property*

“Relationships

“The work of the Finance Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees where the Board has a representative, and ecumenical advisory members. This committee has primary relationship with the Presbyterian Foundation, the Board of Pensions and the Presbyterian Investment and Loan Program, Inc. Board of Directors.

“1) Board-related committees

“a) None

“2) Missional relationships:

“a) None

“3) Committees/Boards where the Board has representatives:

“a) Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors

“b) Presbyterian Mission Agency Conference Center Advisory Boards (Programmatic concerns may be referred to other committees as needed.)

“c) Ghost Ranch Conference Center

“d) Stony Point Conference Center

“4) Ecumenical Advisory Members:

“a) None

“5) At-large committee members

“a) Two

“3. Authority

“Presbyterian Mission Agency Board Committees are responsible for oversight of programs within the duties of the Committee listed above. It is the responsibility of the executive management of the Presbyterian Mission Agency to administer these programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Committee. The Committee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. From time to time committees may meet together on issues of mutual concern.

“All committee actions, apart from the Executive Committee and routine administrative functions, require the approval of the Presbyterian Mission Agency Board.

“4. Membership and Meetings

“Committee size is determined by the Board during the nomination process each year. If needed, committees may vary in size. Committees generally meet in conjunction with the meetings of the Board. During these meetings, committees will receive:

“a. reports and recommendations from staff

“b. reports from liaisons to other committees.

“II. Temporary Special Committees, Task Forces or Work Groups

If Board Committees, Finance Committee, the Presbyterian Mission Agency Board Executive Committee or two or more of these committees determine a need for a temporary special committee, task force or work group that will involve Presbyterian Mission Agency Board membership and/or non-Presbyterian Mission Agency Board membership, a proposal shall be submitted to the Presbyterian Mission Agency Board through the Executive Committee for approval. All proposals for temporary special committees, task forces and work groups shall include the following information:

"A. Temporary special committee, task force or work group name.

"B. Statement of purpose and tasks to be accomplished.

"C. Explanation as to why these tasks cannot be accomplished by the current Presbyterian Mission Agency Board Committees.

"D. Expertise, skills and experience needed by the members.

"E. Duration of the committee, task force or work group shall not exceed two years.

"F. Size of the committee, task force or work group. Ordinarily not to exceed seven members.

"G. Annual budget with the source of funding.

"H. Proposed names of the committee, task force or work force members with sensitivity to diversity.

~~"V. Presbyterian Church (U.S.A.), A Corporation~~

~~"[Text in this section has been moved to Appendix 1E.]~~

"APPENDIX 1D

"Election Procedures

~~"VI. I. Election Procedures (Approved by GAMC September 2007 for Presbyterian Mission Agency Board Chair and Vice-Chair (See Appendix 1B.)~~

~~"A. Election Procedures for Presbyterian Mission Agency Board Chair and Vice Chair (See Section III. Officers of the Board, C. Terms of Office, C., 1. 2.)~~

~~"1. A. Only Presbyterian Mission Agency Board voting members who have served at least two years on the Board before taking office are eligible for election as chair or vice-chair.~~

~~"B. Nominating Process:~~

~~"2. The Presbyterian Mission Agency Board Nominating Committee will use a nominating process approved by the Presbyterian Mission Agency Board, as follows:~~

~~"a. 1. The Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee will compile a list of gifts, abilities, and skills that they believe will be needed by the Board leadership during the ensuing biennial period. It will also draft two or three questions to be answered by potential candidates for Board leadership. The questions will address the anticipated key challenges facing the Board during the ensuing biennial period.~~

~~"b. 2. Staff to the Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee will identify all Board members eligible for election to Board leadership and prepare for each of them a résumé form that includes the person's personal information from the Presbyterian Mission Agency Board biography form, a summary of their Board experience, and the questions drafted by the Presbyterian Mission Agency Board Nominating Committee and Governance Subcommittee. The letter will:~~

~~"a. Inform the Board member of his or her eligibility for Board leadership.~~

~~"b. Ask if the Board member feels called to be considered for nomination to a Board leadership position.~~

~~"c. If the response is affirmative, request that he or she verify the résumé form information and answer the leadership questions, and~~

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~~“a. d.~~ Ask that the completed form be returned to Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee staff.

~~“e.~~ 3. The Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will review all the submitted forms and will also go through a discernment process as to whether or not eligible Board members who have not submitted forms have leadership gifts that justify an invitation to consider a call to candidacy for Board leadership. If so, the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will extend the invitation to submit a completed résumé form and answers to the leadership questions.

~~“d.~~ 4. The Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee will evaluate the final list of Board leadership candidates who have submitted résumé forms and completed the questions to identify a candidate who it wishes to nominate for Board chair and a candidate it wishes to nominate for Board vice-chair for the ensuing biennial period. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee chair will notify the selected candidates that they are the Presbyterian Mission Agency Board Nominating ~~Committee's~~ and Governance Subcommittee's nominees for the appropriate Board leadership positions.

~~“e.~~ 5. The names of the nominees, along with their résumés and their responses to the questions, will be communicated to all Board members a minimum of three weeks prior to the winter/spring Board meeting.

~~“f.~~ 6. The Board leadership election will be conducted during the winter/spring Board meeting. The Board vice-chair election will be held following the election of the Board chair. Nominations from the floor will be accepted for both elections. The elections will be by written ballot.

~~“g.~~ 7. The two-year term of office will begin with the close of the upcoming General Assembly meeting and end with the close of the next General Assembly meeting.

~~“h.~~ 8. In the event of vacancy during the term of the chair, the vice-chair assumes the chair. The Presbyterian Mission Agency Board Executive Committee is empowered to appoint an interim vice-chair upon nominations by the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee. Election to the position shall occur at the next full meeting of the Board.

~~“B. Election Procedures for Presbyterian Mission Agency Board Nominating Committee Members~~

~~“1. Each member shall be elected for a term of two years. (Also see Section IV.A.2a)~~

~~“2. The Presbyterian Mission Agency Board Executive Committee shall nominate members of the Presbyterian Mission Agency Board Nominating Committee for election by the Presbyterian Mission Agency Board at its fall meeting. (See Section IV.A.d.12.)~~

~~“3. No person shall be eligible for reelection to the Presbyterian Mission Agency Board Nominating Committee.~~

~~“4. Presbyterian Mission Agency Board Nominating Committee members shall elect their own chair.~~

~~“5. Members of the Presbyterian Mission Agency Board Nominating Committee are eligible to serve on other committees.~~

~~“C. II. Election Procedures for Chairs of the Board-Mission Committees, and Audit Committee~~

~~“1. A. The committees shall nominate and elect their chairs, and may elect a vice-chair, during the first Presbyterian Mission Agency Board meeting in the calendar year and notify the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee.~~

~~“2. B. The chairs shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat.~~

~~“3. C. Committee chairs shall be elected for one-year terms, renewable for one additional term.~~

~~“4. D. Board voting members completing at least two consecutive years on a committee are eligible for election as committee chair.~~

~~“5. E. Ordinarily, committee chairs shall make appointments and assignments of committee members to~~

work groups, task forces, and other subcommittees as necessary, giving consideration to experience, interest, and representation.

~~“D. General Assembly Nominations~~

~~“1.—In keeping with the action of the 208th General Assembly (1996), (Recommendation G, Minutes, 1996, Part I, p. 201), the Presbyterian Mission Agency Board shall:~~

~~“a.—make use of the General Assembly Nominating Committee whenever possible;~~

~~“b.—report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;~~

~~“c.—work through the General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to . . . “ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all working groups” . . . (Minutes, 1996, Part I, p. 201, para. 15.113). This procedure applies to all working groups with a life span of more than two years.~~

“APPENDIX 1E

~~“V. Presbyterian Church (U.S.A.), A Corporation~~

~~“[Text has been moved from Appendix 1, Section V.]~~

~~“By corporate action of the Board of Directors of the Presbyterian Church (U.S.A.), A Corporation, the Executive Committee of the Presbyterian Mission Agency Board is also the Executive Committee of the Corporation (GAC, September 1997). A quorum of a majority 40% of voting members is required to conduct business.~~

~~“By corporate action of the Board of Directors of the Presbyterian Church (U.S.A.), A Corporation, the Stewardship Finance Committee, or its successor, is also the Property, Legal, and Finance Committee of the Corporation (Corporate Minutes, September 26, 1998). International property matters requiring approval by the PCUSA PC(USA) Board of Directors are referred to the Board via action of the Evangelism Committee, or its successor. (Corporate Minutes, March 16, 2007). (As of July 2012, the Justice Committee is the successor to the Evangelism Committee.)~~

“APPENDIX 1F

“Other Committees

~~“VII. I. General Assembly Advisory and Advocacy Committees~~

~~“The 205th General Assembly (1993) approved the creation of one advisory committee and two advocacy committees. They are:~~

~~“A. Advisory Committee on Social Witness Policy~~

~~“B. Advocacy Committee for Racial Ethnic Concerns~~

~~“C. Advocacy Committee for Women's Concerns~~

~~“An advisory committee is related to an entity or agency of the General Assembly that is formed for the purpose of providing advice, recommendations, resources, information, or counsel to its parent body.~~

~~.... [Text in the next six paragraphs remains unchanged.]~~

~~“A. Advisory Committee on Social Witness Policy (ACSWP)~~

~~“1. Accountability~~

~~“a. [Text remains unchanged.]~~

~~“b. The committee shall be accountable for the content of its work to the General Assembly in accordance with the *Manual of the General Assembly*, ~~pg. 77, Forming Social Policy~~, 2.a.: ‘The Advisory Committee on Social Witness Policy will be responsible for the process of developing and recommending social witness policy to the General Assembly. If any other entity is involved in processes of developing and recommending social witness policy, then appropriate consultation~~

and linkage with the Advisory Committee on Social Witness Policy shall be undertaken.'

"c. [Text remains unchanged.]

"d. [Text remains unchanged.]

"2. Search Procedures

"[Text in 2.a. through 2.c., 3. through 4. remains unchanged.]

"5. Access

"Access to the Presbyterian Mission Agency Executive Leadership Team for planning and consultation shall be on invitation of the Executive Director or at the request of the coordinator for the Advisory Committee on Social Witness Policy. At least annually, there will be a meeting of the Advisory Committee on Social Witness Policy and representatives of the Presbyterian Mission Agency Board Executive Committee for strategic reflection and anticipation regarding social witness policy concerns.

"The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee's ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

"6. Liaisons

"[Text in 6. Through 7. remains unchanged.]

"8. Assigned Functions

"a. Prepare policy statements, resolutions study papers, social involvement reports, or Advice and Counsel Memoranda on the church's social witness for study and recommendation to the General Assembly at the request of the General Assembly, the Presbyterian Mission Agency Board, or on its own initiative; seek concurrence of the ~~council~~ Board relative to financial implications on plans for studies.

"b. [Text in 8.b. through 8.i. remains unchanged.]

"B. Advocacy Committee for Racial Ethnic Concerns (ACREC)

"This advocacy committee shall consist of the following persons:

"• ~~2~~Two African American (*)

"• ~~2~~Two Asian American (*)

"• ~~2~~Two Hispanic (*)

"• ~~2~~Two Middle Eastern (*)

"• ~~2~~Two Native American (*)

"• ~~1~~ At-large member elected with consideration for special expertise, fast-growing racial ethnic segments, geographic diversity and ethnic balance.

"• ~~1~~ Presbyterian Mission Agency Board Member nominated by the Presbyterian Mission Agency Board Nominating ~~Committee~~ and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee.

"(*) [Text in this paragraph remains unchanged.]

"1. Accountability and Lodgment

"Staff responsible for the planning and coordination work of the committee shall be appointed by the Presbyterian Mission Agency Executive Director in consultation with the Advocacy Committee. The staff shall be lodged within the office of the Executive Director, unless the Advocacy Committee consents to staff being lodged outside that office. Such staff shall be accountable for the work of the committee to the Office of the Presbyterian Mission Agency Executive Director through the ~~Executive~~

~~Administrator~~ *Racial Ethnic Leadership Development Manager.*

“2. Budget

“Funding for the work of the Advocacy Committee for Racial Ethnic Concerns comes from the per capita budget except for the staffing costs which are accounted for in the budget of the office where the staff is lodged. The Advocacy Committee shall propose a yearly budget to the office of the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager.*

“3. Access

“The Advocacy Committee for Racial Ethnic Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. *In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning racial ethnic concerns.*

Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, racial involvement reports, a yearly narrative report, Advice and Counsel Memoranda, and other appropriate correspondence. Advice and Counsel Memoranda shall be developed in consultation with other advisory and advocacy committees as appropriate.

The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee's ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

“4. Assigned Functions

“[Text in 4.a. through 4.g. remains unchanged.]

“C. Advocacy Committee for Women's Concerns (ACWC)

“This Advocacy Committee shall consist of:

- “• ~~2~~Two clergywomen
- “• ~~1~~One woman church lay employee
- “• ~~1~~One Presbyterian Women Churchwide Coordinating Team Vice Moderator for Justice and Peace
- “• ~~7~~Seven members at-large, chosen to balance the committee geographically, racially and ethnically, and with consideration to age and expertise.
- “• ~~1~~One Presbyterian Mission Agency Board nominated by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee.
- “• At least four members of the Advocacy Committee for Women's Concerns shall be racial ethnic women. At least two members of the Advocacy Committee for Women's Concerns will be men, but no more than three members may be men.

“1. Accountability and Lodgment

“Staff responsible for the planning and coordination work of the committee shall be appointed by the Presbyterian Mission Agency Executive Director in consultation with the Advocacy Committee. The staff shall be lodged within the office of the Presbyterian Mission Agency Executive Director, unless the Advocacy Committee consents to staff being lodged outside that office. Such staff shall be accountable for the work of the committee to the office of the Presbyterian Mission Agency Board Executive Director through the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager.*

“2. Budget

“Funding for the work of the Advocacy Committee for Women's Concerns comes from the per capita

budget except for the staffing costs which are accounted for in the budget of the office where the staff member is lodged. The Advocacy Committee shall propose a yearly budget to the office of the ~~Executive Administrator~~ *Racial Ethnic Leadership Development Manager*.

“3. Access

“The Advocacy Committee for Women’s Concerns shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. *In accordance with the recommendation of the 220th General Assembly (2012), the Presbyterian Mission Agency Board shall meet at least once every two years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning women’s concerns.*

“Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, a yearly narrative report, Advice and Counsel Memoranda. Advice and Counsel Memoranda, and other appropriate correspondence shall be developed in consultation with other advisory and advocacy committees as appropriate.

“The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee’s ~~Procedures Subcommittee~~ for review and possible comments by the Presbyterian Mission Agency Board.

“4. Assigned Functions

“[Text in 4. Remains unchanged.]

~~“VIII. II.~~ Committee on Theological Education

[The text of the first two paragraphs remains unchanged.]

~~“1. A.~~ Committee Membership

“This committee of the General Assembly will consist of:

“[The first two bulleted items remains unchanged.]

- “• Two Presbyterian Mission Agency Board members nominated by the Presbyterian Mission Agency Board Nominating ~~Committee~~ *and Governance Subcommittee* and elected by the Presbyterian Mission Agency Board to four-year non-renewable terms;

~~“2. B.~~ Staff Accountability and Lodgment

“[Text remains unchanged.]

~~“3. C.~~ Budget

“[Text remains unchanged.]

~~“4. D.~~ Access

“[Text remains unchanged.]

~~“5. E.~~ Assigned Functions

~~“a. 1.~~ [Text remains unchanged.]

~~“b. 2.~~ [Text remains unchanged.]

~~“c. 3.~~ [Text remains unchanged.]

~~“d. 4.~~ [Text remains unchanged.]

~~“e. 5.~~ [Text remains unchanged.]

~~“f. 6.~~ [Text remains unchanged.]

~~“g. 7.~~ To relate the ~~governing bodies~~ *councils* and agencies of the PC(USA), particularly those which have responsibilities for theology and worship, for education, for candidacy, and for leadership development for pastors and church members.

~~“h.~~ 8. [Text remains unchanged.]

~~“i.~~ 9. [Text remains unchanged.]

~~“j.~~ 10. [Text remains unchanged.]

~~“k.~~ 11. [Text remains unchanged.]

~~“l.~~ 12. [Text remains unchanged.]

~~“m.~~ 13. [Text remains unchanged.]

~~“n.~~ 14. [Text remains unchanged.]

~~“o.~~ 15. [Text remains unchanged.]

~~“IX.~~ III. Other Presbyterian Mission Agency Board Related Committees

“The following committees have reporting relationships ... [Text in this paragraph remains unchanged.]

“A. Mission Responsibility Through Investment Committee (MRTI)

“The Committee on Mission Responsibility Through Investment (MRTI) is responsible for implementing General Assembly policy related to mission responsibility through investment. MRTI assists the church at all levels to utilize its investments as key instruments to promote its mission goals in society. MRTI provides leadership for effective engagement of the private sector in partnership with ecumenical colleagues in the United States, and in collaboration with indigenous churches, ecumenical bodies and local groups in other nations. ~~Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency's Justice Mission Committee.~~

“1. *Budget*

“The budget for MRTI is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“2. *Composition:*

“MRTI is composed of:

“• two elected representatives named by each of its member agencies:

“◦ Presbyterian Mission Agency Board,

“◦ Board of Pensions and

“◦ Presbyterian Church (U.S.A.) Foundation/New Covenant Trust Company), and

“• one representative each from the elected membership of:

“◦ the Advisory Committee on Social Witness Policy,

“◦ the Advocacy Committee on Women's Concerns and

“◦ the Advocacy Committee on Racial Ethnic Concerns.

“In addition, the General Assembly elects three At-Large members bringing MRTI's total membership to 12 persons.

“3. *Relation to the General Assembly and the Presbyterian Mission Agency Board*

“Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee.

“4. *Staffing Relationship and Lodgment:*

“Staffing for MRTI is provided by Compassion, Peace and Justice Ministry Area of the Presbyterian Mission Agency.

“5. *Assigned Functions:*

“MRTI’s primary function is to develop and implement a coordinated strategy for the General Assembly’s Investment Policies and Guidelines for the General Assembly and for subsequent General Assembly action related to investment or divestment. Specific assigned functions include:

- “1) recommend, as needed, revisions or additions to the General Assembly’s Investment Policies and Guidelines (for use by the Board of Pensions, Presbyterian Church (U.S.A.) Foundation, Inc., New Covenant Trust Company; and other fiduciaries within the church family) designed to reach mission goals of the General Assembly,*
- “2) recommend to the Presbyterian Mission Agency Board specific actions on the exercise of investor rights and responsibilities such as proxy voting, initial filing of shareholder resolutions, and joining with other shareholders in litigation calling for regulatory oversight or other forms of redress,*
- “3) recommend to appropriate ministry areas or related bodies, middle governing bodies, institutions and communicant members of the Presbyterian Church (U.S.A.) ways and means to carry out General Assembly investment policies respecting social concerns, including the voting of proxies on shareholder resolutions,*
- “4) appoint representatives to ecumenical organizations through which the Presbyterian Church (U.S.A.) seeks to advance its work in the area of mission responsibility through investments, and (5) assist Compassion, Peace and Justice in coordinating corporate responsibility concerns with mission program and strategies on economic and social justice.*

“B. Mission Development Resources Committee (MDRC)

“The Mission Development Resources Committee makes decisions on Church Loans, Walton Awards for New Church Development and Mission Program Grants (New Church Development, Congregational Transformation and Specialized Ministries). Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board’s ~~Evangelism~~ Mission Worshiping Communities Committee.

“1. Budget

“MDRC provides input on the work of the Mission Program Grants, Church Loans and the Sam and Helen R. Walton Award. The budget for these items is displayed in the Evangelism and Church Growth ministry area.

“2. Staff Relationships and Lodgment

“The Office of Mission Program Grants staff that is responsible for planning, coordinating, and supporting the work of MDRC shall be answerable to the Director of Evangelism and Church Growth Ministry Area or designee.

*“3. Search Procedures for Staff **Error! Bookmark not defined.***

“The Associate and Administrative Assistant staff members within the Office of Mission Program Grants shall be appointed by the director of Evangelism and Church Growth in accordance with The Presbyterian Mission Agency Employee Handbook.

*“4. Relation to the General Assembly and the Presbyterian Mission Agency Board **Error! Bookmark not defined.***

“MDRC reports to the Worshiping Communities Committee, typically in the form of action items, information reports and changes to the MDRC Manual of Administrative Operations.

*“5. Liaisons **Error! Bookmark not defined.***

“A member from the Presbyterian Mission Agency Board Worshiping Communities Committee shall be named as liaison to the MDRC.

“6. Assigned Functions

“The primary focus of the MDRC is to respond faithfully to the church growth commitment of the Presbyterian Mission Agency. This work is conducted in partnership with synods and presbyteries

engaged in church growth mission through the allocation of grants and loans.

“The MDRC implements its work through the following functions:

- “a. Allocating grants for new church development, new worshiping communities, and presbytery support for continual congregational transformation;*
- “b. Originating and overseeing the payment and repayment of Presbyterian Mission Agency loans to new and existing congregations for site acquisition, building construction, renovation, and other related projects;*
- “c. Recommending policies, procedures and guidelines that govern the grant and church loan programs;*
- “d. Interpreting the purpose and availability of the grant and church loan programs to the whole church, instilling hope for future ministry to keep the church alive and growing;*
- “e. Responding in partnership with mid councils to new and emerging ministries;*
- “f. Reviewing and recommending to the Presbyterian Mission Agency new congregation projects nominated to receive Sam & Helen R. Walton Awards.*

“C. Presbyterian Disaster Assistance Advisory Committee (~~PDA~~ PDAAC)

“1. Purpose

“The purpose of the Presbyterian Disaster Assistance Advisory Committee Error! Bookmark not defined.is to review the work of Presbyterian Disaster Assistance and give policy advice, ~~review the work, assist in setting strategic program direction and planning, and recommend an annual budget.~~ This ministry Presbyterian Disaster assistance ‘is a ministry of relief and response to national and international disasters, aid to refugees and displaced persons, refugee resettlement and efforts toward development.’ This ministry is ‘carried out through ecumenical partnerships, related church agencies, ~~middle governing bodies~~ mid councils, and congregations.’ Nominated by the General Assembly Nominating Committee and elected by the General Assembly, ~~this~~ This committee reports to the Presbyterian Mission Agency Board’s ’ Justice ~~Mission~~ Committee.

“2. Budget

“The budget for Presbyterian Disaster Assistance is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“3. Composition

“The Presbyterian Disaster Assistance Advisory Committee is comprised of seven (7) At-Large members, nominated by the General Assembly Nominating Committee and elected by the General Assembly. Members serve a one four-year term and are eligible for consideration to one additional term.

“4. Accountability

“This committee reports to the Presbyterian Mission Agency Board’s Justice Committee.

“5. Staff Accountability and Lodgment

“Staff responsible for planning and coordinating the work of Presbyterian Disaster Assistance are appointed by and accountable to the Director of the Compassion, Peace & Justice Ministry Area.

“6. Assigned Functions

- “1) Assist in setting strategic program direction*
- “2) Contribute knowledge and expertise in disaster relief*
- “3) Ensure that Presbyterian Disaster Assistance is strategically aligned with the priorities of the Presbyterian Mission Agency.*
- “4) Promote and interpret the One Great Hour of Sharing Offering;*

“5) Provide advice concerning expenditure of designated funds over \$500,000 in response to large scale disasters.

“6) Provide input on the development of an annual budget

“7) Work with staff to develop and implement communication and fund-raising strategies.

“D. Presbyterian Hunger Program Advisory Committee (~~PHP PHPAC~~)**Error! Bookmark not defined.**

“1. Purpose

“The purpose of the Presbyterian Hunger Program Advisory Committee is to guide the church's response to hunger and its underlying causes. ~~The committee carries out the following tasks: 1) recommending Presbyterian Hunger Program operating guidelines, 2) making and reporting funding (grant) decisions within the approved guidelines; and 3) suggesting the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty. Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Mission Committee.~~

“2. Budget

“The budget for the Presbyterian Hunger Program is developed by staff and proposed to the Presbyterian Mission Agency Board for approval by the General Assembly.

“3. Staff Relationships and Lodgment

“Staff responsible for planning and coordinating the work of the Presbyterian Hunger Program are appointed by and accountable to the Director of Compassion, Peace and Justice.

“4. Relation to the General Assembly and the Presbyterian Mission Agency Board

“Nominated by the General Assembly Nominating Committee and elected by the General Assembly, this committee reports to the Presbyterian Mission Agency Board's Justice Committee, typically in the form of minutes and changes to the PHP Advisory Committee Operating Guidelines.

“5. Assigned Functions

“The committee carries out the following tasks:

“a. Recommend Presbyterian Hunger Program operating guidelines in concordance with PMA goals and work plan

“b. Recommend policies, procedures and guidelines that govern the Presbyterian Hunger Program grant process

“c. Review grant requests and make funding (grant) decisions within the approved guidelines

“d. Promote the One Great Hour of Sharing Offering through highlighting the work of the Presbyterian Hunger Program, Self-Development of Peoples and Presbyterian Disaster Assistance.

“e. Promote Presbyterian Hunger Program initiatives in congregations and presbyteries

“f. Suggest the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty.

“E. Presbyterian Committee on the Self-Development of People (SDOP ~~PCSDOP~~)**Error! Bookmark not defined.**

“The National Presbyterian Committee on the Self-Development of People provides the opportunity ... [Rest of text in this paragraph remains unchanged.]

“1. Direction & Accountability

“The Presbyterian Committee on the Self Development of People (PCSDOP) receives direction for its work through the Mission Work Plan, and the Presbyterian Committee on the Self Development of

People Manual of Operations, which are approved by the Presbyterian Mission Agency Board. The Presbyterian Committee on the Self Development of People reports to the Presbyterian Mission Agency Board through the Board's Justice Committee.

“2. *Staff Accountability and Lodgment*

“Staff responsible for planning and coordinating work of the committee shall be appointed by the Director of the Compassion Peace & Justice Ministry in consultation with the Presbyterian Committee on the Self Development of People (PCSDOP). When seeking a new coordinator for SDOP, an interview team will be identified in consultation with the PCSDOP Steering Committee. At least two members of the PCSDOP shall serve as a part of the interview team. The staff shall be lodged within the Compassion Peace & Justice Ministry and be directly accountable to the Director of the Compassion Peace & Justice Ministry.

“3. *Assigned Functions (to be performed with accountability to the Justice Committee and/or the Compassion Peace and Justice Ministry area, and subject to available funds).*

“a. SDOP shall be responsible for creating and maintaining its own Manual of Operations.

“b. SDOP shall provide program, strategy and oversight for the church's mission of self-development with poor, oppressed and disadvantaged people.

“c. SDOP will implement the criteria and guidelines for funding local projects.

“d. SDOP will be responsible for receiving, reviewing and approving/rejecting local project proposals.

“e. SDOP will be responsible for training and certifying local SDOP committees.

“f. SDOP will work in collaboration with PDA and PHP to carry out joint projects consistent with the mandate of each committee.

“g. Work cooperatively with ecumenical partners in carrying out SDOP's mandate.

“h. Educate the church on the condition and status of poor and oppressed communities and train the church in theological issues related to poverty.

“i. Promote and Interpret the OGHS offering within the church at both the congregational and mid-council levels.

“F. *Jinishian Memorial Program Governance Commission*

“[Text in this paragraph remains unchanged.]

~~“X. Temporary Special Committees, Task Forces or Work Groups~~

“[This entire section was deleted.]

“APPENDIX 1G

“~~XI~~ Missional Relationships

“There are four categories of formal Presbyterian Mission Agency missional relationships:

[Text in bulleted items remains unchanged.]

~~“A. I.~~ **Institutional Relationships**

“[Text in this section remains unchanged.]

~~“B. II.~~ **Professional Associations**

“Professional Associations are related organizations ... [Text in the first paragraph remains unchanged.]

“Approval: ~~Executive Leadership Team~~ Leadership Cabinet, upon recommendation from the respective Deputy Executive Director's leadership team, for a four year term.

“Notification: Presbyterian Mission Agency Board

~~C.~~ III. Presbyterian Mission Agency Organization-wide Missional Partnerships

“Presbyterian Mission Agency organization-wide missional partnerships ... [Text in this paragraph remains unchanged.]

“Approval: ~~Presbyterian Mission Agency Board~~ *The Leadership Cabinet*, upon recommendation of ~~from the Executive Leadership Team~~ *Ministry Directors Team (MDT)*, for a term of four years.

“Notification: ~~The General Assembly~~ *Presbyterian Mission Board Agency*

~~D.~~ IV. Presbyterian Mission Agency Partnerships

“Presbyterian Mission Agency Office Partnerships are relationships between ... [Text of paragraph remains unchanged.]

“Approval: ~~The Executive Leadership Team~~ *Leadership Cabinet*, upon recommendation from the Ministry Directors Team (MDT), for a term of four years.

“Notification: Presbyterian Mission Agency Board

“APPENDIX 1H

“Guidelines for Liaisons to Other Entities

“The General Assembly elects individuals to serve as members of the Presbyterian Mission Agency Board. As part of their call to service on the Presbyterian Mission Agency Board, some members or former members will be invited to represent the board on other entities (committees or boards). These additional assignments are secondary to the purpose for which the General Assembly has called members into service on the Presbyterian Mission Agency Board. In each of these roles, members are to represent the concerns and established interests of the Presbyterian Mission Agency Board.

“The following guidelines are designed to help members cultivate the connection between their work on the Presbyterian Mission Agency Board and their service on other boards and committees. In this document, “liaison” refers to anyone who serves on another committee by virtue of first having been elected to the Presbyterian Mission Agency Board. Liaisons may be voting members or corresponding members, depending upon the particular assignment.

“I. Prior to committee meetings:

“Liaisons will review the agenda for the upcoming committee meetings, and seek input from the designated staff liaison regarding:

- “• Background materials that may be helpful for the committee discussion*
- “• Presbyterian Mission Agency Board interests that might relate to the discussion.*

“II. After committee meetings:

“Liaisons will keep the Presbyterian Mission Agency apprised of the work of the other committees they serve. Following each committee meeting, liaisons will send a brief note to the Board chairperson and the designated staff liaison, outlining significant items from the meeting.

“III. Prior to Presbyterian Mission Agency Board meetings:

“Liaisons will prepare a written report for distribution to board members as means of keeping the board informed about the committee’s work. The report will be posted online as an information item for the board meeting. (Information items are due in the Executive Director’s office four weeks prior to a board meeting.)

“IV. During Presbyterian Mission Agency Board meetings:

“Board committee chairs may, at their discretion, highlight an information item for further discussion in committee. If this is anticipated, the board committee chair will notify the liaison in advance that her or his presence may be needed during the committee session.”

2. Amend Appendix 2: Presbyterian Mission Agency Staff Organization by dividing it into two appendixes as follows: Appendix “2A Presbyterian Mission Agency Staff Organization,” “Appendix 2B General Assembly Ministries. The text of

Appendix 2A and 2B will read as follows with additional amendments: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“APPENDIX 2A

“Presbyterian Mission Agency Staff Organization

“The Executive Director carries out responsibilities with staff in the following ministries: the Office of the Executive Director, Mission, Shared Services, Communications and Funds Development.

“I. Mission Administration

“A. Office of the Executive Director

“The primary purpose of the office is to provide overall leadership and support for the mission of the Presbyterian Church (U.S.A.) working with and through the Presbyterian Mission Agency Board and the ~~General Assembly~~ Ministries. The office is divided into mission administration areas, one of which is shared with the Office of the General Assembly:

“1. ~~Executive Administrator’s Office~~ *Advocacy Committee Support* which includes, Advocacy Committee ~~on for~~ Racial Ethnic Concerns, *and* Advocacy Committee for Women’s Concerns, ~~and Human Resources.~~

“2. *Human Resources*

~~“2.~~ 3. Internal Audit

~~“3.~~ 4. Legal & Risk Management

“5. *Policy, Administration and Board Support*

“B. Shared with the Office of the General Assembly

“1. Mid Council Relations

~~“B.~~ C. *Deputy Executive Directors***Error! Bookmark not defined.**

“The ~~General Assembly~~ Ministries are led by ~~three~~ *two* Deputy Executive Directors *and two Senior Directors*, reporting to the Executive Director.

“1. Deputy Executive Director for Mission

“a. Evangelism and Church Growth

“b. Compassion, Peace and Justice

“c. Racial Ethnic and Women’s Ministries/Presbyterian Women

“d. Theology, Worship and Education

“e. ~~Vocation~~ *World Mission*

“~~g.~~ f. Research Services

~~“2.——~~ Deputy Executive Director for Communications & Funds Development

“~~a.~~ Creative Services

“~~b.~~ Relationship and Development Operations

“~~c.~~ Executive Office on Policy Communications

“~~d.~~ Funds Development

“~~e.~~ Mission Communications

“~~f.~~ Mission Resources

“g. *Presbyterian News Service*

“h. *Stewardship*

~~“3.~~ 2. Deputy Executive Director for Shared Services

“a. Finance and Accounting

“b. Information Technology

“c. Presbyterian Center Services

“d. Presbyterian Distribution Services

“3. *Senior Director for Communications*

“a. *Mission Communications*

“b. *Communications Services*

“4. *Senior Director for Funds Development Ministry*

“a. *Major Gifts*

“b. *Church Support*

“c. *Special Offerings and Appeal*

“d. *Relationship and Development Operations*

“II. *Changes to the staff structure*

“A. *Changes to the ministry area structure of the Presbyterian Mission Agency (Communications, Funds Development, Mission, Office of the Executive Director, and Shared Services) must be approved by the Presbyterian Mission Agency Board, upon recommendation by the Executive Committee and the Executive Director.*

“B. *Changes to the structure within a ministry area must be approved by the Presbyterian Mission Agency Board Executive Committee, upon recommendation by the Executive Director.*

“APPENDIX 2B

“H. General Assembly Ministries

~~“A.~~ I. Mission Ministries

“1. A. Evangelism and Church Growth

“[Text in this paragraph remains unchanged.]

“2. B. Compassion, Peace and Justice

“[Text in this paragraph remains unchanged.]

“3. C. Racial Ethnic and Women Ministries/Presbyterian Women

“[Text in this paragraph remains unchanged.]

“4. D. Theology, Worship, and Education

“[Text in this paragraph remains unchanged.]

~~“3.~~ Vocation

~~“The Office of Vocation is a shared ministry of the Presbyterian Mission Agency and the Office of the General Assembly. Its mission is to provide ecclesiastical and programming support related to vocation and leadership for Presbyterian individuals, congregations, mid-councils, and other partners. Its ministry includes support for presbyteries and congregations in the nurture of Christian Vocation; the preparation, credentialing, and support of church professionals; and the PCUSA call system.~~

“6. E. World Mission

“[Text in this paragraph remains unchanged.]

~~B. II. General Assembly~~ Support Ministries

~~1. A. Communications and Funds Development~~ *Ministry*

“Communication and Funds Development Ministry communicates the mission and ministry of the Presbyterian Mission Agency Board and the role and activities regarding mission in the PC(USA). ~~Communication and Funds Development encourages, implements, and guides stewardship and giving to fund the Presbyterian Mission Agency and the mission and ministry of connectional entities and agencies of the PC(USA).~~

~~B. Funds Development~~ *Ministry*

“*Funds Development Ministry encourages, implements, and guides stewardship and giving to fund the Presbyterian Mission Agency and the mission and ministry of connectional entities and agencies of the PC(USA).*

~~2. C. Shared Services~~

“[Text in this paragraph remains unchanged.]

~~III. Amendments to these Descriptions~~

“*Amendments to these descriptions of the staff structure components may be approved by the Presbyterian Mission Agency Executive Committee upon recommendation by the Executive Director.*”

[APPENDIX 3: Public Statements by the Presbyterian Mission Agency Board remains unchanged.]

3. Amend Appendix 4 by dividing it into two appendixes as follows: Appendix “4A Open Meeting Policy,” “Appendix 4B Media and Visitor Policy for Non-Business Gatherings. The text within this appendix remains unchanged.

“APPENDIX 4A

“Open Meeting Policy

“[Text in this section remains unchanged.]

“APPENDIX 4B

“Media and Visitor Policy for Non-Business Gatherings

“[Text in this section remains unchanged.]”

[APPENDIXES 5 through 11 remain unchanged.]

4. Add a new Appendix 12 to read as follows:

“APPENDIX 12

“Program Evaluation Process

“*The Program Evaluation Process is a systematic method to review and evaluate the goals, objectives, and activities of all programs and program areas of the Presbyterian Mission Agency. All programs and program areas will be reviewed at least once within a 4-year rotation period to determine how well the goals and objectives are being achieved and if they are in alignment with the Presbyterian Mission Agency's Mission Work Plan.*

“*The following data will be gathered to complete the evaluation:*

- “• *the purpose statement of the program,*
- “• *the Mission Work Plan objectives/activities related to this program/program area*

- “• *financial data,*
- “• *feedback from constituency groups (NOTE: Constituent groups will include both those who are using and benefitting from the program and those who are not using and benefitting but potentially could be), Research Services will Invite the constituents, peers, and at least two Presbyterian Mission Agency Board members to complete the survey. Responses will be returned directly to Research Services for compilation and summary of the results.*

“*Once the above data has been compiled, the supervising director for the area being evaluated will convene appropriate staff to discuss the following questions:*

- “*a. How well is the program accomplishing its purpose?*
- “*b. What impact is the program having?*
- “*c. Is the program cost effective? How so? Or why not?*
- “*d. Is the program well managed? How so? Or why not?*
- “*e. Is the program adequately resourced (funds, staff, etc.)? How so? or Why not?*
- “*f. To what extent does the program help the PMA achieve its directional goals?*
- “*g. If \$100,000 in new funds were available, would we invest in this program? Why or why not?*
- “*h. Is the PMA best suited to do this work or does it/can it be done at another level?*
- “*i. What recommendations are noted and need to be shared from this program's evaluation?*

“*Using the responses to the above nine questions, the supervising director will prepare an executive summary to be discussed cross-functionally at a meeting of the Strategy Coordination Leadership Team.*

“*Discussion will:*

- “*a. acknowledge the program's progress/accomplishments with gratitude*
- “*b. recommend program improvement(s)*
- “*c. initiate a more extensive evaluation, if necessary*
- “*d. determine any further follow-up actions*

“*The executive summary of each Program Evaluation will be available to the Presbyterian Mission Agency Board as requested through the Executive Director's Office.*”

Background for Addition of Appendix 12

Interest in program evaluation has a long history in the Presbyterian Mission Agency. In early 2005, a task force of Presbyterian Mission Agency Board members explored a variety of options for “Performance Excellence at All Levels,” but none were good fit with the full variety of Presbyterian Mission Agency programs.

The design of a program evaluation process was referred to staff for follow-up. A placeholder for the description of the process was created as an appendix to the *Manual of Operations*.

In the years that have followed, staff have been perfecting a program evaluation process, consistent with the mandate to review each Presbyterian Mission Agency program on a quadrennial basis.

As of August 2013, the program evaluation process has been tested through six cycles, including twenty-two programs. Five reviews are underway, in the seventh cycle of the process. Staff have refined the process through the cycles and are ready to fill that placeholder spot in the Manual of Operations with this brief description.

[APPENDIX 13 remains unchanged.]

C. Affirmative Action and Equal Employment Opportunity Report

2013 Equal Employment Opportunity/Affirmative Action Workforce Analysis

Overview

By action of the 197th General Assembly (1985), the General Assembly Mission Council is required to report annually the equal opportunity information of all PC(USA) agencies, theological institutions, presbyteries, and synods.

At the request of the Office of Human Resources, Research Services handled the collection of data for the Equal Employment Opportunity/Affirmative Action Workforce Analysis for 2013. Based on the success of web-based data collection for previous years, we followed similar procedures for 2013.

The web-based data collection instrument was developed, tested, and deployed by Research Services. A point of contact in each organization or entity was invited by email to provide data for the organization. (The original invitation is included here as Attachment A.) An initial email invitation was sent January 9, 2014. Three reminder emails were sent to all non-responding organizations on January 16, 2014, January 21, 2014, and January 24, 2014. Responses were accepted until January 27, 2014.

Invited Organizations

The following agencies and organizations were requested to provide their workforce analysis data: Board of Pensions; Presbyterian Mission Agency; Hubbard Press; Jarvie Commonwealth Service; Presbyterian Church Foundation; Presbyterian Investment & Loan Program; Presbyterian Publishing Corporation; Office of the General Assembly; and all conference centers, theological institutions, presbyteries, and synods associated with the PC(USA).

Response Rate

Of 211 invited organizations, data were received from 116 organizations, for a response rate of 54%. (Two email invitations to presbyteries were returned as bad email addresses for which no other working email address could be found.) Attachment B shows organizations that provided their data. Of responding organizations, a majority (93%) used the web form, and 6% (or 7) submitted hard copy by fax, email, or interoffice mail.

Results

Attachment C shows the results for responding organizations and presents the percentages of employees by gender and racial-ethnic category.

Table 1 (next page) summarizes this information and provides similar data for 2005 for comparison. It is interesting that in all but one category covered by the report, the number of employees has decreased since 2005—in many cases a substantial reduction. The exception is the Presbyterian Investment & Loan Program, which increased by one staff person between 2005 and 2013. In terms of

the percentage of racial-ethnic staff (non-white) and women, there has been little change overall among all PC(USA) staff, but substantial changes within some categories.

Table 1
Change in Staffing Patterns, 2005 to 2013

	2005			2013			Change		
	Number of Staff	% Racial-Ethnic	% Women	Number of Staff	% Racial Ethnic	% Women	Number of Staff	% Racial Ethnic	% Women
Board of Pensions.....	191	35%	67%	187	34%	66%	-4	-1%	-1%
Presbyterian Mission Agency.....	464	26%	71%	322	27%	70%	-142	+1%	-1%
Office of the General Assembly.....	68	22%	71%	54	32%	68%	-14	+10%	-3%
Presbyterian Foundation.....	105	21%	62%	55	26%	67%	-50	+5%	+5%
Presbyterian Investment & Loan Program ...	13	8%	69%	14	21%	71%	+1	+13%	+2%
Presbyterian Publishing Corporation.....	34	24%	53%	31	26%	58%	-3	+2%	+5%
Hubbard Press	16	0%	63%	9	11%	33%	-7	+11%	-30%
Jarvie Commonweal Service	15	33%	60%	13	31%	77%	-2	-2%	+17%
Conference Centers:									
All reporting (4/2)*	186	28%	62%	83	60%	59%	-103	+32%	-3%
Mean per reporting organization	46			42			-4		
Presbyteries:									
All reporting (133/91)*	1,138	14%	63%	567	13%	60%	-571	-1%	-3%
Mean per reporting organization	9			6			-3		
Synods:									
All reporting (12/6)*	77	16%	61%	46	15%	59%	-31	-1%	-2%
Mean per reporting organization	6			8			+2		
Theological Institutions:									
All reporting (5/7)*	488	26%	54%	549	26%	54%	+61	0%	0%
Mean per reporting organization	98			78			-20		
Total.....	2,795	21%	63%	1,930	24%	61%	-865	+3%	-2%

*Numbers in parentheses show the number of organizations in the category that reported in 2005 and in 2013. Looking at change when the number of reporting entities has changed could lead to inaccurate conclusions and should be done cautiously.

Recommendations for the Future

The data collection process went smoothly again this year. Inquiries from organizational representatives focused primarily on one topic: racial-ethnic categories (e.g., how to report employees who have not specified their race-ethnicity and those who self-identify as Middle Eastern). Instructions for next year should include answers to such questions.

Requesting this information in January seems to be more effective than doing so in December. This year, we received no complaints about being a bad time of year for this process.



Prepared by:
 Research Services
 A Ministry of the General Assembly Mission Council
 Presbyterian Church (U.S.A.)
 January 27, 2014

Attachment A

Original Email Invitation and Sample Form

Important 2013 EEO/AA Workforce Analysis Information Needed for {ORGANIZATION}

Dear {FNAME/LNAME} at {ORGANIZATION} ID Number: {ID#}

The Presbyterian Mission Agency requests your workforce analysis data for the 2013 EEO/AA Workforce Analysis Report (the numbers of full-time and part-time, exempt and non-exempt employees by gender and race/ethnicity for last year). We are **required** to compile and report the Presbyterian Church (U.S.A.) workforce analysis data under the General Assembly's directive and commitment to Equal Employment Opportunity and Affirmative Action (197th General Assembly (1985) Minutes, Part 1, Journal, pg. 202, Oversight of Equal Employment Opportunity Implementation, 27.149).

We are compiling this information electronically again this year. Please follow the instructions below. We suggest downloading a copy of the form so you can gather the needed information before you access the survey on the Web. To view the survey (in Adobe Acrobat format) before you submit your answers, click on this link. Alternately, send an email to research@pcusa.org requesting a copy of the form and we'll send it as an attachment.

Please forward this information to the appropriate person in your organization if you are not the person responsible for your organization's workforce analysis data. You may have received multiple emails if you are responsible for reporting on several organizations. Each one will have a unique link and ID number, so please be aware of that when entering your information.

- Go to the survey Web site at: **{LINK}**
- Enter the ID number {ID#} assigned to your organization.
- Complete the workforce analysis form. (Definitions are provided within the survey and on the downloadable form.)
- If you prefer, complete the downloadable form and fax it back (502-569-8736).

The deadline for your organization's information is Tuesday, January 27, 2014.

If you need additional information or have questions, please contact me (800-728-7228, ext. 5710, or Lisa.Robbins@pcusa.org).

If you have trouble with the survey Web site, please contact Research Services (800-728-7228, ext. 2040 or research@pcusa.org).

We appreciate your assistance and cooperation.

Lisa Robbins
Human Resources Director
Presbyterian Mission Agency

Racial Ethnic Categories: These are current categories defined by the federal government for EEO AA reporting. Note that each employee can be counted in only *one* category.

- **American Indian and/or Alaska Native (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Asian (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black and/or African American (not Hispanic and/or Latino):** All persons having origins in any of the black racial groups of Africa.
- **Hispanic and/or Latino:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander (not Hispanic and/or Latino):** All persons having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **Two or More Races (not Hispanic and/or Latino):** All persons who identify with more than one of the other racial categories.
- **White (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Other Definitions:

- **Exempt:** Employees who are *not* entitled to overtime pay (i.e., professional staff including clergy).
- **Non-exempt:** Employees who are entitled to overtime pay (e.g., secretarial, clerical, and custodial staff).
- **Full-time:** Employees who work at least 30 hours weekly.
- **Part-time:** Employees who work fewer than 30 hours weekly.

EEO/AA End-of-Year 2013 Report

First, provide data about your organization's *exempt* employees, those *not* eligible for overtime pay.

Q-1a. Please report your total number of exempt **male** employees in each category below—**regular full-time** and **regular part-time** exempt employees. If you have no employees in a given category, enter "0" (zero).

Exempt Males:	Full-time	Part-time
American Indian and or Native Alaskan (not Hispanic/Latino) males	_____	_____
Asian (not Hispanic/Latino) males.....	_____	_____
Black and/or African American (not Hispanic/Latino) males	_____	_____
Hispanic and/or Latino males.....	_____	_____
Native Hawaiian or Other Pacific Islander (not Hispanic/Latino) males	_____	_____
Two or more races (not Hispanic/Latino) males	_____	_____
White (not Hispanic/Latino) males	_____	_____

Q-1b. Please report your total number of exempt **female** employees in each category—**regular full-time** and **regular part-time** exempt employees. If you have no employees in a given category, enter "0" (zero).

Exempt Females:	Full-time	Part-time
American Indian and or Native Alaskan (not Hispanic/Latina) females.....	_____	_____
Asian (not Hispanic/Latina) females.....	_____	_____
Black and/or African American (not Hispanic/Latina) females	_____	_____
Hispanic and/or Latina females.....	_____	_____
Native Hawaiian or Other Pacific Islander (not Hispanic/Latina) females	_____	_____
Two or more races (not Hispanic/Latina) females	_____	_____
White (not Hispanic/Latina) females	_____	_____

Second, provide data about your organization's *non-exempt* employees, those eligible for overtime pay.

Q-2a. Please report your total number of non-exempt **male** employees in each category below—**regular full-time** and **regular part-time** non-exempt employees. If you have no employees in a given category, enter "0" (zero).

Non-exempt Males:	Full-time	Part-time
American Indian and or Native Alaskan (not Hispanic/Latino) males	_____	_____
Asian (not Hispanic/Latino) males.....	_____	_____
Black and/or African American (not Hispanic/Latino) males	_____	_____
Hispanic and/or Latino males.....	_____	_____
Native Hawaiian or Other Pacific Islander (not Hispanic/Latino) males	_____	_____
Two or more races (not Hispanic/Latino) males	_____	_____
White (not Hispanic/Latino) males	_____	_____

Q-2b. Please report your total number of non-exempt **female** employees in each category below—**regular full-time** and **regular part-time** non-exempt employees. If you have no employees in a given category, enter "0" (zero).

Non-exempt Females:	Full-time	Part-time
American Indian and or Native Alaskan (not Hispanic/Latina) females.....	_____	_____
Asian (not Hispanic/Latina) females.....	_____	_____
Black and/or African American (not Hispanic/Latina) females	_____	_____
Hispanic and/or Latina females.....	_____	_____
Native Hawaiian or Other Pacific Islander (not Hispanic/Latina) females	_____	_____
Two or more races (not Hispanic/Latina) females	_____	_____
White (not Hispanic/Latina) females	_____	_____

Definitions for Use in Completing the Form

Racial Ethnic Categories: These are current categories defined by the federal government for EEO AA reporting. Note that each employee can be counted in only **one** category.

- **American Indian and/or Alaska Native (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Asian (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black and/or African American (not Hispanic and/or Latino):** All persons having origins in any of the black racial groups of Africa.
- **Hispanic and/or Latino:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander (not Hispanic and/or Latino):** All persons having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **Two or More Races (not Hispanic and/or Latino):** All persons who identify with more than one of the other racial categories.
- **White (not Hispanic and/or Latino):** All persons having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Other Definitions:

- **Exempt:** Employees who are **not** entitled to overtime pay (i.e., professional staff including clergy).
- **Non-exempt:** Employees who are entitled to overtime pay (e.g., secretarial, clerical, and custodial staff).
- **Full-time:** Employees who work at least 30 hours weekly.
- **Part-time:** Employees who work fewer than 30 hours weekly.

Questions? Call Lisa Robbins at 800-728-7228, ext. 5710
Trouble with the survey? Call Research Services at 800-728-7228, ext. 2040

Completed forms may be returned by fax. Please provide your contact information:

Organization: _____

Your name: _____

Telephone: _____

Fax completed form to: (502) 569-8736.

Thank you for your help!

Attachment B

2011 Equal Employment Opportunity/Affirmative Action Workforce Analysis

Responding Presbyteries

Albany	Grand Canyon	New Castle	The Redwoods
Baltimore	Great Rivers	New Harmony	Sacramento
Beaver-Butler	Holston	New Hope	St Andrew
Blackhawk	Homestead	Newark	San Diego
Boise	Hudson River	Newton	San Fernando
Boston	Indian Nations	North Alabama	San Francisco
Carlisle	The Inland Northwest	North Puget Sound	San Jose
Cayuga-Syracuse	John Calvin	Northeast Georgia	Santa Barbara
Central Florida	Kendall	Northern Kansas	Santa Fe
Central Washington	Kiskiminetas	Northern New England	Shenandoah
Cincinnati	Lackawanna	Northern New York	Shenango
Coastal Carolina	Lake Huron	Northern Plains	South Dakota
de Cristo	Lake Michigan	Northern Waters	Southeastern Illinois
Denver	Lehigh	The Pacific	Susquehanna Valley
East Iowa	Long Island	Palo Duro	Tampa Bay
Eastern Oregon	Mackinac	Philadelphia	Western Colorado
Eastern Virginia	Maumee Valley	Pines	Western Kentucky
Eastminster	Mid-Kentucky	Pittsburgh	The Western Reserve
Elizabeth	Middle Tennessee	Plains And Peaks	Yellowstone
Flint River	Milwaukee	Prospect Hill	Yukon
Florida	Mississippi	Providence	
Foothills	Missouri River Valley	Pueblo	
Grace	Monmouth	Redstone	

Non-Responding Presbyteries

Abingdon	East Tennessee	Miami	Ohio Valley
Alaska	Eastern Korean	Mid-South	Olympia
Arkansas	Eastern Oklahoma	Midwest Hanmi	Palisades
Atlantic Korean	Genesee Valley	Minnesota Valleys	Peace River
The Cascades	Geneva	Mission	The Peaks
Central Nebraska	Giddings-Lovejoy	Missouri Union	Riverside
Charleston-Atlantic	Glacier	Muskingum Valley	St Augustine
Charlotte	Greater Atlanta	National Capital	Salem
Cherokee	Hanmi	Nevada	San Gabriel
Chicago	Heartland	New Brunswick	San Joaquin
Cimarron	Huntingdon	New Covenant	Presbiterio De San Juan
Dakota	The James	New York City	Savannah
Des Moines	The John Knox	North Central Iowa	Scioto Valley
Detroit	Lake Erie	Northumberland	Seattle
Donegal	Los Ranchos	Presbiterio Del Noroeste	Sheppards And Lapsley

Sierra Blanca	Stockton	Upper Ohio Valley	West Virginia
South Alabama	Transylvania	Utah	Western New York
South Louisiana	Tres Rios	Utica	Western North Carolina
Southern Kansas	Trinity	Wabash Valley	Whitewater Valley
Southern New England	Tropical Florida	Washington	Winnebago
Presbiterio Del Suroeste	Twin Cities Area	West Jersey	Wyoming

Responding Synods

Synod of The Covenant	Synod of Living Waters	Synod of Southern California and Hawaii
Synod of Lakes And Prairies	Synod of The Rocky Mountains	Synod of The Southwest
Synod of Lincoln Trails	Synod of South Atlantic	Synod of The Trinity

Non-Responding Synods

Synod of Alaska-Northwest	Synod of Mid-Atlantic	Synod of The Sun
Sinodo Boriquen En Puerto Rico	Synod of The Northeast	
Synod of Mid-America	Synod of The Pacific	

Responding Theological Institutions

Austin Presbyterian Theological Seminary	McCormick Theological Seminary	San Francisco Theological Seminary	Princeton Theological Seminary
Columbia Theological Seminary	Pittsburgh Theological Seminary	Auburn Theological Seminary	

Non-Responding Theological Institutions

Johnson C. Smith Theological Seminary	Louisville Presbyterian Theological Seminary	Union Theological Seminary
Evangelical Seminary of Puerto Rico		

Responding Conference Centers

Ghost Ranch – Abiquiu	Stony Point Center
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Responding Agencies and Other Organizations

Board of Pensions Presbyterian Church Foundation	Presbyterian Mission Agency Hubbard Press	Jarvie Commonweal Service Office of the General Assembly	Presbyterian Investment & Loan Program Presbyterian Publishing Corporation
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Attachment C: 2013 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Item H.103	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt		Grand Total	Grand %
		Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %	Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %		
PRESBYTERIAN MISSION AGENCY	Native American	0	1	1	0.3%	0	0	0	0.0%	1	0.3%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	0.3%
	Asian	6	0	6	1.9%	9	1	10	3.1%	16	5.0%	0	0	0	0.0%	4	0	4	1.2%	4	1.2%	20	6.2%
	African American	8	0	8	2.5%	18	0	18	5.6%	26	8.1%	2	0	2	0.6%	19	2	21	6.5%	23	7.1%	49	15.2%
	Hispanic	2	0	2	0.6%	5	0	5	1.6%	7	2.2%	0	0	0	0.0%	5	0	5	1.6%	5	1.6%	12	3.7%
	Hawaiian/Pac. Isl.	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	2 or More Races	1	0	1	0.3%	1	0	1	0.3%	2	0.6%	1	0	1	0.3%	1	0	1	0.3%	2	0.6%	4	1.2%
	White	67	0	67	20.8%	115	1	116	36.0%	183	56.8%	7	3	10	3.1%	38	5	43	13.4%	53	16.5%	236	73.3%
	Totals	84	1	85	26.4%	148	2	150	46.6%	235	73.0%	10	3	13	4.0%	67	7	74	23.0%	87	27.0%	322	100.0%
Total Racial Ethnic Women	17	1	18	5.6%	33	1	34	10.6%	52	16.1%	3	0	3	0.9%	29	2	31	9.6%	34	10.6%	86	26.7%	
					148	2	150	46.6%							67	7	74	23.0%			224	69.6%	
OGA	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	Asian	2	0	2	3.7%	0	1	1	1.9%	3	5.6%	0	0	0	0.0%	1	0	1	1.9%	1	1.9%	4	7.4%
	African American	0	0	0	0.0%	4	0	4	7.4%	4	7.4%	2	0	2	3.7%	5	0	5	9.3%	7	13.0%	11	20.4%
	Hispanic	0	0	0	0.0%	1	0	1	1.9%	1	1.9%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	1.9%
	Hawaiian/Pac. Isl.	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	1	0	1	1.9%	1	1.9%	1	1.9%
	White	10	0	10	18.5%	18	1	19	35.2%	29	53.7%	1	2	3	5.6%	5	0	5	9.3%	8	14.8%	37	68.5%
	Totals	12	0	12	22.2%	23	2	25	46.3%	37	68.5%	3	2	5	9.3%	12	0	12	22.2%	17	31.5%	54	100.0%
Total Racial Ethnic Women	2	0	2	3.7%	5	1	6	11.1%	8	14.8%	3	2	2	3.7%	7	0	7	13.0%	9	16.7%	17	31.5%	
					23	2	25	46.3%							12	0	12	22.2%			37	68.5%	
CONFERENCE CENTERS 2 reporting	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	1	2	2.4%	0	0	0	0.0%	2	2.4%	2	2.4%
	Asian	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	1	1	1.2%	1	1.2%	1	1.2%
	African American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	3	3	3.6%	2	3	5	6.0%	8	9.6%	8	9.6%
	Hispanic	3	0	3	3.6%	9	1	10	12.0%	13	15.7%	5	4	9	10.8%	12	3	15	18.1%	24	28.9%	37	44.6%
	Hawaiian/Pac. Isl.	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	2 or More Races	0	0	0	0.0%	2	0	2	2.4%	2	2.4%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	2.4%
	White	8	1	9	10.8%	9	1	10	12.0%	19	22.9%	2	6	8	9.6%	1	5	6	7.2%	14	16.9%	33	39.8%
	Totals	11	1	12	14.5%	20	2	22	26.5%	34	41.0%	8	14	22	26.5%	15	12	27	32.5%	49	59.0%	83	100.0%
Total Racial Ethnic Women	3	0	3	3.6%	11	1	12	14.5%	15	18.1%	6	8	14	16.9%	14	7	21	25.3%	35	42.2%	50	60.2%	
					20	2	22	26.5%							15	12	27	32.5%			49	59.0%	
SYNODS 6 reporting	Native American	0	0	0	0.0%	0	1	1	2.2%	1	2.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	2.2%
	Asian	2	0	2	4.3%	1	0	1	2.2%	3	6.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	3	6.5%
	African American	0	1	1	2.2%	0	0	0	0.0%	1	2.2%	0	0	0	0.0%	0	1	1	2.2%	1	2.2%	2	4.3%
	Hispanic	1	0	1	2.2%	0	0	0	0.0%	1	2.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	2.2%
	Hawaiian/Pac. Isl.	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%
	White	11	3	14	30.4%	9	7	16	34.8%	30	65.2%	0	1	1	2.2%	7	1	8	17.4%	9	19.6%	39	84.8%
	Totals	14	4	18	39.1%	10	8	18	39.1%	36	78.3%	0	1	1	2.2%	7	2	9	19.6%	10	21.7%	46	100.0%
Total Racial Ethnic Women	3	1	4	8.7%	1	1	2	4.3%	6	13.0%	0	0	0	0.0%	0	1	1	2.2%	1	2.2%	7	15.2%	
					10	8	18	39.1%							7	2	9	19.6%			27	58.7%	

Note: Figures include data received as of 1/27/2014.

Attachment C: 2013 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Item H.103			
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt		Grand Total	Grand %		
		Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %	Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %				
PRESBYTERIES 91 reporting	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	2	2	0.4%	2	0.4%	2	0.4%		
	Asian	2	3	5	0.9%	2	0	2	0.4%	7	1.2%	0	1	1	0.2%	0	0	0	0.0%	1	0.2%	8	1.4%		
	African American	4	3	7	1.2%	9	3	12	2.1%	19	3.4%	0	4	4	0.7%	5	9	14	2.5%	18	3.2%	37	6.5%		
	Hispanic	9	1	10	1.8%	1	2	3	0.5%	13	2.3%	2	1	3	0.5%	2	3	5	0.9%	8	1.4%	21	3.7%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	2	0	2	0.4%	2	0.4%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	0.4%		
	White	1	2	3	0.5%	0	1	1	0.2%	4	0.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	4	0.7%		
	Totals	80	66	146	25.7%	85	73	158	27.9%	304	53.6%	32	16	48	8.5%	74	67	141	24.9%	189	33.3%	493	86.9%		
Total Racial Ethnic Women	16	9	25	4.4%	14	6	20	3.5%	45	7.9%	2	6	8	1.4%	7	14	21	3.7%	29	5.1%	74	13.1%			
						99	79	178	31.4%							81	81	162	28.6%			340	60.0%		
THEOLOGICAL INSTITUTIONS 7 reporting	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Asian	9	0	9	1.6%	6	3	9	1.6%	18	3.3%	2	1	3	0.5%	1	0	1	0.2%	4	0.7%	22	4.0%		
	African American	14	0	14	2.6%	27	0	27	4.9%	41	7.5%	16	1	17	3.1%	18	4	22	4.0%	39	7.1%	80	14.6%		
	Hispanic	8	0	8	1.5%	6	1	7	1.3%	15	2.7%	11	1	12	2.2%	4	2	6	1.1%	18	3.3%	33	6.0%		
	Hawaiian/Pac. Isl. 2 or More Races	2	0	2	0.4%	0	0	0	0.0%	2	0.4%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	0.4%		
	White	0	0	0	0.0%	3	0	3	0.5%	3	0.5%	1	0	1	0.2%	0	0	0	0.0%	1	0.2%	4	0.7%		
	Totals	131	2	133	24.2%	127	5	132	24.0%	265	48.3%	47	6	53	9.7%	70	20	90	16.4%	143	26.0%	408	74.3%		
Total Racial Ethnic Women	33	0	33	6.0%	42	4	46	8.4%	79	14.4%	30	3	33	6.0%	23	6	29	5.3%	62	11.3%	141	25.7%			
						169	9	178	32.4%							93	26	119	21.7%			297	54.1%		
HUBBARD PRESS	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Asian	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	African American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	1	0	1	11.1%	1	11.1%	1	11.1%		
	Hispanic	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	White	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Totals	3	0	3	33.3%	0	0	0	0.0%	3	33.3%	3	0	3	33.3%	2	0	2	22.2%	5	55.6%	8	88.9%		
Total Racial Ethnic Women	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	1	0	1	11.1%	1	11.1%	1	11.1%			
						0	0	0	0.0%							3	0	3	33.3%			3	33.3%		
PPC	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Asian	1	0	1	3.2%	2	0	2	6.5%	3	9.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	3	9.7%		
	African American	1	0	1	3.2%	2	1	3	9.7%	4	12.9%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	4	12.9%		
	Hispanic	0	0	0	0.0%	1	0	1	3.2%	1	3.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	3.2%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	White	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Totals	10	0	10	32.3%	11	1	12	38.7%	22	71.0%	0	1	1	3.2%	0	0	0	0.0%	1	3.2%	23	74.2%		
Total Racial Ethnic Women	2	0	2	6.5%	5	1	6	19.4%	8	25.8%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	8	25.8%			
						16	2	18	58.1%							0	0	0	0.0%			18	58.1%		

Note: Figures include data received as of 1/27/2014.

Attachment C: 2013 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Item H.103			
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt		Grand Total	Grand %		
		Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %	Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %				
PILP	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	0	0	0	0.0%	1	0	1	7.1%	1	7.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	1	7.1%
	African American	1	0	1	7.1%	0	0	0	0.0%	1	7.1%	0	0	0	0.0%	1	0	1	7.1%	1	7.1%	1	7.1%	2	14.3%
	Hispanic	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	White	3	0	3	21.4%	4	0	4	28.6%	7	50.0%	0	0	0	0.0%	4	0	4	28.6%	4	28.6%	4	28.6%	11	78.6%
	Totals	4	0	4	28.6%	5	0	5	35.7%	9	64.3%	0	0	0	0.0%	5	0	5	35.7%	5	35.7%	5	35.7%	14	100.0%
Total Racial Ethnic Women	1	0	1	7.1%	1	0	1	7.1%	2	14.3%	0	0	0	0.0%	1	0	1	7.1%	1	7.1%	1	7.1%	3	21.4%	
					5	0	5	35.7%							5	0	5	35.7%					10	71.4%	
BOP	Native American	1	0	1	0.5%	2	0	2	1.1%	3	1.6%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	3	1.6%
	Asian	3	0	3	1.6%	5	0	5	2.7%	8	4.3%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	8	4.3%
	African American	5	0	5	2.7%	19	0	19	10.2%	24	12.8%	1	0	1	0.5%	18	0	18	9.6%	19	10.2%	43	23.0%		
	Hispanic	2	0	2	1.1%	2	0	2	1.1%	4	2.1%	0	0	0	0.0%	2	0	2	1.1%	2	1.1%	6	3.2%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	White	0	0	0	0.0%	4	0	4	2.1%	4	2.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	4	2.1%		
	Totals	61	0	61	32.6%	90	0	90	48.1%	151	80.7%	3	0	3	1.6%	32	1	33	17.6%	36	19.3%	187	100.0%		
Total Racial Ethnic Women	11	0	11	5.9%	32	0	32	17.1%	43	23.0%	1	0	1	0.5%	20	0	20	10.7%	21	11.2%	64	34.2%			
					90	0	90	48.1%							32	1	33	17.6%					123	65.8%	
FOUNDATION	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	African American	4	0	4	7.3%	3	0	3	5.5%	7	12.7%	1	0	1	1.8%	6	0	6	10.9%	7	12.7%	14	25.5%		
	Hispanic	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	White	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Totals	12	0	12	21.8%	24	1	25	45.5%	37	67.3%	1	0	1	1.8%	3	0	3	5.5%	4	7.3%	41	74.5%		
Total Racial Ethnic Women	4	0	4	7.3%	3	0	3	5.5%	7	12.7%	1	0	1	1.8%	6	0	6	10.9%	7	12.7%	14	25.5%			
					27	1	28	50.9%							9	0	9	16.4%					37	67.3%	
JARVIE COMMONWEAL SERVICE	Native American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	African American	1	0	1	7.7%	1	0	1	7.7%	2	15.4%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	15.4%		
	Hispanic	0	0	0	0.0%	1	0	1	7.7%	1	7.7%	1	0	1	7.7%	0	0	0	0.0%	1	7.7%	2	15.4%		
	Hawaiian/Pac. Isl. 2 or More Races	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	White	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%		
	Totals	1	0	1	7.7%	8	0	8	61.5%	9	69.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	9	69.2%		
Total Racial Ethnic Women	1	0	1	7.7%	2	0	2	15.4%	3	23.1%	1	0	1	7.7%	0	0	0	0.0%	1	7.7%	4	30.8%			
					10	0	10	76.9%							0	0	0	0.0%					10	76.9%	

Note: Figures include data received as of 1/27/2014.

Attachment C: 2013 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Item H.103	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt		Grand Total	Grand %
		Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %	Full Time	Part Time	Total	Total %	Full Time	Part Time	Total	Total %	Total	Total %		
CHURCHWIDE TOTALS	Native American	1	1	2	0.1%	2	1	3	0.2%	5	0.3%	1	1	2	0.1%	0	2	2	0.1%	4	0.2%	9	0.5%
	Asian	25	3	28	1.5%	26	5	31	1.6%	59	3.1%	2	2	4	0.2%	6	1	7	0.4%	11	0.6%	70	3.6%
	African American	38	4	42	2.2%	83	4	87	4.5%	129	6.7%	22	8	30	1.6%	75	19	94	4.9%	124	6.4%	253	13.1%
	Hispanic	25	1	26	1.3%	26	4	30	1.6%	56	2.9%	19	6	25	1.3%	25	8	33	1.7%	58	3.0%	114	5.9%
	Hawaiian/Pac. Isl. 2 or More Races	2	0	2	0.1%	2	0	2	0.1%	4	0.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	4	0.2%
	White	2	2	4	0.2%	10	1	11	0.6%	15	0.8%	2	0	2	0.1%	2	0	2	0.1%	4	0.2%	19	1.0%
Totals		479	83	562	29.1%	617	105	722	37.4%	1284	66.5%	141	52	193	10.0%	324	129	453	23.5%	646	33.5%	1930	100.0%
Total Racial Ethnic		93	11	104	5.4%	149	15	164	8.5%	268	13.9%	46	17	63	3.3%	108	30	138	7.2%	201	10.4%	469	24.3%
Women						617	105	722	37.4%							324	129	453	23.5%			1175	60.9%

Note: Figures include data received as of 1/27/2014.