

**ITEM H.101
FOR ACTION**

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

Subject: Approval of Minutes

Recommendation:

That the Executive Committee approve the minutes of the meetings on (attached):

- **February 3-5, 2016**
- **April 6, 2016**
- **April 13, 2016**

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
February 3-5, 2016
Louisville, Kentucky**

- CALL TO ORDER** The 225th stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) was called to order by chair, Marilyn Gamm. Gamm led the Executive Committee members in prayer and recitation of the Executive Committee Covenant.
- ATTENDANCE** Those present for all or a portion of the meeting were:
- MEMBERS** Marsha Zell Anson – Member-at-large
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mihee Kim-Kort – Member-at-large
Nancy Ramsay – Acting Chair, Leadership Committee
Melinda Sanders – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Tony De La Rosa – Member ex-officio
- MEMBERS EXCUSED** James Ephraim, Jr. – Chair, Justice Committee
- LEADERSHIP CABINET** Terri Bate – Senior Director, Funds Development
Barry Creech – Director for Policy, Administration and Board Support
Hunter Farrell – Director, World Mission
Kathy Francis – Senior Director, Communications
Chip Hardwick – Director, Theology, Formation and Evangelism
Rhashell Hunter – Director, Racial Ethnic and Women’s Ministries
Sara Lisherness – Director, Compassion, Peace and Justice
Earline Williams – Deputy Executive Director for Shared Services
- RECORDER** Susan Abraham – Staff, Office of the Executive Director
- OTHERS** Gregg Brekke – Presbyterian News Service
Martha Clark – Staff, Office of Legal Services
April Davenport – Staff, Office of Legal Services
Shawn Ellison – Staff, Internal Audit
Denise Hampton – Staff, Finance and Accounting
Paula R. Kincaid – Presbyterian Layman
Mike Kirk – Staff, Office of Legal Services
Michael Kruse – Chair, Special Offerings Review Task Force
Teresa Grant – Staff, Executive Director’s Office

Kathie Lyvers – Staff, Office of Legal Services
Emily Odom – Staff, Communications
Lisa Robbins – Staff, Human Resources Office
Leslie Scanlon – Presbyterian Outlook
Rebecca Snipp – Staff, Executive Director’s Office
Tim Stepp – Staff, Internal Audit
Bryce Wiebe – Staff, Funds Development

ACTION 1-EC-020316
ADOPTION OF AGENDA

Gamm reviewed and the Executive Committee **VOTED** to adopt the proposed agenda for this meeting (**Appendix 1**).

ACTION 2-EC-020316
REVISION TO BOARD AGENDA

The Executive Committee **VOTED** to approve the revised Presbyterian Mission Agency Board Agenda (**Appendix 2**).

ACTION 3-EC-020316
APPROVAL OF EXECUTIVE COMMITTEE MINUTES

The Executive Committee **VOTED** to approve the minutes of the following Executive Committee meetings as presented (**Appendix 3**):

- September 22-23, 2015
- November 19, 2015
- January 13, 2016

ACTION 4-EC-020316
CHAIR APPOINTMENTS

The Executive Committee **VOTED to ratify** the following appointments by the chair (**Appendix 4**):

- A. Jinishian Memorial Governance Commission, Class of 2020**
 - **Gregory Chan**
- B. Personnel Subcommittee, through the 222nd General Assembly (2016)**
 - **Chad Herring, Executive Committee member**
- C. PMA Review Committee Response Writing Team Task Force**
 - **Marsha Zell Anson**
 - **Jeffrey Joe**
 - **Nancy Ramsay**
- D. Mission Responsibility Through Investment, Class of 2020**
 - **Joseph Morrow**

ACTION 5-EC-020316
EXECUTIVE DIRECTOR’S OFFICE REPORT TO THE 222ND GENERAL ASSEMBLY (2016)

The Presbyterian Mission Agency Board Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board approve the Executive Director’s portion of the Report to the 222nd General Assembly (2016) and forward it to the General Assembly (**Appendix 5**).

ACTION 6-EC-020316
CORRESPONDING MEMBERS TO THE 222ND

The Executive Committee **VOTED** to approve the following list of Corresponding Members to the 222nd General Assembly (2016) and forward to the Presbyterian Mission Agency Board for information

(Appendix 6):

Executive Committee Members:

- **Marsha Zell Anson – Member-at-large**
- **James Ephraim, Jr. – Chair, Justice Committee**
- **Marilyn Gamm – Chair, Presbyterian Mission Agency Board**
- **Chad Herring – Chair, Finance Committee**
- **Mihee Kim-Kort – Member-at-large**
- **Nancy Ramsay – Acting Chair, Leadership Committee**
- **Melinda Sanders – Member-at-large**
- **David Shinn – Chair, Worshiping Communities Committee**
- **Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board**
- **Kenneth Godshall – Chair Elect, Presbyterian Mission Agency Board**
- **Marsha Zell Anson – Vice-chair Elect, Presbyterian Mission Agency Board**

Others:

- **Tony De La Rosa – Interim Executive Director**
- **Terri Bate – Senior Director, Funds Development Ministry**
- **Martha Clark – General Counsel**
- **Barry Creech – Director, Policy, Administration and Board Support**
- **Hunter Farrell – Director, World Mission**
- **Kathy Francis – Senior Director, Communications Ministry**
- **Chip Hardwick – Director, Theology, Formation and Evangelism**
- **Rhashell Hunter – Director, Racial Ethnic and Women’s Ministries**
- **Sara Lisherness – Director, Compassion, Peace and Justice**
- **Earline Williams – Deputy Executive Director, Shared Services**
- **Christine Darden – Chair, Advisory Committee on Social Witness Policy**
- **Raafat Zaki – Moderator, Advocacy Committee for Racial Ethnic Concerns**
- **Susan Carter Wiggins – Co-Moderator, Advocacy Committee for Women’s Concerns**
- **Jeffrey Bullock – Moderator, Committee on Theological Education**
- **Katharine Rhodes Henderson – President, Auburn Theological Seminary**
- **Doris J. García Rivera – President, Evangelical Seminary of**

Puerto Rico

ACTION 7-EC-020316 **ELECTION OF PRESIDENT**

The Executive Committee **VOTED** to elect Luis Antonio “Tony” De La Rosa President of Presbyterian Church (U.S.A.), A Corporation and its Constituent Corporations, effective December 1, 2015 (commencement of service as Interim Executive Director of the Presbyterian Mission Agency), to serve until the earlier of his resignation, removal, death or until a successor is hired or until his employment status with Presbyterian Church (U.S.A.), A Corporation is terminated (**Appendix 7**).

ACTION 8-EC-020316 **2017-2018 MISSION WORK** **PLAN**

Jo Stewart, Tony De La Rosa, and Barry Creech presented the objectives for, and the process used to develop the 2017-2018 Mission Work Plan (**Appendices 8&9**).

The Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board recommend that the 222nd General Assembly (2016) approve the following theological foundation, vision, mission, directional goals, and core values for the Presbyterian Mission Agency as its 2017–2018 Mission Work Plan (**Appendix 10**):

Theological Foundation:

The Great Ends of the Church (adapted from F-1.0304) are:

- **the proclamation of the gospel for the salvation of humankind**
We share the ways God has saved us and shows God’s love for all people through the good news of Jesus Christ. (Matthew 10:7-8, John 3:16-17, Romans 1:16-17, Ephesians 2:13-14, 1 John 4:14-16)
- **the shelter, nurture, and spiritual fellowship of the children of God**
We connect and grow as God’s people, called to be a community of faith, hope, love, and witness. (John 15:12-15, Acts 2:41-47, Romans 12:3-21, Ephesians 4:1-5 and 15-16)
- **the maintenance of divine worship**
We praise God, from whom all blessings flow. (2 Samuel 6:12-19, Psalm 22:22-27, Matthew 5:23-24, John 4:23-26, 1 Corinthians 11:23-34, Colossians 3:12-17)
- **the preservation of the truth**
We speak truth that sets us free to love. (Psalm 15, John 8:31-32, John 18:36-37, Ephesians 4:11-15, Ephesians 6:14-15)
- **the promotion of social righteousness**
We follow Christ, who healed the sick, fed the hungry, freed the oppressed, and broke bread with outcasts and sinners. (Matthew 9:9-14, Luke 4:18-19, Luke 7:22, James 1:22-2:8)
- **the exhibition of the Kingdom of Heaven to the world.**

And, just like Christ, we live as citizens of God's reign, offering a life-giving alternative to a broken world. (Matthew 5:13-16, Romans 12:2, 1 Peter 2:9-10)

We recognize these to be the goals for the Church, because we have been redeemed and called into ministry by Jesus Christ, because we live in gratitude for the grace given to us by God, and because we understand ourselves to be joined and empowered by the Holy Spirit to be the body of Christ.

As the Presbyterian Mission Agency in 2017-2018, we know that we are not solely responsible for the achievement of all these *Great Ends*. We understand that our role is to be faithful stewards of God's blessings by focusing only on what the Church needs from the national church today, using the unique resources of the Presbyterian Mission Agency.

Vision:

Presbyterians joyfully engaging in God's mission for the transformation of the world.

Mission:

Inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

Directional Goals:

We will inspire, equip and connect existing and new worshiping communities to engage in God's mission through:

- **Evangelism & Discipleship**
Grow, proclaim and live out our faith in Jesus Christ by working with our partners, here and around the world, to build communities that witness to the gospel of Christ's love for the rich diversity reflected in all humankind.
- **Servant Leader Formation**
Seek, develop and energize diverse leaders who are answering God's call to equip the Church to be a welcoming place of worship, mission and spiritual nurture for all of God's children, especially those who have been marginalized.
- **Justice & Reconciliation**
Galvanize the church to act on issues of racism, violence and poverty as a prophetic witness to Christ's transforming justice by speaking and living out God's truth and compassion as we call ourselves and the world to account for injustice and oppression.

Core Values:

Faith, Compassion, Accountability, Teamwork, Dedication, Service, Justice

**ACTION 9-EC-020316
IMPLEMENTATION
STRATEGIES FOR THE
MISSION WORK PLAN**

In response to concerns raised about to what extent the Board will be involved in shaping the 2017-2018 mission budget, the Executive Committee **VOTED** to approve the following motion:

That the chair appoint members of the PMAB to work with the Executive Director and designees to develop implementation strategies for the Mission Work Plan, for the Board's review and action at a called meeting prior to the ~~April~~ meeting. This will inform budget decisions in April.

**ACTION 10-EC-020316
2016 SALARY INCREASES**

The Executive Committee **VOTED** to approve the following recommendation of the Leadership Cabinet (**Appendix 11**):

That no 2016 annual standard or merit salary increase be awarded to the staff of the Presbyterian Mission Agency.

**ACTION 11-EC-020316
SPECIAL OFFERINGS
REVIEW TASK FORCE
REPORT**

Michael Kruse, chair of the Special Offerings Review Task Force, presented the report of the Task Force.

The Executive Committee **VOTED** to approve the recommendations of the Task Force with the following amendments (additions are underlined and deletions are shown with a strikethrough):

A. That the Presbyterian Mission Agency Executive Committee propose to the Presbyterian Mission Agency Board ~~the approval by the Presbyterian mission Agency Board~~ to refer the following recommendations to the Executive Director for review and action:

- 1. Evaluate the determination and communication of cost recovery percentages to staff of Special Offerings recipient programs and establish appropriate target percentages.**
- 2. Re-establish the position of Director of Special Offerings.**

B. That the Presbyterian Mission Agency Board submit the following recommendations of the Special Offerings Review Task Force to the 222nd General Assembly (2016) for approval:

- 1. ~~Affirm~~ Revise the \$20 million by 2020 goal for Special Offerings receipts to \$20 million by 2025 as the aspiration of the**

Presbyterian Church (U.S.A.)

2. Affirm the current interpretation and distribution of Special Offerings:

a. CHRISTMAS JOY OFFERING:

- i. interpreted and received during the Advent season in gratitude for God's gift of Jesus Christ.**
- ii. Causes:**
 - Assistance programs to meet identified and emerging needs for professional church workers and spouses through the Board of Pensions, 50 percent;
 - Racial ethnic education and leadership development through Racial Ethnic and Women's Ministries, 50 percent.

b. ONE GREAT HOUR OF SHARING:

- i. interpreted and received during Lent and on Easter Sunday in response to Christ's call to ministries of compassion and justice on a continuum from disaster and poverty relief to development among the marginalized and oppressed.**
- ii. Causes administered through the Compassion, Peace, and Justice Ministry. Causes:**
 - Presbyterian Disaster Assistance, 32 percent;
 - Presbyterian Hunger Program, 36 percent;
 - Self-Development of People, 32 percent.

c. PENTECOST OFFERING:

- i. interpreted and received in relation to Pentecost Season in response to the coming of the Holy Spirit and the birth of the Church in support of ministries with youth and young adults and in response to the needs of children-at-risk.**
- ii. Causes:**
 - Theology, Formation and Evangelism, 25 percent (for Ministries with Youth);
 - World Mission, 25 percent (for Young Adult Volunteer Program);
 - Compassion, Peace, and Justice, 10 percent (for Educate a Child Transform the World Initiative,

National)

- Retained by Congregations, 40 percent. Congregations are encouraged to use this 40 percent for local ministries for children, youth, young adults, and child advocacy.

d. PEACE & GLOBAL WITNESS OFFERING:

i. interpreted and received in relation to World Communion Sunday, recognizing the call to bring Christ's peace to all creation.

ii. Causes:

- Ministries that specifically include Peacemaking as well as global witness
- Presbyterian Mission Agency, 50 percent (for Peacemaking and Reconciliation)
- Synods and Presbyteries, 25 percent (12.5% presbytery/12.5% synod);
- Congregations, 25 percent;

C. That the Presbyterian Mission Agency Board approve and propose for adoption by the 222nd General Assembly (2016), the following recommendations of the Special Offerings Review Task Force:

That the Presbyterian Mission Agency:

1. Maintain funding to the remaining Historically Presbyterian Racial Ethnic Institutions (HPREIs) at current percentages of the Christmas Joy Offering (CJO). (As of the date of this report the HPREIs that qualify for funding through CJO are The Menaul School, Presbyterian Pan American School, and Stillman College.)

2. Allocate funds that have become available from HPREIs that no longer qualify for funding through the CJO to support and advance the work of Racial Ethnic and Women's Ministry in their programs of racial ethnic leadership development.

The Executive Committee **VOTED** to authorize the Task Force to revise the rationale for their report to reflect the amendments made by the Executive Committee.

See **Appendix 12** for the full report of the Special Offerings Review Task Force.

ACTION 12-EC-020316
REPORT OF THE
PERSONNEL
SUBCOMMITTEE

Jo Stewart, chair of the Personnel Subcommittee, presented the report of the subcommittee.

The Executive Committee **VOTED** to approve and recommend the

following actions to the Presbyterian Mission Agency Board:

- A. Approve changes to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action ("Plan"), and forward to the 222nd General Assembly as part of a response to referral and report to the General Assembly.**
- B. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-03:**

2014 Referral: Item 08-03. Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women's Concerns (ACWC) and Report to the 222nd General Assembly (2016) – From t/1e Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476-86; p. 217 of the print copy).

Response:

Presbyterian Mission Agency's General Counsel, Human Resources Director, Director for Policy, Administration and Board Support and Associate for Advocacy Committee Support consulted with ACREC on 10/27/15 and with ACWC on 10/29/15.

The advocacy committees asked questions about the proposed revisions and provided input that was considered and resulted in some further modifications to the proposed revision of The Churchwide Plan for Equal Employment Opportunity and Affirmative Action. An updated version of the proposed revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action and a Chart of Proposed Changes to the Churchwide Plan are attached.

- C. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-07:**

2014 Referral: Item 08-07. Fairness in Ministerial Compensation: Incentives and Solidarity, a Response to Two Referrals. Recommendation 1. Request the Presbyterian Mission Agency to Review Churchwide Ministerial Salary Data as Context for Its Review of Presbyterian Mission Agency Salaries—From the Advisory Committee on Social Witness Policy (Minutes, 2014, Part I, pp.14, 41–42, 495–503; p. 222 of the print copy).

Response:

Salary ranges of positions within the Presbyterian Mission Agency are reviewed, at a minimum, every two (2) years by

analyzing data from comparable religious/faith-based, nonprofit and some for-profit organizations. A review of churchwide ministerial salary data is included in this analysis. One source of this data is the Board of Pensions report on “Clergy Effective Salaries.” A review of churchwide ministerial salary data has been added to the Presbyterian Mission Agency’s compensation philosophy, which is described in the Presbyterian Mission Agency Compensation Program document.

See (Appendix 13) for the full report of the Personnel Subcommittee.

ACTION 13-EC-020316
REPORT OF THE
NOMINATING AND
GOVERNANCE
SUBCOMMITTEE

The report of the Nominating and Governance Subcommittee was presented by chair, Melinda Sanders.

The Presbyterian Mission Agency Board Executive Committee **VOTED** to adopt the following recommendation of the Nominating and Governance Subcommittee for consideration by the Presbyterian Mission Agency Board (Appendix 14):

That the Presbyterian Mission Agency Board:

1. **Form a Board Governance Task Force to complete a comprehensive review of the Presbyterian Mission Agency Board (PMAB) governance model and bring final recommendations to the Board’s September 2017 meeting, for submission to the 223rd General Assembly (2018), regarding:**
 - a. **the size of the board,**
 - b. **the composition of the Board, including the process for selection,**
 - c. **the length of service of board members including the ability to serve consecutive terms,**
 - d. **the roles and responsibilities of board members,**
 - e. **the committee structure of the board,**
 - f. **the relationship of the board to and with PC(USA) Agencies, Advisory Committees, Advocacy Committees and other committees and organizations affiliated with PMA, and**
 - g. **best practices for peer groups including governance models, board and committee structures.**

Should the General Assembly pass a resolution to have an independent committee assume these functions, the work of this taskforce will be made available to them, and this taskforce will discontinue its work.

2. **Elect the following individuals to serve on the Board Governance Task Force:**

- | | |
|-----------------------|-----|
| a. Molly Baskin | WFR |
| b. Greg Chan | AMT |
| c. Marianne Rhebergen | WFT |
| d. Conrad Rocha | HMR |

- e. Melinda Sanders WFR
- f. Jo Stewart WFR
- g. To be appointed by the PMAB chair

The following people would serve in an ex-officio capacity:

- a. The chair of the PMAB (until the end of GA 2016)
- b. The chair elect of the PMAB
- c. The Interim Executive Director or his successor.

FINANCIAL REPORTS

Earline Williams, Deputy Executive Director for Shared Services, presented the following financial reports:

- November 2015 Receipts
- November 2015 Expenditures Budget Variance Percentage

**ACTION 14-EC-020316
COMMUNICATIONS
MINISTRY REPORT**

Kathy Francis, Senior Director of Communications, gave an update on the strategic communication plan that was approved in late 2014. Highlights of the plan include a new website scheduled to be live in the spring; an intentional shift in focus from print to digital communications; utilizing new social media and communication tools; and a strong focus on story telling through various mediums.

The Presbyterian Mission Agency Board Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board approve the Communications portion of the Report to the 222nd General Assembly (2016) and forward it to the General Assembly (**Appendix 15**).

**FUNDS DEVELOPMENT
REPORT**

Terri Bate, Senior Director of Funds Development, reported that World Mission funding expenditures were under budget and revenues exceeded projections by \$1.6 million. Gifts included \$5.6 million from congregations and \$3.3 million from individual giving including direct response, online donations and major gifts.

Bate presented the Pillars of the Church, a recurring gift program designed to build a constituency of support and recognizes generosity at every level. Bate reported that 60 employees donated \$44,000 as Pillars of the Church.

**PRESBYTERIAN MISSION
AGENCY REVIEW
COMMITTEE**

The Executive Committee skipped this item in interest of time.

**REVIEW OF COMMITTEE
BUSINESS**

Board committee chairs gave an overview of business expected before each of their committees for this meeting.

**ACTION 15-EC-020316
SUSPEND MANUAL OF
OPERATIONS RULES FOR**

In response to the concern expressed by the chair of the Worshiping Communities Committee David Shinn that the Committee has been unable to find one of its eligible members to be willing to stand for election as

**WORSHIPING
COMMUNITIES
COMMITTEE**

committee chair, the Executive Committee **VOTED** to recommend:

That the Presbyterian Mission Agency Board suspend the Manual of Operations, Appendix 1D, Section II C and II D (rules regarding eligibility for election as committee chair) for the Worshiping Communities Committee. This motion suspended these two provisions:

- C. Committee chairs shall be elected for one-year terms, renewable for one additional term.**
- D. Board voting members completing at least two consecutive years on a committee are eligible for election as committee chair.**

**CLOSING PRAYER AND
ADJOURNMENT**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer at 12:03 p.m.

**MEETING WITH THE
COMMITTEE ON THE
OFFICE OF THE GENERAL
ASSEMBLY**

The Executive Committee will have a meeting with the Committee on the Office of the General Assembly at 1:00 p.m. in the Gallery Ballroom. A record of the meeting is kept with the minutes of the Committee on the Office of the General Assembly.

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Tony De La Rosa
Interim Executive Director, Presbyterian Mission Agency

Draft – January 20, 2016

ITEM H.100
PRESBYTERIAN MISSION AGENCY BOARD
Executive Committee
February 3, 2016
The Brown Hotel
335 W. Broadway
Louisville, KY 40202
502-583-1234
Room – Secretariat B
AGENDA

8:30 a.m. **Welcome/Call to Order/Prayer** *Marilyn Gamm*

Recitation of the Executive Committee Covenant

We, the Presbyterian Mission Agency Board Executive Committee, called to this ministry as disciples of Jesus Christ, covenant together to:

- Seek God’s will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission
- Relate to one another and to Presbyterian Mission Agency staff with honesty, trust, respect, openness and kindness, proclaiming God’s graciousness by risking and daring transformation in our lives and work
- Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting decisions we have made
- Worship and pray with joy and appreciation for God’s guidance in doing this work.

8:40 a.m. **Review and Adopt Agenda – H.100** *Marilyn Gamm*

Approval of Minutes – H.101

- September 22-23, 2015
- November 19, 2015
- January 13, 2016

Appointments by the Chair – H.102

PRESBYTERIAN MISSION AGENCY

February 3-5, 2016

Executive Committee

H.100

8:45 a.m.	Executive Director's Office Report to the 222 nd GA (2016) – H.103	<i>Barry Creech</i>
	Corresponding Members to the 222 nd GA (2016) – H.104	<i>Barry Creech</i>
9:00 a.m.	2017-2018 Mission Work Plan – H.105	<i>Wendy Tajima</i>
10:00 a.m.	2016 Salary Increases – H.106	<i>Tony De La Rosa</i>
10:05 a.m.	Special Offerings Review Task Force Report – H.107	<i>Michael Kruse</i>
10:35 a.m.	Break	
10:50 a.m.	Personnel Subcommittee Report – H.108	<i>Jo Stewart</i>
10:55 a.m.	Nominating and Governance Subcommittee Report – J.001	<i>Melinda Sanders</i>
11:00 a.m.	Financial Reports	<i>Earline Williams</i>
11:10 a.m.	Communications Ministry Report <ul style="list-style-type: none">• Communications Ministry Report to the 222nd GA (2016) – H.109	<i>Kathy Francis</i>
11:20 a.m.	Funds Development Report	<i>Terri Bate</i>
11:30 a.m.	Presbyterian Mission Agency Review Committee	<i>Barry Creech</i>
11:40 a.m.	Review of Committee Business: <ul style="list-style-type: none">➤ Leadership➤ Justice➤ Worshiping Communities➤ Finance➤ Audit	<i>Nancy Ramsay</i> <i>James Ephraim</i> <i>David Shinn</i> <i>Chad Herring</i> <i>Kears Pollock</i>
	Closed Session	
12:00 p.m.	Closing Prayer and Adjournment	
12:00 p.m.	Lunch with COGA – <i>Broadway B</i>	
1:00 p.m.	Joint Meeting with COGA – <i>Gallery Ballroom (16th Floor)</i>	

**ITEM H.101
FOR ACTION**

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

Subject: Approval of Minutes

Recommendation:

That the Executive Committee approve the minutes of the meetings on (attached):

- **September 22-23, 2015**
- **November 19, 2015**
- **January 13, 2016**

Approved: February 3, 2016

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
September 22-23, 2015
Louisville, Kentucky**

CALL TO ORDER

The 224th stated meeting of the Executive Committee of the Presbyterian Mission Agency Board (the Board) was called to order by chair, Marilyn Gamm. Gamm led the Executive Committee members in prayer and recitation of the Executive Committee Covenant.

ATTENDANCE

Those present for all or a portion of the meeting were:

Members

Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mihee Kim-Kort – Member-at-large
Melinda Sanders – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee

Leadership Cabinet

Terri Bate – Senior Director, Funds Development
Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support
Kathy Francis – Senior Director, Communications
Hunter Farrell – Director, World Mission
Chip Hardwick – Director, Theology, Formation, and Evangelism
Rhashell Hunter – Director, Racial, Ethnic and Women’s Ministries
Sara Lisherness – Director, Compassion, Peace, and Justice
Earline Williams – Temporary Co-Manager and Deputy Executive Director for Shared Services

Recorder

Susan Abraham –Staff, Office of the Executive Director

Others

Mary C. Baskin – Chair, Audit Committee
Gregg Brekke – Presbyterian News Service
Martha Clark – Staff, Office of Legal Services
Christine Darden – Advisory Committee on Social Witness Policy
April Davenport – Staff, Office of Legal Services
Rob Fohr – Staff, Office of the Executive Director
Ruth Gardner – Staff, Human Resources
Teresa Grant – Staff, Office of the Executive Director
Denise Hampton – Staff, Finance and Accounting
Denise Hayden – Staff, Office of the Executive Director
Chris Iosso – Staff, Advisory Committee on Social Witness Policy

Mike Kirk – Staff, Legal Services
 Paula Kincaid – Presbyterian Layman
 Mike Kruse – Special Offerings Task Force, Chair
 Kathie Lyvers – Staff, Legal Services
 Kathy Melvin – Staff, Communications
 Danny Murphy – General Assembly Nominating Committee
 Sara Otoum – Staff, Communications
 Heath Rada – Moderator of the 221st General Assembly (2014)
 Lisa Robbins – Staff, Human Resources
 Noelle Royer – Presbyterian Mission Agency Board Member
 Leslie Scanlon – Presbyterian Outlook
 Valerie Small – Staff, Office of the General Assembly
 Melody Smith – Staff, Communications

ACTION 1- EC -092215
ADOPTION OF AGENDA

Gamm reviewed and the Executive Committee **VOTED** to adopt the proposed agenda for this meeting with the following amendments (**Appendix 1**).

- Add discussion of Presbyterian Mission Agency Board agenda at the beginning of the meeting on Wednesday morning.
- Delete Interim Executive Director Search Report.
- Add a closed session at the close of the Executive Committee to discuss personnel matters.

ACTION 2-EC-092215
APPROVAL OF EXECUTIVE COMMITTEE MINUTES

The Executive Committee **VOTED** to approve the minutes of the following Executive Committee meetings as presented (**Appendix 2**):

- **April 15, 2015**
- **May 6, 2015**
- **May 22, 2015**
- **May 31, 2015**
- **June 4, 2015**
- **June 12, 2015**
- **June 16, 2015**
- **June 18, 2015**
- **June 25, 2015**
- **July 8, 2016**
- **July 14, 2015**
- **July 22-24, 2015**
- **August 28, 2015**
- **September 9, 2015**
- **September 14, 2015**

ACTION 3-EC-092215
CHAIR APPOINTMENTS

The Executive Committee **VOTED to ratify** the following appointments by the chair (**Appendix 3**):

- A. Nominating and Governance Subcommittee, Class of 2017:**

1. Mark Brainerd
2. Jeffrey Joe

B. Personnel Subcommittee, Class of 2017

1. Cecil Corbett, At-large Member (first term)
2. Nancy Ramsay, At-large Member (second term)
3. Kevin Yoho, Executive Committee Member (first term)

C. Restricted Funds Oversight Subcommittee, Class of 2017

- a. Susan Osoinach

Marci Glass – appointed as chair.

D. Foundation Work Group

1. Josephene Stewart – re-appointed until September 2016

ACTION 4-EC-092215
CELEBRATION OF HOLY
COMMUNION

The Executive Committee **VOTED** to approve the celebration of Holy Communion at the following events (**Appendix 4**):

A. 2016 Presbyterian CREDO conferences:

Dates	Location
March 6-14, 2016	Mo Ranch
March 28-April 4, 2016	Roslyn (RO)
April 18-25, 2016	Ferncliff
May 2-9, 2016	Wooded Glen
May 16-23, 2016	Lake Logan (RO – year 2)
June 6-13, 2016	Lake Logan (RO)
Sept. 12-19, 2016	Roslyn
October 3-10, 2016	Ferncliff
October 18-24, 2016	Wooded Glen (RO – year 2)
October 31 – Nov. 7, 2016	Solomon
Nov. 8-14, 2016	Wooded Glen (RO)

B. Events sponsored by Racial Ethnic & Women’s Ministries this fall.

Dates	Location
October 1-3	Study on the Status of Women Consultation, Chicago, IL
October 22-25	Racial Ethnic & New Immigrant Seminarians Conference, Clinton, TN
November 5-7	Race & Ethnicity Conference, Stony Point, NY
November 10-12	Native American Leadership Development Institute, Greensboro, NC

November 11-13	Racial Ethnic & New Immigrant Coaches Training Event, Greensboro, NC
November 12-14	Women of Color Consultation, Greensboro, NC

- C. Polity Conference, Opening Worship on Sunday, October 11.
- D. Worship at the pre-conferences, Association of Mid Council Leaders, Association of Stated Clerks, General Assembly Committee on Representation (Synod Committees on Representation will be their guests), Moderators Conference, New Stated Clerk Training on Friday, October 9 - Sunday, October 11.

ACTION 5-EC-092215
 CHANGES TO THE MANUAL
 OF OPERATIONS –
 APPENDIX 2B

The Executive Committee **VOTED** to approve the proposed changes to Appendix 2B of the *Presbyterian Mission Agency Manual of Operations* and to submit the changes to the Board for information (**Appendix 5**).

(Additions are underlined; deletions are shown with a strike through.)

Appendix 2B: “General Assembly Ministries”

I. Mission Ministries:

~~**A. Evangelism and Church Growth**~~

~~**The Evangelism and Church Growth Ministry equips, empowers, and inspires individuals, congregations and governing bodies to share their personal faith in Christ and to become connected to a community of faith. This work is done in partnership with synods and presbyteries. Work area offices carry out this ministry by coaching and training leaders to plant new churches, to transform existing congregations, and to effectively share and live out the Gospel in our increasingly multicultural world.**~~

~~**B.A. _____ Compassion, Peace and Justice**~~

The Compassion, Peace and Justice Ministry seeks to support, assist and involve congregations and mid councils in ministries of compassion, justice, and peacemaking. This ministry responds to disasters, provides support for sustainable community development, and works to alleviate hunger and poverty nationally and around the world. It also addresses injustice in all arenas of life and advocates for just and peaceful solutions to situations of violence, conflict and oppression. This work is done in collaboration with mid councils, partner churches, ecumenical partners and community-based

organizations. Work areas and offices carry out this ministry in a variety of ways, providing resources, supporting networks, sponsoring events that equip congregations to witness to God's healing and reconciling activity in the world.

~~C.B.~~ Racial Ethnic and Women's Ministries

The Racial Ethnic and Women Ministries seek to develop leaders, to work for racial and gender justice and equality, and to cultivate Presbyterian communities of faith that truly reflect the increasing multicultural makeup of our society. Work areas and offices carry out this ministry through networks, events, publications, communication, advocacy, and financial support.

~~D. Theology, Worship, and Education~~

~~The Theology, Worship, and Education Ministry assists the whole church in its common calling to explore the riches of the gospel, worship the one Triune God, and strengthen the ministries of the church. In partnership with congregations, presbyteries, and seminaries, Theology, Worship, and Education develops educational materials, worship resources, leader development programs, spiritual enrichment processes, and theological studies that support the church's faith and life. This Ministry also bears responsibility for Faith and Order ecumenical work on behalf of the entire Presbyterian Mission Agency.~~

C. Theology, Formation, and Evangelism

This ministry area seeks to support churches and church leaders in terms of leadership development, Christian/theological/ecclesiological formation, and evangelism. The ministry is divided into two units, Theology and Evangelism. Theology includes (1) Theology and Worship (Company of New Pastors, Small Church Residency Program, Financial Aid for Service, interfaith, and worship resources), (2) Theological Education (support of seminaries), and (3) Congregational Ministries Publishing (discipleship curriculum for all ages). The Evangelism unit includes (1) 1001 New Worshiping Communities, (2) Youth/College/Young Adults/Camps and Conferences, (3) New Beginnings church revitalization efforts, and (4) evangelism resources.

~~E. D. World Mission~~

The World Mission Ministry carries on the Presbyterian calling and tradition of sending missionaries, sharing and living out the gospel, and supporting partner Christian ministries around the globe. Work areas and offices in this ministry include supporting dozens of partner churches in many countries,

working with international ecumenical bodies, and sending hundreds of full time, part time, and volunteer mission personnel to over 60 countries around the world. World Mission supports mission involvement throughout the PC(USA) by providing mission education, networking opportunities, opportunities to volunteer nationally, and leadership development for young adults serving nationally and internationally.

ACTION 6-EC-092215
CHANGES TO THE
MANUAL OF OPERATIONS
– IV. CITATION OF MAJOR
DOCUMENTS, PAGE 3 &
APPENDIX 1C

The Executive Committee **VOTED to forward** the proposed changes to the *Presbyterian Mission Agency Manual of Operations* to the Presbyterian Mission Agency Board with a recommendation for approval (**Appendix 5**).

(Additions are underlined; deletions are shown with a strike through.)

IV. Citation of Major Documents, page 3

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.A.~~ _____ 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.B.~~ _____ “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).

~~D.C.~~ _____ Current Mission Work Plan.

~~E.D.~~ _____ Organization for Mission.

~~F.E.~~ _____ Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.

Appendix 1C: “Presbyterian Mission Agency Board Committees and Task Forces”

I.B.2.a “Leadership Committee”

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**
- c. Association of Presbyterian Colleges and Universities – APCU**

**PERSONNEL
SUBCOMMITTEE REPORT**

Jo Stewart, chair of the Personnel Subcommittee, reported that the subcommittee had met recently to discuss a number of issues. The Personnel Subcommittee had no recommendations for the Executive Committee at this time.

**CONVERSATION ON
COMMENTS ON
OVERTURES**

Creech reviewed the process used by the Presbyterian Mission Agency to draft and submit comments on Overtures and any other business that comes before the General Assembly (**Appendix 6**).

Committee members requested that samples of comments on Overtures from the previous General Assembly be provided at the February 2016 meeting.

**UPDATE ON “THE GOSPEL
FROM DETROIT”**

Sara Lisherness, director of Compassion, Peace, and Justice gave a progress report on the work done in response to the referral “The Gospel from Detroit: Renewing the Church’s Urban Vision,” from the 221st General Assembly (2014).

**COMMUNICATIONS
MINISTRY REPORT PART I**

Kathy Francis, senior director of Communications, reported on the work done thus far to implement the Strategic Communications Plan, that was finalized a year ago, for the Presbyterian Mission Agency (**Appendix 7**).

RECESS

The Executive Committee recessed at 8:38 p.m. with prayer offered by Gamm.

Wednesday, September 23, 2015

RECONVENE

The Presbyterian Mission Agency Board reconvened with prayer at 8:30 a.m. on Wednesday, September 23, 2015.

**REVIEW OF BOARD
AGENDA**

The Executive Committee **approved** the following amendments to the September 2015 Presbyterian Mission Agency Board Agenda:

Thursday, September 24, 2015

- Start at 8:00 a.m. (originally scheduled to start at 8:30 a.m.)
- Shorten lunch from 90 minutes to 60 minutes - gaining one hour.
- End the Cultural Humility training at 4:00 p.m. instead of 5:00 p.m.
- Begin ACREC and ACWC presentations at 4:00 p.m. and end at 4:30 p.m.

- Add closed session with outside counsel from 4:30 p.m. to 5:30 p.m.
- Move the closed session scheduled for Thursday night to Friday morning from 8:50 a.m. to 10:05 a.m.

Friday, September 25, 2015

- Move items scheduled for Friday morning from 8:50 a.m. to 10:05 a.m. to Thursday night:
 - Finance Committee Report
 - Executive Committee Report
 - Discussion – Strategy Process
 - Justice Committee Report
 - Leadership Committee Report

FINANCIAL REPORTS

Earline Williams, Deputy Executive Director for Shared Services, presented the financial report that focused on 2015 budget performance through August 31 (**Appendix 8**).

**ACTION 1-EC-092315
RESTRICTED FUNDS
OVERSIGHT
SUBCOMMITTEE REPORT**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to forward the list of General Assembly Mission restricted funds grants to the Presbyterian Mission Agency Board with a recommendation for approval.

See **Appendix 9** for full report and list of restricted funds grants.

**COMMUNICATIONS
MINISTRY REPORT PART II**

Francis introduced Gregg Bekke, editor of Presbyterian News Service. Bekke gave an update on the work and accomplishments of Presbyterian News Service since he was appointed as editor.

Francis reported that over the last year we have increased the use of social media in different ways to share stories of work being done within the Presbyterian Mission Agency and the Church. Sara Otoum, Social Media Specialist, was invited to demonstrate the use of Periscope, a social channel, to reach younger members in the Church.

**SPECIAL OFFERINGS TASK
FORCE REPORT**

Gamm recognized Mike Kruse, chair of the Special Offerings Task Force (SOTF) and a former chair of the Presbyterian Mission Agency Board to give the SOTF report (**Appendix 10**). Kruse reported that the Task Force is early in its work. The Task Force has received good feedback on the new Giving Catalog. A final report with recommendations will be presented to the Presbyterian Mission Agency Board at its February 2016 meeting.

PMA REVIEW COMMITTEE

Creech reported that the PMAB chair had responded to the preliminary report of the Presbyterian Mission Agency Review Committee. On Friday,

Board members will have time in plenary to go over the Review Committee report. Once the final report is complete, the Presbyterian Mission Agency Board will have an opportunity to comment on it.

See (**Appendix 11**) for the preliminary draft outline of the report.

**FUNDS DEVELOPMENT
REPORT**

Terri Bate, Senior Director of Funds Development, reviewed the following year-to-date reports (**Appendix 12**):

1. World Mission Funds Development
2. Special Offerings
3. New Initiatives
 - Office of Public Witness
 - New Worshiping Communities
 - Company of New Pastors
 - Racial, Ethnic and Women’s Ministry
 - Young Adult Volunteer Program

**NOMINATING AND
GOVERNANCE
SUBCOMMITTEE REPORT
UPDATE ON PROGRAM
EVALUATIONS**

Mihee Kim-Kort and Chad Herring presented a preview of the Nominating and Governance Subcommittee report to the Board (**Appendix 13**).

Rob Fohr, Manager of Organizational Planning and Effectiveness, presented the new model for evaluating programs of the Presbyterian Mission Agency (**Appendix 14**).

**REVIEW OF COMMITTEE
BUSINESS
MODERATOR’S REPORT
ON THE FUND RAISING
TASK FORCE**

Committee chairs gave an overview of business expected before each of their committees for this meeting.

The Moderator of the 221st General Assembly (2014), Heath Rada, reported that he had formed a small task force to discuss ways to raise money for PC(USA) mission co-workers. The conversation which began with the current status and financial situation of the global mission program led him to announce a Call to the Church to help in addressing the situation.

**CHURCHWIDE
CONVERSATION ON THE
MISSION, PRIORITIES AND
STRUCTURES OF THE
PRESBYTERIAN MISSION
AGENCY (PMA)**

In response to the April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the Presbyterian Mission Agency, the Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board (**Appendix 15**):

1. **Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly (COGA) regarding denominational identity as a priority during the lead-up to the 222nd General Assembly (2016).**
2. **Focus its present attention on developing a two-year interim strategy to guide the Mission Agency to 2018.**
3. **Recommend that the 222nd General Assembly (2016) forward the results of the research from the Committee on the Office of the General Assembly, the reports of the Presbyterian Mission**

Agency Review Committee and the Office of the General Assembly (OGA) Review Committee, and other studies as appropriate, as input for the next agency review cycle, which during 2016-2018 is already designed to focus on “the review of the whole of the Presbyterian Church (U.S.A.) and its six agencies, focusing broadly on the effectiveness of the six agencies and other governing bodies in working collaboratively to implement the General Assembly’s mission directives.”

**ACTION 2-EC-092315
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 11:33 a.m. as the Executive Committee of the Board of the Presbyterian Mission Agency and Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend the closed session, and with the following individuals invited to attend the meeting:

- Ruth Gardner
- Lisa Robbins

**ACTION 3-EC-092315
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 11:54 a.m. The chair announced that the committee had **VOTED** to approve the compensation package for the interim Executive Director.

**LUNCH AND DISCUSSION
WITH THE ADVISORY
COMMITTEE ON SOCIAL
WITNESS POLICY (ACSWP)**

In keeping with a provision in the *Presbyterian Mission Agency Manual of Operations*, the Executive Committee met with co-chairs of the Advisory Committee on Social Witness Policy (ACSWP), Christine Darden and Ray Roberts, and staff to the committee, Chris Iosso, during lunch.

The provision in the *Manual of Operations* states that “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.

**CLOSING PRAYER AND
ADJOURNMENT**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer at 12:30 p.m.

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Approved: February 3, 2016

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
of the General Assembly of the Presbyterian Church (U.S.A.)
Conference Call
November 19, 2015**

CALL TO ORDER	Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.
ATTENDANCE	Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.
MEMBERS PRESENT	James Ephraim, Jr. – Chair, Justice Committee Marilyn Gamm – Chair, Presbyterian Mission Agency Board Chad Herring – Chair, Finance Committee Mihee Kim-Kort – Member-at-large Melinda Sanders – Member-at-large David Shinn – Chair, Worshiping Communities Committee Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board Kevin Yoho – Chair, Leadership Committee
MEMBERS EXCUSED	Marsha Zell Anson – Member-at-large
<i>Leadership Cabinet</i>	Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support Kathy Francis – Senior Director, Communications Ministry Earline Williams – Temporary Co-Manager and Deputy Executive Director for Shared Services Hunter Farrell – Director, World Mission Chip Hardwick – Director, Theology, Formation, and Evangelism Rhashell Hunter – Director, Racial, Ethnic and Women’s Ministries Sara Lisherness – Director, Compassion, Peace, and Justice
<i>Recorder</i>	Susan Abraham – Staff, Office of the Executive Director
<i>Others</i>	Gregg Brekke – Presbyterian News Service Martha Clark – Staff, Office of Legal Services Tim McCallister – Staff, Theology, Formation, and Evangelism Ruth Gardner – Staff, Human Resources Lisa Robbins – Staff, Human Resources Leslie Scanlon – Presbyterian Outlook Rebecca Snipp – Staff, Office of the Executive Director
<u>ACTION – 1-EC-111915</u> FIRST-CYCLE 2015 DEVELOPMENT, RISKY, EXPERIMENTAL, ADAPTIVE MISSION (DREAM) GRANTS	The Presbyterian Mission Agency Board Executive Committee VOTED to approve the following applicants as the First-cycle 2015 DREAM Grant recipients (Appendix 1): 1. Agafilm, Pacific Presbytery, Synod of Southern California and

- Hawaii - \$6,000**
2. **Creation Lab, Chicago Presbytery, Synod of Lincoln Trails - \$10,000**
 3. **Hands and Hear Respite Care, Florida Presbytery, Synod of Southern California and Hawaii - \$10,000**
 4. **Neighborhood Hubs, Denver Presbytery, Synod of Rocky Mountains - \$10,000**
 5. **La Nueva Iglesia En La Calle Bard/New Church on Bard, Presbytery of Santa Barbara, Synod of Southern California and Hawaii - \$10,000**
 6. **SFTS – CRE Training, Glacier Presbytery, Synod of Rocky Mountains - \$10,000**
 7. **Twin Cities Houses of Hospitality, Twin Cities Presbytery, Synod of Lakes and Prairies - \$10,000**

As an Executive Presbyter within the Synod of Southern California and Hawaii, Gamm refrained from voting on the motion in order to avoid a potential conflict of interest.

ACTION – 2-EC-111915
APPOINTMENT OF
COMMITTEE OF COUNSEL

The Executive Committee **VOTED** to ratify the Presbyterian Mission Agency Board Chair’s appointments of the following persons to a Committee of Counsel representing the Presbyterian Mission Agency (**Appendix 2**):

1. **Chad Herring**
2. **Conrad Rocha**
3. **Melinda Lawrence Sanders**

**STRATEGY ADVISORY/
 WORK GROUP UPDATE**

Barry Creech gave an update on work of the Strategy Advisory and the Strategy Work Group on the 2017-2018 Mission Work Plan. Creech reported that the Board has conducted several focus groups to consider the following questions:

- Why does the PC(USA) need national offices?
- What does it mean to be a connectional church?
- How does the Presbyterian Mission Agency help congregations do work they could not do on their own?

The Board will vote on the plan at its February 3-5 meeting. A summary of the research results and the directional goals will be sent to the Board prior to the meeting.

ACTION – 3-EC-111915
LETTER FROM GRACE
PRESBYTERY

Gamm referred to a letter from Grace Presbytery suggesting “that the Presbyterian Mission Agency Board consider inviting representatives from Grace Presbytery to come to the next PMAB meeting to share with the board its decision to fund General Assembly mission at the level of \$2.8 million.” (**Appendix 3**)

**SEPTEMBER BOARD
MEETING EVALUATION
RESULTS**

The Executive Committee **VOTED** to invite representatives from Grace Presbytery to attend the February Presbyterian Mission Agency Board meeting.

In addition, the Board shall acknowledge and send deep gratitude for the generous gift. The Executive Committee requested to see details of the document and instructed staff to bring information about Texas Presbyterian Foundation to a future meeting.

Creech led the Committee through results of the September Board Meeting evaluation. (**Appendix 4**)

BOARD RESTRUCTURE

Jo Stewart led the discussion on whether to ask the Nominating and Governance Subcommittee to consider the matter of Board restructuring. The subject would include issues such as:

- Size of the Board
- Composition of the Board
- Process for Selection of Board Members
- Length of service of Board Members
- Roles and responsibilities of Board members
- The Board's Committee structure, and
- Relationship of the Board to other committees

Stewart will present a proposal to the Executive Committee at the January conference call to refer the task to the Nominating and Governance Subcommittee.

**ACTION – 4-EC-111915
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 2:35 p.m. as the Executive Committee of the Board of the Presbyterian Mission Agency and the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation, and property matters with only voting members of the Executive Committee to attend the closed session, and with the following individuals to attend all or a portion of the meeting:

1. Lisa Robbins
2. Ruth Gardner
3. Barry Creech
4. Martha Clark
5. Earline Williams

**ACTION – 5-EC-111915
RISE FROM CLOSED
SESSION
ADJOURNMENT AND
CLOSING PRAYER**

The Executive Committee **VOTED** to rise from closed session at 3:57 p.m. The chair reported that no actions were taken in closed session.

There being no further business, the meeting of the Executive Committee was closed with prayer at 3:57 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Approved: February 3, 2016

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call
January 13, 2016**

CALL TO ORDER	Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, meeting concurrently as the Executive Committee of the Presbyterian Mission Agency Board, to order with prayer.
ATTENDANCE	Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.
MEMBERS PRESENT	Marsha Zell Anson – Member-at-large James Ephraim, Jr. – Chair, Justice Committee Marilyn Gamm – Chair, Presbyterian Mission Agency Board Chad Herring – Chair, Finance Committee Melinda Lawrence Sanders – Member-at-large Nancy Ramsay – Acting Chair, Leadership Committee Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board Tony De La Rosa – Member Ex-Officio
MEMBERS EXCUSED	Mihee Kim-Kort – Member-at-large David Shinn – Chair, Worshiping Communities Committee
ACTING CHAIR OF LEADERSHIP COMMITTEE	Gamm welcomed Nancy Ramsay. With the resignation of Kevin Yoho from the Presbyterian Mission Agency Board, Ramsay will serve as acting-chair of the Leadership Committee through the General Assembly.
<i>Leadership Cabinet</i>	Barry Creech –Director for Policy, Administration and Board Support Hunter Farrell – Director, World Mission Chip Hardwick – Director, Theology, Formation and Evangelism Rhashell Hunter – Director, Racial Ethnic and Women’s Ministries Sara Lisherness – Director, Compassion, Peace and Justice Earline Williams –Deputy Executive Director for Shared Services
<i>Recorder</i>	Susan Abraham – Staff, Office of the Executive Director
<i>Others</i>	Gregg Brekke – Presbyterian News Service Martha Clark – Staff, Office of Legal Services Mike Kirk – Staff, Office of Legal Services Rebecca Snipp – Staff, Office of the Executive Director Leslie Scanlon – Presbyterian Outlook
<u>ACTION</u> – 1-EC-011316 ELECTION OF PRESIDENT	The Executive Committee VOTED to postpone this item to closed session.
<u>ACTION</u> – 2-EC-011316	The Executive Committee VOTED to approve the proposed agenda for the

BOARD MEETING AGENDA	February 2016 Board meeting with the following amendments (Appendix 1): Thursday, February 4, 2016 <ul style="list-style-type: none"> • Move Greetings from the Moderator to Wednesday, February 3 at 4:05 p.m. following the report of the Interim Executive Director. • Move Corporate Report from 8:15 p.m. to 1:55 p.m.
<u>ACTION – 3-EC-011316</u> EXECUTIVE COMMITTEE MEETING AGENDA	The Executive Committee VOTED to approve the proposed agenda for the February 2016 Executive Committee agenda as presented (Appendix 2).
<u>ACTION – 4-EC-011316</u> ASSIGNMENT OF BUSINESS TO COMMITTEES	The Executive Committee VOTED to approve the assignment of business to committees as presented (Appendix 3):
PMAB CALLED MEETING AND WEBINAR	The Executive Committee agreed by consensus to have a called meeting of the Board on Thursday, January 21 at 5:00 p.m. to discuss the report of the Presbyterian Mission Agency (PMA) Review Committee and a webinar on Monday, January 25 at 5:00 p.m. to review the 2017-2018 Mission Work Plan.
PRESBYTERIAN MISSION AGENCY REVIEW COMMITTEE REPORT	Creech led the Executive Committee through the report of the PMA Review Committee (Appendix 4).
BOARD RESTRUCTURE	Gamm invited Jo Stewart to talk about Board Restructure. At the last meeting of the Executive Committee, Stewart was instructed to bring a proposal to refer the task to the Nominating and Governance Subcommittee. Following a discussion on whether the Subcommittee should be assigned this task in light of the recommendations of the PMA Review Committee, the Executive Committee agreed that it was important for the Board to continue with plans for restructuring. The Nominating and Governance Subcommittee will bring forward names for a task force to the Executive Committee for approval by the Board at the February meeting.
<u>ACTION – 5-EC-011316</u> CONVENE IN CLOSED SESSION	The Executive Committee VOTED to convene in closed session at 3:05 p.m. to discuss personnel, property, and litigation matters with only members of the Executive Committee to attend the closed session, and with the following individuals to attend portions or all of the meeting: <ol style="list-style-type: none"> 1. Tony De La Rosa 2. Earline Williams 3. Barry Creech 4. Lisa Robbins 5. Martha Clark 6. Mike Kirk
<u>ACTION – 6-EC-011316</u> RISE FROM CLOSED SESSION	The Executive Committee VOTED to rise from closed session at 5:35 p.m. The chair announced the following actions taken in closed session.
<u>ACTION – 7-EC-011316</u>	That the Executive Committee VOTED to amend its prior action calling a

**AMEND PRIOR ACTION
CALLED BOARD MEETING**

Board meeting for January 21 (5:00 pm ET – 6:30 pm ET) to discuss the Presbyterian Mission Agency Review Committee report, so that the called meeting would begin with a 45 minute closed session to discuss personnel matters.

**ACTION – 7-EC-011316
REDUCTION IN FORCE
PROCESS AND SELECTION
CRITERIA**

That the Executive Committee **approved** the “Reduction in Force Process and Selection Criteria,” as amended (**Appendix 5**).

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 5:36 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Tony De La Rosa
Interim Executive Director, Presbyterian Mission Agency

**ITEM H.102
FOR ACTION**

FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY				
	A. Finance		E. Corporate Property, Legal, Finance	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: Appointments by the Presbyterian Mission Agency Board Chair

Recommendation:

That the Executive Committee ratify the following appointments by the Board Chair:

- A. Jinishian Memorial Governance Commission, Class of 2020**
 - **Gregory Chan**

Background:

From the *Presbyterian Mission Agency Manual of Operations*:

Appoint two current or previous PMAB elected members to four-year, non-renewable terms on the Jinishian Memorial Program Governance Commission. The two members will also serve as liaisons to the Jinishian Memorial Program U.S. Advisory Committee (USAC) with voice, but not vote.

- B. Personnel Subcommittee, through the 222nd General Assembly (2016)**
 - **Chad Herring, Executive Committee member**

Background:

Chad Herring will replace Kevin Yoho, who is no longer a member of the Presbyterian Mission Agency Board, through the 2016 General Assembly.

From the *Presbyterian Mission Agency Manual of Operations*:

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 as 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. Members may serve one additional two-year term.

- C. PMA Review Committee Response Writing Team Task Force**
 - **Marsha Zell Anson**
 - **Jeffrey Joe**
 - **Nancy Ramsay**

Background:

These members will develop a proposed comment to the 222nd General Assembly (2016) regarding the Presbyterian Mission Agency Review Committee report. Their work will be considered by the Executive Committee and submitted to the Presbyterian Mission Agency Board for approval at its April 2016 meeting.

**Presbyterian Mission Agency
Executive Director's Office
Report to the 222nd General Assembly (2016)**

I. Reports with Recommendations

A. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) confirm the following named individuals to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., Board of Directors:

- **Steven Bass, Caucasian Male Ruling Elder 56-65, Seattle Presbytery, Synod of Alaska-Northwest, PCUSA Foundation Board, New Nomination**
- **David Ezekiel, Caucasian Male Teaching Elder 46-55, Presbytery of Chicago, Synod of Lincoln Trails, Presbyterian Mission Agency Board, New Nomination**
- **Chad Herring, Caucasian Male Teaching Elder 36-45, Heartland Presbytery, Synod of Mid-America, Presbyterian Mission Agency Board, New Nomination**
- **Thomas McNeill, Black Male Ruling Elder 56-65, Southern New England Presbytery, Synod of the Northeast, At-Large New Nomination**
- **Manley Olson, Caucasian Male Ruling Elder 75+, Twin Cities Area Presbytery, Synod of Lakes and Prairies, Synod New Nomination**
- **Josephene Stewart, Caucasian Female Ruling Elder 56-65, Charlotte Presbytery, Synod of the Mid-Atlantic, At-Large PILP Corporation New Nomination**
- **In Yang, Asian American Teaching Elder 46-55, Riverside Presbytery, Synod of Southern California and Hawaii, At-Large Re-nomination**

B. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) approve the following nominee to the Mountain Retreat Association, Inc.'s Board of Directors:

Class of 2018:

Dean Thompson – Presbyterian Mission Agency Board

C. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) elect Mary C. Baskin to the Board of Pensions of the Presbyterian Church (U.S.A.), Class of 2020.

D. The Presbyterian Mission Agency Board reports the recipients of the Sam and Helen R. Walton Awards for 2015 and recommends that the 222nd General Assembly (2016) recognize the recipients as outstanding new church developments:

- 1. Camino de Vida, Albuquerque, New Mexico, Synod of the Southwest, Presbytery of Santa Fe**
- 2. The Fellowship Place, Charlotte, North Carolina, Synod of Mid-Atlantic, Presbytery of Charlotte**
- 3. Northland Village Church, Los Angeles, California, Synod of Southern California and Hawaii, Presbytery of San Fernando**

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.

E. 2017-2018 Presbyterian Mission Agency Work Plan

The Presbyterian Mission Agency recommends that the 222nd General Assembly (2016) approve the following theological foundation, vision, mission, directional goals, and core values for the Presbyterian Mission Agency as its 2017–2018 Mission Work Plan:

Theological Foundation:

The Great Ends of the Church (adapted from F-1.0304) are:

- the proclamation of the gospel for the salvation of humankind
We share the ways God has saved us and shows God's love for all people through the good news of Jesus Christ. (Matthew 10:7-8, John 3:16-17, Romans 1:16-17, Ephesians 2:13-14, 1 John 4:14-16)
- the shelter, nurture, and spiritual fellowship of the children of God
We connect and grow as God's people, called to be a community of faith, hope, love, and witness. (John 15:12-15, Acts 2:41-47, Romans 12:3-21, Ephesians 4:1-5 and 15-16)
- the maintenance of divine worship
We praise God, from whom all blessings flow. (2 Samuel 6:12-19, Psalm 22:22-27, Matthew 5:23-24, John 4:23-26, 1 Corinthians 11:23-34, Colossians 3:12-17)
- the preservation of the truth
We speak truth that sets us free to love. (Psalm 15, John 8:31-32, John 18:36-37, Ephesians 4:11-15, Ephesians 6:14-15)
- the promotion of social righteousness
We follow Christ, who healed the sick, fed the hungry, freed the oppressed, and broke bread with outcasts and sinners. (Matthew 9:9-14, Luke 4:18-19, Luke 7:22, James 1:22-2:8)
- the exhibition of the Kingdom of Heaven to the world.
And, just like Christ, we live as citizens of God's reign, offering a life-giving alternative to a broken world. (Matthew 5:13-16, Romans 12:2, 1 Peter 2:9-10)

We recognize these to be the goals for the Church, because we have been redeemed and called into ministry by Jesus Christ, because we live in gratitude for the grace given to us by God, and because we understand ourselves to be joined and empowered by the Holy Spirit to be the body of Christ.

As the Presbyterian Mission Agency in 2017-2018, we know that we are not solely responsible for the achievement of all these *Great Ends*. We understand that our role is to be faithful stewards of God's blessings by focusing only on what the Church needs from the national church today, using the unique resources of the Presbyterian Mission Agency.

Vision:

Presbyterians joyfully engaging in God's mission for the transformation of the world.

Mission:

Inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

Directional Goals:

We will inspire, equip and connect existing and new worshiping communities to engage in God's mission through:

- **Evangelism & Discipleship**
Grow, proclaim and live out our faith in Jesus Christ by working with our partners, here and around the world, to build communities that witness to the gospel of Christ's love for the rich diversity reflected in all humankind.
- **Servant Leader Formation**

Seek, develop and energize diverse leaders who are answering God's call to equip the Church to be a welcoming place of worship, mission and spiritual nurture for all of God's children, especially those who have been marginalized.

- **Justice & Reconciliation**

Galvanize the church to act on issues of racism, violence and poverty as a prophetic witness to Christ's transforming justice by speaking and living out God's truth and compassion as we call ourselves and the world to account for injustice and oppression.

Core Values:

Faith, Compassion, Accountability, Teamwork, Dedication, Service, Justice

Rationale

The General Assembly has directed the Presbyterian Mission Agency, through the *Organization for Mission*, to “develop and propose, for General Assembly 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 General Assembly approval an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.” The Presbyterian Mission Agency fulfills this directive through presentation of the accompanying Mission Work Plan and Budget for approval.

In recent years, the Mission Work Plan covered a four year period, while budgets were recommended to the General Assembly biennially. This Mission Work Plan is more limited in scope, and will serve as an interim work plan over the next 2-3 year period, in light of transitions in leadership for the Presbyterian Mission Agency and conversations regarding agency consolidation.

In the spring of 2015, the Presbyterian Mission Agency Board established a Strategy Advisory Group of elected board members to work alongside the staff team in developing this Mission Work Plan. Work progressed steadily from June 2015 through January 2016.

In light of the decision to create an interim bridge plan, it was determined that development of a comprehensive, multi-year strategy would not be the best use of time. Whatever corporate structure for Presbyterian mission emerges after the interim period would likely develop its own comprehensive strategic plan. Therefore, effort has focused on refining the 2013-2016 Mission Work Plan, and addressing concerns that have arisen during its evaluation.

One of the most frequent observations has been the lack of theological grounding for the Mission Work Plan. Therefore, staff and the Strategy Advisory Group gave focused time to understanding and documenting a theological framework for the work of the Mission Agency, using the constitutional language of the “Great Ends of the Church.”

The Vision and Mission sections of the 2013-2016 Mission Work Plan were left unchanged in this interim plan for 2017-2018. They continue to encapsulate our hopes and calling as the Presbyterian Mission Agency.

At the heart of the Mission Work Plan are directional goals, which serve as strategic beacons for the work of the agency. In the 2013-2016 plan, effort was given to ensure that all areas of Mission Agency work were reflected somewhere in the strategic plan. Thus, General Assembly Engagement was a directional goal in the former plan, along with Organizational Integrity (incorporating the infrastructure provided by many of our support areas).

A major adjustment in the 2017-2018 plan, however, is a sharpening of focus. Rather than six directional goals, to which each program must find some element of alignment, there are three strategic directions for the Mission Agency. As a new mode of implementation, each area of the Mission Agency's organization must develop ways that they will contribute to all of the directional goals.

The Strategy Advisory Group and staff developed a research plan that would seek input from mid council representatives, constituency groups, leaders within various ministries of the church, board members and staff. The results of the research did not dictate the strategic directions, but they did provide crucial information regarding the context for ministry within the Presbyterian Church (U.S.A.) and the more focused role that can only be played by the Presbyterian Mission Agency. The plan does not tell us which ministry areas will continue, nor is it intended to.

The directional goals build upon the work done within the 2013-2016 Mission Work Plan, and address some of the perceived shortcomings of that plan:

- The 2013-2016 Mission Work Plan seemed to have an exclusive focus on new worshipping communities, without directing attention to existing congregations. The proposed Mission Work Plan lifts up both new and existing worshipping communities as vital contexts for ministry. We expect to continue the emphasis on developing new worshipping communities, while also nurturing the vitality of existing congregations through each element of the Mission Work Plan.
- Some of the former directional goals were very general in nature. In the proposed goals, descriptors have been added which will help in narrowing the scope of the goals. The new requirement that programs have an impact in all three directional goals will also provide for more directed mission activity.

The Core Values section has been completely re-written. The former list of core values had served the organization since 2006. As part of the new Interim Executive Director's orientation to the Mission Agency, staff were asked to select personal and organizational core values from an extensive list of possible values. The results of that exercise identified actual, rather than aspirational, core values for the organization. Similar responses were combined, and these seven values were the most common responses.

Conclusion

The General Assembly will consider several action items that will have impact on the work of the Presbyterian Mission Agency. It is impossible to know in advance where these proposals and the Assembly's discernment will lead. Whatever the outcome, the Mission Agency will need strategic direction and a budget for the next two year period. The 2017-2018 Mission Work Plan is intended to provide direction for that interim period, ensuring continuity with what has gone before, while being open to the movement of God's Spirit in the years ahead.

F. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) amend the *Organization for Mission* in the following ways:

1. Delete the word "related" in the title to Section VIII, so that it would read:
VIII. Other General Assembly ~~Related~~ Corporations
2. Add a new Section IX as follows, renumbering the remaining sections:
IX. Corporations Related to the General Assembly

Presbyterian Women in the Presbyterian Church (U.S.A.), Inc.

Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. (PW), is organized and operated to be an inclusive, caring community of women, forgiven and freed by God in Jesus Christ and empowered by the Holy Spirit, that strengthens the Presbyterian Church (U.S.A.) (the Church) and witnesses to the promise of God's kingdom by nurturing faith through prayer and Bible study, supporting the mission of the Church worldwide, and working for justice and peace. Members of Presbyterian Women are first and foremost members of the Church. The organization is structured at the congregation, presbytery, synod, and national levels in order to support the Church at each level.

PW is an integrated auxiliary of the Presbyterian Church (U.S.A.). PW is not subordinate to the General Assembly. PW's Certificate of Incorporation includes a Statement of Faith which provides that PW holds to the doctrines and principles of the Reformed tradition as expressed in the Church's Constitution. PW is related to the Presbyterian Mission Agency through an agreement which is reviewed and approved by the General Assembly every four years.

Rationale

The Organization for Mission is the manual of operations for General Assembly agencies, expressing the General Assembly's design for mission and interconnectedness between agencies.

The Presbyterian Mission Agency Board has responsibilities for maintaining (and suggesting revisions to) sections I-III and V-IX, while the Committee on the Office of the General Assembly provides oversight for section IV (related to the work of the Office of the General Assembly.) The General Assembly considers recommendations to revise these sections as submitted by the Presbyterian Mission Agency Board and the Committee on the Office of the General Assembly.

The table of contents of the Organization for Mission provides an overview of what the document covers:

Introduction

- I. History of the Structure for Mission of the Presbyterian Church (U.S.A.)
- II. Statement of Vision and Priority Goals for Mission
- III. Mission of the General Assembly
- IV. General Assembly Officers and Committees and the Office of the General Assembly
- V. The Presbyterian Mission Agency
- VI. Presbyterian Mission Agency Relationships
- VII. Presbyterian Church (U.S.A.), A Corporation
- VIII. Other General Assembly Related Corporations
- IX. Amendments

Appendices

The recommendation to revise the title of Section VIII is rooted in a clarification that the agencies listed in Section VIII (Board of Pensions, Presbyterian Church (U.S.A.) Foundation, Presbyterian Publishing Corporation, and Presbyterian Church (U.S.A.) Investment and Loan Program, Inc.) are not simply “related” to the General Assembly, they are General Assembly corporations. When Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. (PW), requested to be listed in the Organization for Mission as a related corporation, this need for clarity surfaced. The recommendation seeks to distinguish between General Assembly corporations (in Section VIII) and corporations related to the General Assembly in Section IX.

In the overall organization for mission within the Presbyterian Church (U.S.A.) (PC(USA)), PW plays a unique role. The new section, which this recommendation seeks to add, acknowledges that important role within the PC(USA).-

The *Organization for Mission* is incomplete without referencing this important point of mission coordination for Presbyterians.

PW:

- Is the women’s organization of the PC(USA). There have been women’s organizations in the Presbyterian Church for more than 200 years.
- Is actively involved in domestic, international, and ecumenical mission and cultivates partnerships with each General Assembly agency.
- Is a tax-exempt national women’s organization related to the PC(USA) as an integrated auxiliary.
- Has a Certificate of Incorporation that links the organization directly to the PC(USA) Constitution.
- Has a national moderator who is a member of the Presbyterian Mission Agency Board with voice and vote. A member of PMAB is appointed to serve as a director with voice on vote on PW, Inc.’s national board.
- Entered into a covenant relationship in 2001 with the General Assembly Council, now known as the Presbyterian Mission Agency. This covenant, now an institutional relationship agreement, was renewed most recently in 2014.
- Continues to be in programmatic partnership with PMA ministry areas and committees, including the Advocacy Committee for Women’s Concerns, World Mission, Compassion, Peace and Justice, and Racial Ethnic & Women’s Ministries.
- Corresponds to the Presbyterian Mission Agency Board through Racial Ethnic & Women’s Ministries.

This recommendation is being brought forward in the spirit of collaboration between Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. and the Presbyterian Mission Agency.

G. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) 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
- 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.

A. 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.

B. 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. A. _____ 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. B. _____ “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).
- D. C. _____ Current Mission Work Plan. ~~E.~~D. _____ Organization for Mission.
- ~~F.~~E. Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.

V. Presbyterian Mission Agency Staffing

- A. The Presbyterian Mission Agency Board fulfils its work, in part, through staff led by the Executive Director. For the Presbyterian Mission Agency staff organization, refer to Appendix 2.
- B. 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 above changes. Changes to the *Presbyterian Mission Agency Manual of Operations* must be approved by the General Assembly.

The Mission Policy Guide was a resource that contained brief descriptions of major actions of the General Assembly (GA) from 1973 through the current GA. The Policy Guide was intended to assist persons doing research on actions of the General Assembly by directing them to the appropriate General Assembly Minutes for the full official action. It was available in print format until four years ago when it became an online product with the database accessible through the

website. A lot of work each year went into keeping it current with GA actions. After the 2014 GA, we made the decision to continue doing the work but to take down the online link in order to determine if it was widely used. We went over a year, and had only one request from someone within the Executive Director's Office. This told us that no one was using it, and that the impact of all that work to update it each year was negligible. Actions taken by GA are available on the web at <http://index.pcusa.org>. It covers 1987-2014 Minutes.

1. *2008 Referral: Item 08-12. Funding Christ's Mission Throughout the Presbyterian Church (U.S.A.) Attachment 1, Recommendation A2. 2. We propose that the General Assembly Council gradually transition the two current forms of designated mission giving, Direct Mission Support and Extra Commitment Opportunities, into "Funding for Specific Mission" over a five-year period beginning in 2009.—From the Presbyterian Mission Agency (Minutes, 2008, Part I, pp. 22, 24, 664–704 of the print copy).*

Response: In 2008, the General Assembly directed the General Assembly Council (now the Presbyterian Mission Agency) to simplify giving opportunities presented to donors, as the older categories of “Directed Mission Support (DMS)” (originally specifying gifts considered to be given inside the GA Mission budget) and “Extra Commitment Opportunity (ECO)” (originally specifying gifts considered to be ‘over and above’ the GA mission budget) were proving to be confusing to donors. In 2008, the General Assembly Council regularly distributed catalogs for potential donors. The DMS catalog had listings of nearly every possible way to designate gifts within the Mission Budget. At the same time, the ECO catalog offered other opportunities, leaving donors to struggle with, “Do I want to give within the budget or over and above the budget?” Which catalog do I need?

In the years since 2008, the Mission Agency has wrestled with how to simplify giving. It is increasingly transparent to donors whether they are using a DMS account or an ECO account. There is no longer any distinction between giving within the budget or giving outside of the budget. The opportunities to give with impact are plentiful. Internally, DMS accounts are now used for congregations who wish to designate a portion of their congregational mission giving toward particular causes. ECO accounts are now used by individual donors who want to have specific impact on mission around the world. Internal distinctions between these account types allow individual donors to receive a tax deduction for gifts to ECO accounts, while this is not important for gifts to DMS accounts from churches.

The effort to simplify giving, which began in 2008, has culminated in the development of a new Presbyterian Mission website which makes it very easy for donors to make gifts, without having to know individual account numbers or account types. Organized around the experience of the potential donor, the website responds with options based on information given by the potential donor. DMS and ECO accounts still exist as different types of funding for specific mission, but the donor is not required to understand anything about the types in order to make a gift.

2. *2014 Referral: Item 03-06. A Resolution to Support Hotel and Hospitality Workers Through the Adoption of Just Policies in the Presbyterian Church (U.S.A.). Recommendation 1. Direct the Presbyterian Mission Agency and the Office of General Assembly to Include Protective Language in Every Hotel Contract so That if There Is a Labor Dispute at the Contracted Hotel, the Presbyterian Church (U.S.A.) Can Pull Out of the Contract Without Penalty—From the Advocacy Committee for Women's Concerns (ACWC) (Minutes, 2014, Part I, pp. 13, 21, 193; p. 167 of the print copy).*

2014 Referral: Item 03-06. A Resolution to Support Hotel and Hospitality Workers Through the Adoption of Just Policies in the Presbyterian Church (U.S.A.). Recommendation 2. Direct the Presbyterian Mission Agency and the Office of General Assembly to adopt a policy that gives preference to hotels where workers' rights are protected either by organization, or through the fair practices of their employers, and commits to honoring and upholding boycotts that are directly related to workers' wages and working conditions—From the Advocacy Committee for Women's Concerns (ACWC) (Minutes, 2014, Part I, pp. 13, 21, 193; pp. 167–68 of the print copy).

Response: The following policy “Presbyterian Mission Agency and Office of the General Assembly Policy Supporting Hotel and Hospitality Workers” was approved by the February 4-5, 2016 meetings of The

Committee on the Office of the General Assembly (COGA) and the Presbyterian Mission Agency Board (PMAB).

Presbyterian Mission Agency and Office of the General Assembly Policy Supporting Hotel and Hospitality Workers

Staff of the PMA and OGA tasked with researching hotel locations for upcoming meetings and events of those agencies will consult the Unite Here* Fair Hotel directory (<http://www.fairhotel.org/hotels-search/states>) or similar guides for “socially responsible union hotels” in the area(s) under consideration, and include those hotels in the site selection process.

Staff of the PMA and OGA will also consult the boycott list at <http://www.fairhotel.org/boycott-list> and refrain from booking hotels that appear on this list or similar guides for PC(USA) meetings or when traveling on PC(USA) business.

PMA and OGA staff will include protective language relating to termination in the event of labor disputes in every hotel contract. A hotel must agree to this clause** (or alternate language deemed acceptable by Legal Services and the Stated Clerk) in order to proceed to a final contract with the Presbyterian Church (USA), A Corporation.

In the event of a boycott, strike, picketing or another dispute directly related to workers’ wages and working conditions that is announced or occurs at a hotel after a contract is signed, the PC(USA) will first urge the hotel to settle the dispute, ensuring the hotel is aware of the labor dispute clause and the PC(USA)’s intention to terminate the contract if the dispute is not satisfactorily resolved.

In the event that resolution is not assured well before the scheduled event, the group may and should seek an alternative location and invoke the labor dispute clause to terminate the contract. Additional costs (higher hotel rates, meeting room rental, ground transportation, etc.) to the meeting budget are a likely consequence.

This policy does not require a group to relocate the scheduled event when the dispute occurs within 60 days of the first date of the event, and efforts to secure suitable alternate venue(s) in the same city (using the same airport) are unsuccessful. In these situations, the Executive Director of the PMA or the Stated Clerk of the OGA will review the circumstances and approve the decision.

*Unite Here (unitehere.org) is a labor union that represents workers in the hotel, gaming, food service, and other industries across North America. It maintains an on-line directory of hotels across U.S. and Canada whose workers are represented by Unite Here. It also maintains a list of hotels that are under a boycott or at risk of dispute.

**Recommended contract clause:

This agreement may be terminated without liability by Presbyterian Church (U.S.A.) if performance hereunder would foreseeably involve the Group in or subject it to the effects of a boycott, strike, picketing or other labor dispute. (Provided that the Group may not withhold, delay or cancel performance based on a labor dispute involving its own employees.) The Hotel agrees to notify the Group in writing within 10 days after it becomes aware of any labor relations dispute involving the Hotel and its employees including, but not limited to, union picketing, the filing of an Unfair Labor Practice charge by a union, the expiration of a negotiated labor contract, an existing or impending strike or lockout, or any other matter which could reasonably be construed as a labor- management relations dispute.

3. *2014 Referral: Item 04-10. Commissioners’ Resolution. On Declaring That Zionism Unsettled Does Not Represent Views of PC(USA). The 221st General Assembly (2014) Declares That Zionism Unsettled Does Not Represent the Views of the Presbyterian Church (U.S.A.) and Directs All Presbyterian Church (U.S.A.) Entities to Express This Statement in All Future Catalogs, Print or Online Resources (Minutes, 2014, Part I, pp. 13, 62, 296–98; p. 186 of the print copy).*

Response: Immediately following the 221st General Assembly (2014) a statement was prepared for inclusion in copies of the resource in line with the directive in this General Assembly action. On June 27, 2014, the Stated Clerk of the General Assembly and the Executive Director of the Presbyterian Mission Agency took the further step to discontinue promotion and distribution of “Zionism Unsettled” by the denominational offices in order to most clearly support and communicate the decisions of the General Assembly. (<http://www.pcusa.org/news/2014/6/27/zionism-unsettled-no-longer-sold-pcusa-website/>)

4. *2014 Referral: Item 08-07. Fairness in Ministerial Compensation: Incentives and Solidarity, a Response to Two Referrals. Recommendation 1. Request the Presbyterian Mission Agency to Review Churchwide Ministerial Salary Data as*

Context for Its Review of Presbyterian Mission Agency Salaries—From the Advisory Committee on Social Witness Policy (Minutes, 2014, Part I, pp.14, 41–42, 495–503; p. 222 of the print copy).

Response: Salary ranges of positions within the Presbyterian Mission Agency are reviewed, at a minimum, every two (2) years by analyzing data from comparable religious/faith-based, nonprofit and some for-profit organizations. A review of churchwide ministerial salary data is included in this analysis. One source of this data is the Board of Pensions report on “Clergy Effective Salaries.” A review of churchwide ministerial salary data has been added to the Presbyterian Mission Agency’s compensation philosophy, which is described in the Presbyterian Mission Agency Compensation Program document.

5. *2014 Referral: Item 10-NB. Recommend Presbyterian Mission Agency Board and the Committee on the Office of the General Assembly Engage in the Process of Working Together with Churches in the Task of Reconciliation, Starting with Visiting Each Presbytery and Serving as a Resource for Each Presbytery’s Discussion of These Actions in Congregations and the Presbytery At-Large and Present Voices of Reconciliation for the Unity of the Church (Minutes, 2014, Part I, pp.29, 31, 33, 55, 819; p. 260 of the print copy).*

Response: The Office of the General Assembly and the Presbyterian Mission Agency have taken the following actions:

- A webpage <http://oga.pcusa.org/section/ga/ga221/ga221-reconciliation/> was created for use by Mid Councils listing resources for the work of reconciliation
- A “concierge service” has been created in response to a request by Mid Council leaders. This is one phone number to be called when a member of the national staff is requested for a presbytery meeting or other gathering. The purpose of the service is to provide a way for Mid Council leaders to make one contact for such request to be sure that someone will be available.
- A conversation was held at the Polity Conference in 2014 asking Mid Council leaders to share their reflections on the idea of reconciliation and to share their ideas about how to achieve it.
- The Mid Council Engagement application has been used by PMA staff to keep track of their contacts with presbyteries and synods. Those making these contacts, whether in person or by other means, have been urged to spend time asking about the stresses and celebrations in those Mid Councils and to offer help as needed.
- The senior staff of PMA and senior staff of OGA participated in a one day retreat led by the Lombard Mennonite Peace Center to explore issues of highly anxious systems and ways to lead in the face of such anxiety.

III. Final Responses to Referrals with Recommendations

1. 2014 Referral: Item 08-03. *Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women's Concerns (ACWC) and Report to the 222nd General Assembly (2016)*—From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476–86; p. 217 of the print copy).

Response: This referral is answered by Item # _____, “Proposed Changes and Updates to the Presbyterian Church (U.S.A.) Churchwide Plan for Equal Employment Opportunity and Affirmative Action.”

2. 2014 Referral: Item 14-03. *Living Missionally. Recommendation 3. Launch a Churchwide Initiative That Will Inspire, Equip, and Connect Presbyterians to Continue to Go Beyond the Walls of Their Congregations and Increase Their Engagement in Service to Their Communities and the World*—From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 16, 45–46, 998–1000; pp. 315–16 of the print copy).

3. 2014 Referral: Item 14-03. *Living Missionally. Recommendation 4. Direct the Presbyterian Mission Agency to Develop Tangible Metrics to Determine Success and Impact and Report Back to the 222nd General Assembly (2016), Sharing Progress Made and Identifying Strategies for Deeper Engagement in 2016–18*—From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 16, 45–46, 998–1000; pp. 315–16 of the print copy).

Response: This referral is answered by Item # _____, “Living Missionally,” being presented to the 222nd General Assembly (2016).

(Item # to be inserted by OGA)

1. Proposed Changes and Updates to the Presbyterian Church (U.S.A.) Churchwide Plan for Equal Employment Opportunity and Affirmative Action

The Presbyterian Mission Agency recommends that the 222nd General Assembly (2016) approve the revised Churchwide Equal Employment Opportunity and Affirmative action Plan, now titled “Toward Inclusiveness in Employment: The Presbyterian Church (U.S.A.) Churchwide Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies.”

Rationale

These recommendations are a final response to the *2014 Referral: Item 08-03. Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women’s Concerns (ACWC) and Report to the 222nd General Assembly (2016) — From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476–86; p. 217 of the print copy)*

The Churchwide Plan for Equal Employment Opportunity and Affirmative Action has not been updated or revised since 1994. Prior to the 221st General Assembly (2014), changes to the Plan were reviewed and approved by the HR Directors of the Six Agencies, the Board of the Presbyterian Mission Agency, and were reviewed with the General Assembly Committee on Representation.

The action from the 221st General Assembly was *Referral: Item 08-03. Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women’s Concerns (ACWC) and Report to the 222nd General Assembly (2016) —From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476–86; p. 217 of the print copy).*

The Presbyterian Mission Agency’s Human Resources Director, Legal Services Office, Director for Policy, Administration and Board Support and Associate for Advocacy Committee Support consulted with the Advocacy Committee for Racial Ethnic Concerns on October 27, 2015 and with the Advocacy Committee for Women’s Concerns on October 29, 2015.

The advocacy committees asked questions about the proposed revisions and provided input that was considered and resulted in some further modifications to the proposed revision of The Churchwide Plan for Equal Employment Opportunity and Affirmative Action. An updated version of the proposed revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action and a Chart of Proposed Changes to the Churchwide Plan are attached.

Proposed Changes to the Churchwide Plan

This chart lists the proposed changes to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action, which has not been updated or revised since 1994. The changes proposed prior to the 221st General Assembly (2014) were reviewed and approved by the Human Resources Directors of the Six Agencies and were reviewed with the General Assembly Committee on Representation. After the 221st Assembly other changes were made after consultation with the Advocacy Committee for Racial Ethnic Concerns and the Advocacy Committee for Women’s Concerns.

The proposed title of the document was revised from Churchwide Plan to Churchwide Policy. The document is divided into two parts: the policy; and the plan to implement it.

The primary changes in the document were: (1) to change the names of entities, such as General Assembly Council to Presbyterian Mission Agency; (2) to reflect changes in the *Book of Order* over a period of 20 years; (3) to reflect changes in the responsibilities of the Mission Agency, which no longer supervises personnel matters for all Agencies of the General Assembly; (4) to reflect changes in the *Organization for Mission*; and (5) to reflect changes in the law.

SECTION	CHANGE
Title of Document – Churchwide Plan for Equal Employment Opportunity and Affirmative Action	The Presbyterian Church (U.S.A.) Churchwide Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies (change made after meeting with ACREC).
Throughout the document	Everywhere that the words “equal employment opportunity” were found, the words “and affirmative action” have been added (change made after meeting with ACREC).
Section One	Was retitled and rewritten as the policy section: Policy Toward Inclusiveness in Employment.
Section One, paragraph 1	The categories of protected persons was increased to include color, national origin, marital status, sexual orientation, gender identity/expression, creed, citizenship status, genetic information, uniformed service, veteran status, religious affiliation, and other characteristics protected by law. This is now consistent with the language in the Mission Agency Employee Handbook. (addition of gender identity/expression made after meetings with ACREC and ACWC). Where the summary term “Identified Categories” (used to summarize the above-listed categories), is found in the document, an asterisk was added and in a footer all categories were listed out (change made after meeting with ACREC).
Section One, paragraph 2	Language from former G-13.0201b deleted. That section was deleted from the <i>Book of Order</i> and PMA no longer has a superintendent role. In 2006 the General Assembly approved a PMA recommendation to discontinue the superintendent role. PMA continues to have the role of approving and monitoring the Churchwide Plan as outlined in the <i>Organization for Mission</i> . Proposed that GA make the Plan mandatory for its Agencies, urged other councils to adopt a similar plan. Governing bodies deleted, now known as councils.
Section One, paragraph 3	Last sentence deleted since PMA is no longer the

	superintendent of personnel policies and does not issue Uniform Personnel Policies to the other Agencies.
Section One, paragraph 4	Throughout the document, the name of the Mission Agency is changed from General Assembly Council to Presbyterian Mission Agency. Rather than create a paper manual, the decision was made to create a web site with supplemental materials for guidance. This is a “greener” option.
Section One(I)	The Theological Statement was completely rewritten and enhanced by Theology, Formation and Evangelism (change made after meeting with ACREC)
Section One (II) Title	Changed governing body to council.
Section One (II)	Added language and deleted language due to changes in the <i>Book of Order</i> .
Section One (II)(A)	Added language and deleted language due to changes in the <i>Book of Order</i> .
Section One (II)(B)	Added language and deleted language due to changes in the <i>Book of Order</i> . Clarified that responsibility for administering and implementing the Plan at the national level rests with each Agency. Revised Plan so that going forward if changes to the Plan are recommended, the Mission Agency will consult with ACWC, ACREC, and GACOR before it presents the changes to the General Assembly.
Section One (II)(C)	Throughout the document changed synods and presbyteries to Mid Councils. Added language and deleted language due to changes in the <i>Book of Order</i> .
Section One (II)(D)	Added language and deleted language due to changes in the <i>Book of Order</i> .
Section One (III)	Added language and deleted language due to PMA no longer having superintendent role, so policies of six agencies are models for councils to use. Deleted paragraph (c), Project Equality no longer exists.
Glossary	Moved to the back of the document.
Section Two	Was retitled and rewritten as the plan to implement the policy section: Plan Toward Inclusiveness in Employment.
Section Two Title	Changed title to Implementation Plan for General Assembly Level.
Section Two(I)	Added language and deleted language based upon the current language in the Organization for Mission.
Section Two (II)	Changed title since Mission Agency no longer has superintendent role. Responsibility now rests with each Agency. Consolidated sections II and IV. Clarifies that each Agency will create its own Agency plan for equal employment, based upon the Churchwide Plan. It will share its plan with GACOR and it will periodically report to the General Assembly on the Agency’s performance based upon its plan and it will consult with GACOR, which may recommend goals to the General Assembly for each Agency.

Section Two (II)(A)	Former Section (II)(A) is now Section (II)(B). Current Section (II)(A) was the former Section Two (IV)(A). Since each Agency is responsible to comply with the Churchwide Plan and its own plan, it is also responsible to designate an EEO officer.
Section Two (II)(B)	Former Section Two (II)(B) was deleted since support and advocacy groups exist. Current Section Two (II)(B) is a compilation former Section Two (II)(A) and (IV)(B). Describes for each Agency how it shall develop and implement its individual plans. Revised language based upon changes in the <i>Book of Order</i> . Added language to recognize that 6-year plans for cultural proficiency should be part of the implementation plan to achieve the goals of the policy (change made after meeting with ACREC).
Section Two (II)(C)	Former Section Two (II)(C) became Section Two (II)(D). Current Section Two (II)(C) was former Section Two (IV)(C).
Section Two (II)(D)	Former Section Two (II)(D) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(D) was former Section Two (II)(C).
Section Two (II)(E)	Former Section Two (II)(E) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(E) was former Section Two (II)(H).
Section Two (II)(F)	Former Section Two (II)(F) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(F) was former Section Two (II)(I).
Section Two (II)(G)	Former Section Two (II)(G) was deleted to reflect that Mission Agency no longer has superintendent role and deletion of reference Book of Order section.
Section Two (II)(H)	Became current Section Two (II)(E).
Section Two (II)(I)	Became current Section Two (II)(F).
Section Two (III)	Executive Director of Mission Agency no longer principal EEO officer for the General Assembly since the Mission Agency no longer has the superintendent role.
Section Two (IV)(A)	Was moved and is now Section Two (II)(A).
Section Two (IV)(B)	Was moved and is now incorporated into Section Two (II)(B).
Section Two (V)	Deleted since all relevant provisions are addressed in Section Two (II).
Section Two (VI)	Became current Section Two (IV). Language from old Personnel Policies deleted. New language added to reflect Agencies' current practices.
Section Two (VII)	Became current Section Two (V). Language deleted since Mission Agency no longer has

	<p>superintendent role. Language revised to reflect individual Agency responsibility to evaluate its workforce and comply with inclusiveness language in the <i>Book of Order</i>.</p>
<p>Glossary</p>	<p>After proposed changes to the Churchwide Plan were settled upon to be proposed to the PMA Board and the General Assembly, staff reviewed the terms in the glossary. Any terms that were not found in the existing or proposed new language were deleted (ex. Exempt Staff, Nonexempt Staff). New terms were defined (ex. Genetic Information). Race/Ethnicity was revised to include both the PCUSA's recognized categories as well as the EEOC's recognized categories (change made after meeting with ACREC).</p>

Proposed Revisions to the ~~Churchwide Presbyterian Church (U.S.A.) Churchwide Plan~~ *Plan for Equal Employment Opportunity and Affirmative Action*

[Text to be deleted is shown with a strike through; text to be added is shown as italic.]

TOWARD INCLUSIVENESS IN EMPLOYMENT: ~~THEA CHURCHWIDEPRESBYTERIAN CHURCH (U.S.A.) CHURCHWIDE POLICY FOR PLAN~~ *POLICY FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION FOR GENERAL ASSEMBLY AGENCIES*

PRESBYTERIAN CHURCH (U.S.A.)

SECTION ONE: POLICY TOWARD INCLUSIVENESS IN EMPLOYMENT

It is the policy of the Presbyterian Church (U.S.A.) to provide equal employment opportunity/affirmative action for all qualified persons; to prohibit discrimination in employment based upon race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation, gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law (“Identified Categories”¹) ~~racial-ethnic-group, sex, age, or disability~~; and to correct any existent patterns of discrimination. The realization of inclusiveness in employment is promoted through positive, results-oriented, equal employment opportunity and affirmative action practices.

~~The General Assembly Council has developed this Churchwide Plan for Equal Employment Opportunity on the basis of its constitutional responsibility “to institute and coordinate a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities;” (G-13.0201b.) Its administrative provisions and procedures are~~ The Churchwide Presbyterian Church (U.S.A.) Churchwide Policy for Plan for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies is mandatory for the General Assembly and its agencies. Other councils ~~governing bodies~~ are urged to adopt similar provisions and procedures as a means for fulfilling their ~~mandatory constitutional~~ theological and legal responsibilities in this important and sensitive area of the church’s life.

~~As a responsible Christian employers, the entities of the associated agencies of the Presbyterian Church (U.S.A.)- A Corporation will voluntarily comply with civil laws and regulations related to equal employment opportunity and affirmative action except where this legislation is in clear opposition to denominational policy. The General Assembly Council has articulated this commitment in the Uniform Personnel Policies.~~

In addition to this ~~Churchwide policy Plan~~, the Presbyterian Mission Agency ~~General Assembly Council~~ will make available a web site ~~manual~~ for churchwide guidance in the implementation of this ~~the EEO Plan policy~~. This web site ~~manual~~ will include as a minimum: biblical and theological studies on the theme of equal employment opportunity and affirmative action; forms for use in reporting on pastor search processes, hiring, and work analysis; guidelines for use by committees on ministry, committees on representation, and personnel committees established by sessions, presbyteries, or synods; EEO guidelines for persons with disabilities; EEO guidelines for persons of all ages; a listing of other resources; and a bibliography.

I. A THEOLOGICAL STATEMENT: GOD’S CALL TO INCLUSIVENESS

We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God’s original creation, God has not broken relationships with humanity. People of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see the incarnation of God’s great plan of reconciliation—a plan that restores broken relationships with God and with God’s people. The gospel story is permeated with illustrations of Jesus’ reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God’s favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God’s inclusiveness, we must work together to ensure access and fairness are accessible to and enjoyed by all. Jesus’ love for all is God’s love. In Jesus’ resurrection the rule of God over all people is announced and inaugurated.

¹ This definition of Identified Categories, as found in the glossary, should be printed as a footer on each page of the Presbyterian Church (U.S.A.) Churchwide Plan for Equal Employment Opportunity and Affirmative Action.

The Presbyterian Church (U.S.A.)'s commitment to equal employment opportunity and affirmative action is an embodiment of its affirmation that God's creative work generates diversity, and God's redeeming work shapes the church into a foretaste of the kingdom of God, where that diversity is gathered in a unity that brings diverse people together, overcoming sin's isolation, division, contempt, and disregard. As a denomination we seek to live out God's call for unity by recognizing that: "The unity of believers in Christ is reflected in the rich diversity of the Church's membership.... There is therefore no place in the life of the Church for discrimination against any person.

The PCUSA's commitment to equal employment opportunity and affirmative action embodies our affirmation that God's work of creation generates astonishing diversity. God gives creatures the gift of life, in which we are dependent on one another for knowing and experiencing the wholeness, the fullness of life for which God made us. In creating God provides an order which generates stunning diversity of creatures, diversity God observes is "good," indeed, "very good." (Gen. 1:1-2:4a). That same power of creation generates diversity within the human community: diversity of peoples "... in their lands, with their own language, by their families, in their nations." (Gen. 10:5, cf.:20, 31). The diversity of these groups within the human community is so important that the achievements of these varied, diverse groups are brought into the New Jerusalem, to be preserved in God's presence eternally: "People will bring into [the New Jerusalem] the glory and honor of the nations." (Rev. 21:21) The church even now lives in the hope of tasting, and being a foretaste of, future glory in which the varied gifts of peoples with differing experiences are valued as deeply as God values them. One way we live this hope is by working to assure diversity in hiring, bringing diverse persons and voices into this denomination's order and structure.

The PCUSA's commitment to equal employment opportunity and affirmative action also embodies our affirmation that God's redeeming work overcomes the power of sin at work in us, both as we are part of social systems and groups, and as individuals. Sin sets us against one another, turning us against other people, feeding divisiveness, hostility, contempt, and disregard for others. (1 Cor. 1:10-17; Confession of 1967, 9.12-14) Sin nurtures a drive to gain advantage by excluding others from our lives, refusing to acknowledge either their standing as God's beloved, or our dependence on one another for knowing and experiencing the fullness of life for which God made us. The forgiveness given to us in and through Jesus Christ by the active power of the Holy Spirit at work within us, strengthens us for life together that embodies the diversity generated by God's creative power, and empowers us to live in ways that embody the unity that brings the diverse together in wholeness and reconciliation. (Eph. 3:14-21; the Confession of Belhar, 2). One way we do so is by steadfastly working to assure diversity in hiring, responsive to Jesus Christ's call to love one another, as Christ loves us.

~~The church's involvement in equal employment opportunity and affirmative action is central to the gospel's incarnation in the community of faith. While governmental units may approach their responsibilities in this area from legalistic interpretations of what the Constitution of the United States of America requires, the Presbyterian Church (U.S.A.) approaches the subject in gratitude for Jesus' compelling vision of the inclusiveness of God's love. That love allows us to cross existent sociological and psychological barriers so as to order our life together in the church in a way that contains no barriers of our own making. As a denomination we seek to live out God's call for unity by recognizing that: "The unity of believers in Christ is reflected in the rich diversity of the Church's membership.... There is therefore no place in the life of the Church for discrimination against any person." being "open to all persons and to the varieties of talents and gifts of God's people" (G 4.0402. F 1.0403)~~

~~The foundation for this commitment is our acceptance of the Word of God as central to our life of faith and action, and our willingness to be guided by the Holy Spirit speaking through Scripture as we seek to be inclusive in our employment practices. Hiring procedures within the church must be established within the context of our faithfulness to God's will for all of humanity.~~

~~We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God's original creation, God has not broken relationships with humanity. Men and women of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see the incarnation of God's great plan of reconciliation a plan that restores broken relationships with God and with God's people. The gospel story is permeated with illustrations of Jesus' reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God's favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God's inclusiveness, it is imperative that we live as one with those who are excluded. Jesus' love for all is God's love. In Jesus' resurrection the rule of God over all people is announced and inaugurated.~~

~~It is our belief that our life together as Presbyterians, manifested through our employment policies and practices, bears witness to our commitment to do God's will. Accomplishing such a mission in today's world requires, as a first step, the elimination of discriminatory practices in the church. The time is upon us when we can and shall demonstrate that Christ's promises of reconciliation, justice, and love are true.~~

II. GOVERNING BODY COUNCIL RESPONSIBILITIES

The Constitution of the Presbyterian Church (U.S.A.) gives repeated instructions to the ~~governing bodies~~ councils of the church regarding the nature of its intended inclusiveness and the implementation and maintenance of an equal employment opportunity and affirmative action plan. For example:

“The unity of believers in Christ is reflected in the rich diversity of the Church’s membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution.” (F-1.0403)

~~“The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, and different theological positions consistent with the Reformed tradition shall be guaranteed full participation and access to representation in the decision-making of the church (G-9.0104ff.)” (G-4.0403.)~~

The councils of the church shall give full expression to the rich diversity of the church’s membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403). In fulfilling this commitment, councils shall give due consideration to both the gifts and requirements for ministry (G-2.0104) and the right of people in congregations and councils to elect their officers (F-3.0106).

Each council shall develop procedures and mechanisms for promoting and reviewing that body’s implementation of the church’s commitment to inclusiveness and representation. (G-3.0103)

A. Committees on Representation

The Book of Order (G-3.0103) states: “Councils above the session shall establish by their own rule committees on representation to fulfill the following functions: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403. A committee on representation should not be merged with another committee or made a subcommittee of another committee.”

~~The Book of Order (G-9.0105) requires the establishment of committees on representation by each governing body above the session and states that: “The committee on representation shall advise the governing body on the employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a churchwide plan for equal employment opportunity (G-13.0201b).”~~

B. The General Assembly and Its Agencies

It is the responsibility of the General Assembly to endorse and review periodically, upon recommendation of the Presbyterian Mission Agency ~~General Assembly Council~~, this policy: “Toward Inclusiveness in Employment: A ~~Churchwide Presbyterian Church (U.S.A.) Plan~~ Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies.” It shall be the responsibility of the Office of the Stated Clerk to publish ~~distribute~~ the document to all ~~employing units~~ agencies of the General Assembly, mid councils ~~middle governing bodies~~, and General Assembly related schools and theological institutions. Each agency of the ~~The~~ General Assembly is responsible ~~Council has the responsibility for~~ the overall administration and coordination of ~~the~~ Churchwide the Plan Policy within its respective agency. Representatives of the six agencies will meet biennially to discuss the need for changes to the Plan Policy. The Presbyterian Mission Agency will also consult biennially with the General Assembly Committee on Representation regarding the need for changes to the Plan Policy. If changes are to be recommended, the Presbyterian Mission Agency—after consultation with the Advocacy Committee for Women’s Concerns, the Advocacy Committee for Racial Ethnic Concerns, and the General Assembly Committee on Representation—will present the proposed changes to the General Assembly for review and approval.

~~Section G-11.0504 states that “the presbytery’s committee on ministry may look to synod and General Assembly for information and assistance in the matter of ministers and pastoral relations.” In support of this provision “the General Assembly shall create the necessary agency to facilitate and support the work of the presbyteries and the synods in this matter.”~~

C. Mid Councils

~~Synods and Presbyteries~~

G-3.0110 states: “Councils higher than the session may employ such staff as is required by the mission of the body in accordance with the principles of unity in diversity (F-1.0403). Councils may, in consultation with the next higher council, share staff as required by the mission of the body. A council shall make provision in its manual of administrative operations (G-3.0106) for the process of electing executive staff and the hiring of other staff, the description of the responsibilities of the positions, the method of performance review, and the manner of termination of employment. (G-3.0104)”

~~Section G-9.0704 states that “administrative positions in all governing bodies above the sessions shall be filled in accordance with the principles of participation and representation found in G-9.0104.”~~

D. Ministry Committees

The Book of Order places responsibility for the implementation of equal employment opportunity and affirmative action practice in the call of ministers and the employment of candidates with the presbyteries. “The councils of the church shall give full expression to the rich diversity of the church’s membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403).” (G-3.0103). “To facilitate the presbytery’s oversight of inquirers and candidates, reception and oversight of teaching elder members, approval of calls for pastoral services and invitations for temporary pastoral services, oversight of congregations without pastors, dissolution of relationships, dismissal of members, and its close relationship with both member congregations and teaching elders, it may delegate its authority to designated entities within the presbytery. Such entities shall be composed of ruling elders and teaching elders in approximately equal numbers, bearing in mind the principles of unity in diversity in F-1.0403. All actions carried out as a result of delegated authority must be reported to the presbytery at its next regular meeting.” (G-3.0307). “According to the process of the presbytery and prior to making its report to the congregation, the pastor nominating committee shall receive and consider the presbytery’s counsel on the merits, suitability, and availability of those considered for the call.” (G-2.0803).

~~Section G-II.0504 states that the committee on ministry of the presbyteries “may look to synod and the General Assembly for information and assistance in the matter of ministers and pastoral relations.” In support of this provision “synods shall create the necessary agency to coordinate the work of presbytery committees.”~~

~~D. Committees on Ministry~~

~~The Book of Order (G-II.05021) places responsibility for the implementation of equal employment opportunity practice in the call of ministers and the employment of candidates with the committee on ministry as follows: “It shall provide for the implementation of equal employment opportunity for ministers and candidates without regard to race, ethnic origin, sex, age or marital status. In the case of each call, it shall report to the presbytery the steps in this implementation taken by the calling group.” (G-II.0502f.)~~

III. IMPLEMENTATION OF A ~~PROGRAM~~ POLICY FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

~~Each council governing body and church-related institution or service organization is encouraged to develop its own plan policy implementation plan for administering its commitment to equal employment opportunity and affirmative action using this Policy and Plan as a model. The plans policies of the six agencies are offered as a model for parallel structures in councils, church-related institutions, and service organizations. This Implementation Plan for the General Assembly is offered as a model for parallel structures in other governing bodies, church-related institutions, and service organizations. All such plans optimally include, but are not limited to the following elements—Councils which implement such plans should consider including the following elements:~~

1. Equal employment opportunity and affirmative action goals and objectives, which are continuously updated and reviewed.
2. Personnel policies, practices, and procedures, which as a minimum will include:
 - Involvement of persons from the Identified Categories identified groups in search and recruitment procedures;

- Search and recruitment procedures to locate and consider for employment persons regardless of their inclusion in the Identified Categories ~~race, sex, age, or disability~~;
 - Selection, promotion, and upgrading procedures and career development activities to preclude and to correct patterns of discrimination on the basis of their inclusions in the Identified Categories that disproportionately screen out individuals.
 - ~~race, sex, age, or disability~~;
 - ~~Career development activities without regard to race, sex, age, or disability~~;
 - ~~Development of realistic position descriptions based upon job related qualifications and standards to insure that the description does not contain qualifications or selection criteria based on inclusions in an Identified Category race, sex, age, or disability that disproportionately screen out individuals~~;
 - ~~Public advertisement of openings in selected media and contact of specific agencies, organizations, and associations~~;
3. Annual workforce review and analysis to determine:
- a. if (a) patterns of discrimination exist and (b) if the hiring practices are bringing the church to a greater level of inclusiveness; and
 - b. Identification of the point of accountability and responsibility for the implementation and continuous review of the equal employment opportunity and affirmative action program.
- ~~2. Commitment as a purchaser to contract or purchase goods and services whenever possible from businesses that have committed themselves to the goal of equal employment opportunity and which are willing to cooperate with Project Equality, Incorporated. Such cooperation includes utilizing the Project Equality process so that whenever a reasonable choice exists validated meeting facilities are used and suppliers listed in the Buyers Guide and Supplements are selected.~~
- ~~3, 4. Commitment as an investor, to invest whenever possible in businesses that are committed to equal employment opportunity and affirmative action.~~

In addition to the elements listed above, the following are listed for guidance:

1. Mid Councils ~~Synods and Presbyteries~~

While not obligated under this policy, in implementing their responsibilities in relationship to the filling of administrative staff positions ((G-9.0104-GG- 3.0103), ~~synods and presbyteries~~ mid councils are urged to develop, and establish, implement and model equal employment opportunity and affirmative action policies and ~~implementation plans~~ based upon the following:

1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to inclusion in an Identified Category ~~racial ethnic group, sex, age, or disability~~;
2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, and termination are administered in accord with equal employment opportunity and affirmative action policies;
3. Annually collecting and reviewing employment data and conducting analyses, reporting their findings to the next higher ~~governing body~~ council, and taking such corrective actions as are necessary under their own equal employment opportunity and affirmative action commitments.

The ~~governing body~~ mid council's manual of administrative operations should include its equal employment opportunity and affirmative action implementation ~~policy~~ and the procedures by which employment data will be gathered for review by the next higher council ~~governing body~~.

In consulting with presbyteries regarding the election of an ~~executive presbyter~~ a presbytery leader ((G-9.0701-G- 3.0110) and in developing guidelines for personnel reviews, synods are encouraged to review routinely the inclusiveness of election processes and the incumbents' fulfillment of their overall responsibilities to initiate and carry out the provisions of the churchwide ~~policy~~ and affirmative action. Synods shall be similarly reviewed by the General Assembly. Neglect by ~~executive presbyters~~ mid council leaders in carrying out such responsibilities should be grounds for dismissal.

B. Congregations

The witness of congregations is the basis for all other expressions of the church's life. Each congregation is urged to implement its procedures of calling, recruiting, hiring, and promoting for all job classifications without regard to a candidate's being a member of one or more Identified Categories ~~racial ethnic group, sex, age, or disability~~. Each congregation is urged in all phases of employment, for all job classifications, to follow the equal employment ~~opportunity~~ opportunity and affirmative action program of its presbytery. These commitments to equality should include but not be limited to compensation, benefits, leaves of absence, performance evaluations, reduction in force and return to service, continuing education opportunities, and termination.

C. Church-Related Institutions

Church-related institutions including schools, theological institutions, and service organizations are ~~encouraged~~ urged to develop and establish equal employment opportunity and affirmative action policies and implementation plans based upon the following:

1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to inclusion in an Identified Category ~~racial ethnic group, sex, age, or disability~~.
2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, termination, and any others are administered in accordance with equal employment opportunity and affirmative action policies.
3. Annually collecting and reviewing employment data and conducting analyses of all personnel policies and practices, ~~reporting to the appropriate General Assembly agency,~~ and making such corrective actions as are necessary under their equal employment opportunity and affirmative action commitments.

IV. CONCLUSION

Motivated by the gospel and not by law, we seek to improve our record of hiring not only on the General Assembly level, but also in congregations, ~~presbyteries, and synods~~ and mid councils. In Luke 13 Jesus says ~~men and women~~ people will come from east and west, and from north and south, and sit at table in the realm of God. The ~~time has come for the~~ Presbyterian Church (U.S.A.) is ~~called~~ called to model this joyful feast and to reflect inclusiveness in all areas of its life. No longer shall ~~we~~ be a pale reflection of secular society, but a beacon of light showing by our unity and our diversity that all are one in Christ.

SECTION TWO: PLAN TOWARD INCLUSIVENESS IN EMPLOYMENT:

A CHURCHWIDE PRESBYTERIAN CHURCH (U.S.A.) IMPLEMENTATION PLAN FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION OF THE GENERAL ASSEMBLY AGENCIES ~~EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION~~

PRESBYTERIAN CHURCH (U.S.A.) THE GENERAL ASSEMBLY LEVEL

In implementing the policies established by "Toward Inclusiveness in Employment: A Churchwide ~~Plan~~ Policy for Equal Employment Opportunity and Affirmative Action of the General Assembly Agencies" the following procedures and responsibilities are assigned to the indicated units of the General Assembly.

I. RESPONSIBILITIES OF THE GENERAL ASSEMBLY'S COMMITTEE ON REPRESENTATION

The responsibilities of the General Assembly Committee on Representation are outlined in the Organization for Mission (IV.C.5.b) and the Book of Order, and include participation in any review of the ~~Churchwide Policy Plan~~ for Equal Employment Opportunity and Affirmative Action of the General Assembly Agencies. (See section One (II)(A)) ~~The General Assembly's Committee on Representation, in consultation with the General Assembly Council, shall develop and establish guidelines for use by Committees on Representation in providing advice to the governing bodies in the area of employment. (G-9.0105.)~~

II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY COUNCIL AGENCIES

~~In addition to its their responsibilities as an employing unit employers, the General Assembly Council Agencies has have a~~

leadership role in coordinating the churchwide plan. These responsibilities include the components delineated below:

A. Oversight of Equal Employment Opportunity Implementation.

Each General Assembly Council agency shall:

- (a) develop and implement an overall plan for coordinating the equal employment activities of the General Assembly Level within their agency;
 - (b) share a copy of that plan to be in the files of the General Assembly Committee on Representation; and
 - (b-c) recommend report periodically to the General Assembly: (1) equal employment opportunity goals; (2) annual summaries prepared by the General Assembly Council encompassing, but not limited to the their equal employment opportunity performance of the agencies of the General Assembly, related schools, theological institutions, and synods; and (3-2) proposed corrective action when necessary.
 - (d) participate in periodic consultation with the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly.
- II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY AGENCIES**

In addition to their responsibilities as employers, General Assembly Agencies have a leadership role in coordinating the Agencies plans. These responsibilities include the components delineated below:

A. Designation of an Equal Employment Opportunity and Affirmative Action Officer

Each agency of the General Assembly shall designate an equal employment opportunity officer who shall be responsible for the implementation and management of the unit's agency's equal employment opportunity and affirmative action program.

B. Oversight of Equal Employment Opportunity and Affirmative Action Implementation.

Each General Assembly agency shall:

- (a) develop and implement an overall plan for coordinating equal employment and affirmative action activities within their agency
- (i) in support of the church's commitment to inclusiveness and participation, as stated in F-1.0403 of the Book of Order, and**
- (ii) provide for full participation and access to representation in decision-making and employment practices as stated in G-3.0103; and**
- (iii) ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment and affirmative action; and**
- (iv) initiate special actions required to "provide for full participation and access to representation in decision-making and employment practices (G-3.0103); and**

All agencies are encouraged to use their respective Cultural Proficiency Six Year Plan as an implementation plan.

- (b) share a copy of that plan with the General Assembly Committee on Representation;
- (c) report periodically to the General Assembly: (1) annual summaries encompassing, but not limited to their equal employment opportunity affirmative action performance; and (2) proposed corrective action when necessary.
- (d) participate in periodic consultation with the applicable advocacy committees and the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly.

C. Operational Implementation

Each agency shall:

1. Disseminate the General Assembly equal employment opportunity and affirmative action policy statement to all employees and include it in all appropriate General Assembly-level manuals of operations and employee handouts as well as post it on employee bulletin boards and include it in employee orientations;
2. Include each new hire and employees at the supervisory level and above in an annual training program; and
3. Advise prospective employees of the church's equal employment opportunity and affirmative action policy through advertisements, publications, and other public statements

D. Celebration of Progress

Each General Assembly agency shall encourage implementation of General Assembly directives and the celebration of progress in equal employment opportunity and affirmative action.

E. Resolution of Discrimination Grievances

Each General Assembly agency shall include in its uniform personnel policies provisions for handling equal employment opportunity and affirmative action grievances and for the review of allegations of employment discrimination.

F. Operational Implementation

1. PURCHASING

Each General Assembly agency shall communicate a commitment to supplier diversity to all staff and instruct its purchasing agents to notify all subcontractors, vendors, and suppliers of goods and services of the church's equal employment opportunity and affirmative action policy asking them to share a copy of their equal employment opportunity and affirmative action policy with the agency.

2. DISSEMINATION

A website shall be developed and curated by the Presbyterian Mission Agency, in cooperation with the General Assembly Committee on Representation on the subject of full participation and equal employment opportunity and affirmative action.

B. Support and Advocacy

The General Assembly Council shall encourage the development of support and advocacy groups for those who have been affected by past discrimination.

C.B. Celebration of Progress

The Each General Assembly Council agency shall encourage the celebration of progress in equal employment opportunity.

D. Consultation with Employing Units

The General Assembly Council shall ensure consultation with all agencies, councils, boards, commissions, and committees of the General Assembly (hereafter referred to as employing units) regarding their designation of an equal employment officer; implementation of personnel procedures and policies, and equal employment opportunity plans; dissemination of policies to employees; and appropriate corrective action.

E. Consultation with Synods

Following consultation with synods regarding the election of an executive (G-9-.070 I) the General Assembly Council shall provide an evaluation of the inclusiveness of this process to the next General Assembly.

F. Participation in the Review of Chief Administrative Officers

General Assembly Council participation in the annual review of work of the chief administrative officer of each hiring unit of the General Assembly shall include provision to the hiring unit of an analysis of the unit's equal employment opportunity performance.

G. Guidelines for the Employment of Persons in the Identified Groups

The General Assembly Council shall publish and disseminate guidelines for the employment of women, racial ethnic persons, persons with disabilities and persons of various ages. (G-9.0104.)

H.C. Resolution of Discrimination Grievances

The Each General Assembly Council agency shall include in its uniform personnel policies provisions for handling equal employment opportunity grievances and for the review of allegations of employment discrimination.

I.D. Operational Implementation

1. PURCHASING

The Each General Assembly Council agency shall instruct its purchasing agents of the denomination to notify all subcontractors, vendors, and suppliers of goods and services of the church's equal employment opportunity policy asking them to share a copy of their equal employment opportunity policy with the church agency. Copies of these policies shall be forwarded to the General Assembly Council by the purchasing agents for review and filing. Review and comment on these vendor plans will be included in the annual report of the General Assembly Council to the General Assembly.

2. DISSEMINATION

A brochure website shall be prepared developed and curated by the General Assembly Council Presbyterian Mission Agency, in cooperation with the General Assembly Committee on Representation on the subject of full participation and equal employment opportunity which will be used by all employing units and institutions of the General Assembly and governing bodies of the church.

III. RESPONSIBILITIES OF CHIEF ADMINISTRATIVE OFFICERS

The chief administrative officer of each agency employing unit of the General Assembly shall be responsible for the agency's unit's implementation and administration of the equal opportunity policies as adopted by the General Assembly and shall ensure that the agency's unit's administrative manuals include guidelines and procedures for the implementation of these policies at the unit level and with other governing bodies served by them. Neglect of this responsibility shall be grounds for dismissal.

The Executive Director of the General Assembly Council shall be the principal equal employment opportunity officer for the General Assembly.

IV. RESPONSIBILITIES OF EMPLOYING UNITS GENERAL ASSEMBLY AGENCIES

A. Designation of an Equal Employment Opportunity Officer

Each agency employing unit of the General Assembly shall designate an equal employment opportunity officer who shall be responsible for the implementation and management of the unit's agency's equal employment opportunity program.

B. Development of Policies and Implementation Plans

In consultation with the General Assembly Council each *Each agency* employing unit shall:

1. Ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment opportunity;
2. Initiate special actions required to "provide for full participation and access to representation in decision making and employment practices to correct patterns of discrimination on the basis of race, sex, age or disability" (G-9.0104-G-3.0103); and
3. Develop an equal employment opportunity implementation plan in support of the church's commitment to inclusiveness and participation, as stated in F-1.0403-G-4.0403 of the Book of Order, and provide for full participation and access to representation in decision making and employment practices correct any existing patterns of discrimination on the basis of race, sex, age, or disability also stated in G-9.0104-G-3.0103. Each unit's agency's implementation plan shall be approved and maintained in the official files of both the General Assembly Committee on Representation and the agency.

~~General Assembly Council.~~**C. Operational Implementation**

Each agency employing unit shall:

- ~~1. Disseminate the General Assembly equal employment opportunity policy statement to all employees and include it in all appropriate General Assembly level manuals of operations and employee handouts as well as post it on employee bulletin boards and include it in employee orientations;~~
- ~~2. Include each new employee at the supervisory level and above in an orientation and training program designed in conjunction with the General Assembly Council's appropriate staff person; and~~
- ~~3. Advise prospective employees of the church's equal employment opportunity policies through advertisements, publications, and other public statements.~~

V. RESPONSIBILITIES OF SPECIFIC AGENCIES

The responsible General Assembly agency or agencies shall:

- ~~1. Develop equal employment opportunity performance guidelines for the annual performance review and evaluation of synod executives and executive presbyters as prescribed by the Uniform Personnel Policies (16.00). (Examination of the executive's initiative in carrying out the provisions of the churchwide plan for equal employment opportunity should be included in the annual performance review process); and~~
- ~~2. Report to the General Assembly Council on the equal employment opportunity performance of synods, presbyteries, and related schools and theological institutions.~~

VIVIV. HIRING PROCEDURES

The search for and recruitment of persons from ~~racial ethnic groups, persons of all ages, persons with disabilities, and women~~ the Identified Categories is critical to the implementation of an effective equal employment opportunity and affirmative action plan. An effective program of search and recruitment shall include at least the following:

1. Recognizing that involvement of persons from the ~~identified groups~~ Identified Categories in the search and recruitment process is necessary;
2. Identifying resources to reach related individuals from various to the identified groups Identified Categories that will yield positive results more applicants for job openings, e.g., electronic media, newspapers, networks, caucuses, educational institutions, and employment agencies; and
3. Utilizing the internal employment resources of the Presbyterian Church (U.S.A.).

Position descriptions should be kept current through review and alteration whenever significant change(s) in responsibilities are evident. Ample opportunity shall be given for the employee to participate fully in the process of suggesting changes in the position description. Modifications made to position descriptions must be submitted for refactoring. ~~Position descriptions for all vacant positions authorized for filling will be prepared as outlined in the "Personnel Policies for Agencies and Guidelines for Governing Bodies," paragraph 09.04 and 09.05.~~ The position description shall be examined carefully to determine what functional and personal qualifications as to educational attainment, skills, physical ability (e.g. able to lift ten pounds), experience, knowledge, characteristics, etc., are actually required by the position so that qualification factors that discriminate against ~~racial ethnic persons in the~~ Identified Categories, ~~various age groups, women, or persons with disabilities~~ are eliminated.

VHVI. EVALUATION, REVIEW AND ANALYSIS

~~Evaluation, review, and analysis are essential components of any effective equal employment opportunity implementation plan. The General Assembly Council shall include detailed churchwide data and analyses in its report to the General Assembly. Such data will be secured from each employing unit of the General Assembly, each governing body above the session (presbytery reports are forwarded by the appropriate synod), and General Assembly related schools and theological institutions. Each General Assembly agency such entity is expected to conduct an annual evaluation of its workforce to determine the status of its performance in actualizing the denomination's commitment to inclusiveness as outlined in G-9.0104-G-3.0103, according to timelines and procedures developed in consultation with the General Assembly Council or by the General Assembly appropriate governing body and with the corresponding General Assembly Committee on Representation.~~

The annual evaluation will indicate whether numerical goals and timetables to correct patterns of discrimination are necessary, and if they are, what these goals and timetables should be. It is expected that each agency employing unit of the General Assembly will define its equal employment opportunity/affirmative action problems or needs by first examining the numbers and levels at which it employs members of the identified groups. Members include racial ethnic groups, women, persons of all ages, and disability (see G-13.0201 b). Results of the annual work force review and analysis will be forwarded to the General Assembly Council.

This work force analysis encompasses four components: (1) employment analysis, (2) recruitment analysis, (3) utilization analysis, and (4) goals and objectives.

GLOSSARY

Affirmative Action - any measure, beyond simple termination of a discriminatory practice, that permits the consideration of race/ethnicity, national origin, sex, or disability, along with other criteria, and which is adopted to provide opportunities to a class of qualified individuals who have either historically or actually been denied those opportunities and/or to prevent the recurrence of discrimination in the future.

Chief Administrative Officer - the "chief executive" of each GA agency, synod, or presbytery. By virtue of office this person is responsible for administering EEO and is held accountable for implementation in each annual performance review.

Consult or Consultation - the receiving of information or opinion in order to assure that views and interests of others are known.

Disability - a mental or physical impairment that substantially limits one or more of such person's major life activities.

Discriminate/Discrimination - to deny equal opportunity treatment in any phase of employment because a person is a member of one of the Identified Categories on the basis of race, sex, age, or disability.

~~Marital status is an additional protected group in the calling of pastors, while disability is not so included.~~

Equal Employment Opportunity - the taking of steps necessary to ensure employer neutrality with regard to membership in an Identified Category racial ethnic group, sex, age, or disability.

~~Employment - the total relationship of employer and employee including pre-employment, employment, and post-employment.~~

~~**Exempt Staff** - the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Those persons employed in exempt positions are not paid overtime wages for hours worked either in excess of the normal work schedule or 40 hours a week. Such employees are expected to manage their schedules to provide them with a minimum of one day off each week.~~

Genetic Information - the Equal Employment Opportunity Commission defines genetic information as: Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). Family medical history is included in the definition of genetic information because it is often used to determine whether someone has an increased risk of getting a disease, disorder, or condition in the future.

~~**Good Faith Efforts** - the "faithful and sincere" efforts to achieve accepted goals through the implementation of specific steps.~~

~~**Handicapped** - a person is handicapped if he or she (1) has a mental or physical impairment that substantially limits one or more of such person's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.~~

Identified Groups/Categories - for purposes of this Policy, the Identified Categories include: race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation, gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law. ~~persons with disabilities, women, persons of all ages, and Blacks, Asians, Hispanics, and Native Americans.~~

Job Classification - a grouping of positions according to responsibility or function within a total structure.

~~**Nonexempt Staff** - the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime.~~

~~Persons employed in nonexempt positions shall be paid overtime wages for hours worked in excess of 40 hours per week.~~

National Origin - the Equal Employment Opportunity Commission defines national origin discrimination as: National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not).

Position Description - description of job: its responsibilities (functions to be performed); accountabilities; fit into total organization; personal requirements; experience deemed necessary to perform in position, such as education or previous work.

Race/ ~~Racial Ethnic Group~~ Ethnicity ~~persons who are members of four specific racial ethnic groups~~—The Equal Employment Opportunity Commission recognizes six race and ethnic designations: This term includes additional categories not required by law, but that are recognized by the Presbyterian Church (U.S.A.): Asian (not Hispanic or Latino), Black or African American (Not Hispanic or Latino), Hispanic or Latino, ~~and Native American Indian or Alaska Native (Not Hispanic or Latino), Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino), Middle Eastern North African and White (Not Hispanic or Latino).~~

Recruitment - the process of seeking applicants for positions. It can be “passive” or “aggressive” in seeking those who might not apply without special efforts.

~~Underutilization having fewer persons in the identified groups in a particular job classification than would reasonably be expected by their availability in the work force.~~

2. Living Missionally

Recommendation:

The Presbyterian Mission Agency Board requests that the 222nd General Assembly (2016),

- a. Acknowledge the Presbyterian Mission Agency’s efforts, among others, to rally the church around “Living Missionally,”**
- b. Release the Presbyterian Mission Agency from the directives “to develop tangible metrics to determine success and impact,” and “identify strategies for deeper engagement”.**

Rationale

2014 Referral: Item 14-03. Living Missionally. Recommendation 3. Launch a Churchwide Initiative That Will Inspire, Equip, and Connect Presbyterians to Continue to Go Beyond the Walls of Their Congregations and Increase Their Engagement in Service to Their Communities and the World—From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 16, 45–46, 998–1000; pp. 315–16 of the print copy).

2014 Referral: Item 14-03. Living Missionally. Recommendation 4. Direct the Presbyterian Mission Agency to Develop Tangible Metrics to Determine Success and Impact and Report Back to the 222nd General Assembly (2016), Sharing Progress Made and Identifying Strategies for Deeper Engagement in 2016–18— From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 16, 45–46, 998–1000; pp. 315–16 of the print copy).

The 221st General Assembly embraced an initiative proposed by the Presbyterian Mission Agency to encourage the church to join intentionally God’s effort to transform the world by moving outside the walls of its sanctuaries and follow Christ’s example of service. The Mission Agency was directed to launch a churchwide initiative and develop tangible metrics for determining the success of such efforts, with a report back to the General Assembly identifying strategies for deeper engagement in 2016-2018.

Much work has been done in this regard, but not the precise activity intended by 14-03 Recommendation 4.

The Presbyterian Mission Agency, with its partner, the Office of the General Assembly, made “Living Missionally” the theme for the 2015 Big Tent event in Knoxville, Tennessee. Many of the workshops and presentations made at this church-wide conference, including several led by the staff of the Presbyterian Mission Agency focused on strategies and recommendations for helping congregations to go “beyond the walls” of their congregations to broader engagement in their communities and globally.

The “Educate a Child” initiative is a particularly focused effort in which many congregations are “living missionally.” From a communications standpoint, however, the term “Living Missionally” has proved confusing and slightly problematic, in the midst of the many other efforts embraced in the Presbyterian Mission Agency’s Mission Work Plan. While the intentions for another initiative were good, we have not had the staffing resources or the grassroots support to embrace yet another emphasis.

The Mission Agency has spent considerable effort in developing its Mission Work Plan for the period 2017-2018. That work includes the establishment of directional goals that guide the agency’s work during that period. Once approved by the General Assembly, that work plan will be implemented by the Mission Agency and a series of metrics developed to demonstrate impact from the work. The Mission Work Plan as a whole is designed to inspire, equip and connect Presbyterians to live missionally, but the broad theme of “Living Missionally” was not developed and implemented as imagined in 2014.

IV. Reports without Recommendations

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

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 appendices to the next General Assembly.”

In accordance with the above, the Presbyterian Mission Agency Board Executive Committee reports the following changes to the appendices of the *Manual of Operations*, as approved by the Presbyterian Mission Agency Board between the 221st General Assembly (2014) and the 222nd General Assembly (2016):

1. Amended Appendix 1B, Section I.A. by adding a new section “9.” so that I.A. reads as follows: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“I. Chair

“A. Duties:

- “1. Preside at meetings of the Presbyterian Mission Agency Board.
- “2. Be a member of and chair the Executive Committee.
- “3. Guide the Board in fulfilling its responsibilities identified in the Organization for Mission.
- “4. Appoint 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 Personnel Subcommittee. The Board vice-chair will serve as chair of the Personnel Subcommittee.
- “5. Appoint four voting members of the Presbyterian Mission Agency Board (one of who shall also be appointed as chair) and one co-opted member with special expertise, representing a presbytery or congregation, to the Restricted Funds Oversight Subcommittee. Members will serve two-year terms and be eligible for a second term.
- “6. Appoint members of the Board Nominating and Governance Sub-Committee for two-year, non-renewable terms.
- “7. Appoint two Board voting members to the Mission Responsibility Through Investment Committee, for four-year non-renewable terms.
- “8. Appoint two current or previous Boards elected members to four-year, non-renewable terms on the Jinishian Memorial Program Governance Commission. The two members will also serve as liaisons to the Jinishian Memorial Program U.S. Advisory Committee (USAC) with voice, but not vote.
- “9. *Appoint one board voting member to the Presbyterian Mission Agency/Foundation Work Group.*
- ~~“9.~~ 10. Request and appoint a parliamentarian from the Office of the General Assembly to advise the chair and upon request of the chair to speak to the body.
- ~~“10.~~ 11. Make appointments as necessary, with ratification by the Executive Committee.
- ~~“11.~~ 12. Appoint committees of counsel as necessary. The committees shall have a maximum of three (3) members, but may have fewer as determined by the Board chair. The Legal Office shall serve as the primary staff support to Board committees of counsel. (*Book of Order D-6.0302*)
- ~~“12.~~ 13. 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.”

2. Amended Appendix 1C as follows

a. Amended Section I.A.1.d.21: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“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.”

b. Amended Section I.A.1.e.(1)(c)(4’): [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“(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. *“In the interest of maintaining this relationship with a current member of the Presbyterian Mission Agency Board, when the only current Board member with the gifts and abilities required to serve on ACWC has two years remaining in her/his term on the Board, she/he may be elected for a two-year term on ACWC.”*

c. Amended Section I.B.2.a.: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“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) *Ecumenical and Interfaith Relations*

“~~(2)~~ (3) Elder and leader development

“~~(3)~~ (4) Financial Aid for Studies

“~~(4)~~ (5) Leadership trends and response

“~~(5)~~ (6) Mission Personnel

“~~(6)~~ (7) Racial Ethnic and Women’s Leadership

“~~(7)~~ (8) Theological Education

“~~(8)~~ (9) Theology”

d. Amended Section I.B.2.a.Relationships: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“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

“(c) *Association of Presbyterian Colleges and Universities—APCU*

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

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

“(b) *General Assembly Committee on Ecumenical and Interfaith Relations—GACEIR*”

“(4) Ecumenical Advisory Members:

“(a) None”

e. Amended Section I.B.2.c., Justice Committee, Relationships (3): [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“(3) Committees where the Board has a representative:

“(a) Jarvie Commonweal 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.~~”

3. Amended Appendix 1F, the fourth bullet of Section I.C. as follows: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“• 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. *In the interest of maintaining this relationship with a current member of the Presbyterian Mission Agency Board, when the only current Board member with the gifts and abilities required to serve on ACWC has two years remaining in her/his term on the Board, she/he may be elected for a two-year term on ACWC.*”

4. Amended Appendix 11, Section II.D. as follows: [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

“D. The Advisory Committee on Social Witness Policy (ACSWP); *and* the Advocacy Committee for Racial Ethnic Concerns (ACREC), ~~or the Advocacy Committee for Women’s Concerns (ACWC)~~, which are accountable to the Presbyterian Mission Agency Board, shall submit substantial* proposed changes to its manual of operations to the Presbyterian Mission Agency Board, through the Presbyterian Mission Agency Board Executive Committee, following customary procedures, for adoption or rejection.”

B. Affirmative Action and Equal Employment Opportunity Report of Progress**2015 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 2014. Based on the success of web-based data collection for previous years, we followed similar procedures for 2014.

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 14, 2016. Two reminder emails were sent to all non-responding organizations on January 17 and January 20, 2016. Responses were accepted until January 22, 2016.

Invited Organizations

The following agencies and organizations were requested to provide their workforce analysis data: Board of Pensions; Presbyterian Mission Agency; Hubbard Press; Jarvie Commonweal 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 111 organizations, for a response rate of 53%. Attachment B shows organizations that provided their data. Of responding organizations, all (100%) used the web form.

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 did not increase or decrease between 2005 and 2015. 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 2015

	2005			2015			Change		
	Number of Staff	Racial- Ethnic %	%	Number of Staff	Racial Ethnic %	%	Number of Staff	Racial Ethnic %	%
Board of Pensions.....	191	35%	67%	180	34%	66%	-11	-1%	-1%
Presbyterian Mission Agency	464	26%	71%	262	27%	67%	-202	+1%	-4%
Office of the General Assembly	68	22%	71%	56	30%	68%	-12	+8%	-3%
Presbyterian Foundation	105	21%	62%	61	19%	64%	-44	-2%	+2%
Presbyterian Investment & Loan Program ...	13	8%	69%	13	31%	85%	0	+23%	+16%
Presbyterian Publishing Corporation	34	24%	53%	26	23%	69%	-8	-1%	+16%
Hubbard Press	16	0%	63%	10	30%	50%	-6	+30%	-13%
Jarvie Commonweal Service	15	33%	60%	12	33%	75%	-3	0%	+15%
Conference Centers:									
All reporting (4/2)*	186	28%	62%	94	61%	54%	-92	+33%	-8%
Mean per reporting organization	46			42			-4		
Presbyteries:									
All reporting (133/91)*	1,138	14%	63%	565	13%	58%	-573	-1%	-5%
Mean per reporting organization	9			6			-3		
Synods:									
All reporting (12/6)*	77	16%	61%	22	14%	59%	-55	-2%	-2%
Mean per reporting organization	6			8			+2		
Theological Institutions:									
All reporting (5/4)*	488	26%	54%	441	22%	51%	-47	-4%	-3%
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 2015. 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

With the short turn around time that we had this year, we still had about the same level of participation. However, during GA years we may need to begin the process in December or possibly late November, depending on holidays and vacations.



Prepared by:
 Research
 Services

A Ministry of the Presbyterian Mission Agency
 Presbyterian Church (U.S.A.)
 January 28, 2016

Attachment A**Original Email Invitation and Sample Form**

From: Research Services

Subject Line: Important 2015 EEO/AA Workforce Analysis Information Needed

The Presbyterian Mission Agency requests your workforce analysis data for the 2015 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 click on the link below to begin.

You may have received multiple emails if you are responsible for reporting on several organizations. Each one will have a unique link, so please be aware of that when entering your information.

Begin

The deadline for your organization's information is Wednesday, January 20, 2016.

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

EEO/AA End-of-Year 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

2015 Equal Employment Opportunity/Affirmative Action Workforce Analysis

Responding Presbyteries

Abingdon	Florida	Minnesota Valleys	Santa Barbara
Baltimore	Foothills	Mission Mississippi	Santa Fe
Blackhawk	Geneva	Muskingum Valley	Savannah
Boise	Giddings-Lovejoy	National Capital	Scioto Valley
Carlisle	Glacier	Nevada	Shenandoah
Cayuga-Syracuse	Grace	New Covenant	Shenango
The Cascades	Hanmi		Southeastern Illinois
Central Florida	Heartland	New Hope	Susquehanna Valley
Central Nebraska	Huntingdon	Newton	Tampa Bay
Central Washington	The James	Northumberland	Transylvania
Charlotte	John Calvin	Northern Kansas	Tres Rios
Cherokee	The John Knox	Northern New England	Upper Ohio Valley
Chicago	Kendall	Olympia	Utah
Cimarron	Kiskiminetas	Palisades	Utica
Cincinnati	Lake Erie	Palo Duro	Wabash Valley
Coastal Carolina	Lake Huron	Plains And Peaks	West Virginia
Donegal	Long Island	Prospect Hill	Western Colorado
East Tennessee	Los Ranchos	Providence	Western Kentucky
Eastern Korean	Mackinac	St Andrew	Whitewater Valley
Eastern Oklahoma	Mid-Kentucky	St Augustine	Winnebago
Eastern Oregon	Mid-South	Salem	Wyoming
Eastminster	Midwest Hanmi	San Fernando	Yukon
Flint River	Milwaukee	San Gabriel	

Non-Responding Presbyteries

Albany	Genesee Valley	Mississippi	Northern Waters
Alaska	Grand Canyon	Missouri River Valley	The Pacific
Arkansas	Great Rivers	Missouri Union	Presbiterio Del Noroeste
Atlantic Korean	Greater Atlanta	Monmouth	Ohio Valley
Beaver-Butler	Holston	New Brunswick	Peace River
Boston	Homestead	New Castle	The Peaks
Charleston-Atlantic	Hudson River	New Harmony	Philadelphia
Dakota	Indian Nations	New York City	Pines
de Cristo	The Inland Northwest	Newark	Pittsburgh
Denver	Lackawanna	North Alabama	Riverside
Des Moines	Lake Michigan	North Central Iowa	San Joaquin
Detroit	Lehigh	North Puget Sound	Presbiterio De San Juan
East Iowa	Maumee Valley	Northeast Georgia	Pueblo
Eastern Virginia	Miami	Northern New York	Redstone
Elizabeth	Middle Tennessee	Northern Plains	The Redwoods

Sacramento	Sierra Blanca	Presbiterio Del Suroeste	West Jersey
San Diego	South Alabama	Stockton	Western
San Francisco	South Dakota	Trinity	New York
San Jose	South Louisiana	Tropical Florida	Western North
Seattle	Southern Kansas	Twin Cities Area	Carolina
Sheppards And Lapsley	Southern New England	Washington	The Western
			Reserve
			Yellowstone

Responding Synods

Synod of Alaska-Northwest	Synod of The Rocky Mountains	Synod of The
Synod of Living Waters	Synod of South Atlantic	Southwest
		Synod of The Trinity

Non-Responding Synods

Sinodo Boriquen En Puerto Rico	Synod of Mid-America	Synod of Southern California and
Synod of The Covenant	Synod of Mid-Atlantic	Hawaii
Synod of Lakes And Prairies	Synod of The Northeast	Synod of The Sun
Synod of Lincoln Trails	Synod of The Pacific	

Responding Theological Institutions

Austin Presbyterian	Auburn Theological	Louisville
Theological	Seminary	Presbyteria
Seminary	Princeton Theological	n
Pittsburgh	Seminary	Theological
Theological		Seminary
Seminary		

Non-Responding Theological Institutions

Columbia Theological Seminary	Evangelical Seminary of Puerto	San Francisco
Johnson C. Smith Theological	Rico	Theological
Seminary	McCormick Theological	Seminary
	Seminary	Union Theological Seminary

Responding Conference Centers

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

Board of Pensions	Presbyterian Mission	Jarvie Commonweal	Presbyterian
Presbyterian	Agency	Service	Investment &
Church	Hubbard Press	Office of the General	Loan Program
Foundation		Assembly	Presbyterian
			Publishing
			Corporation

Attachment C: 2015 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Grand Total		Grand %	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt					
		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	0.4%	0	0	0	0.0%	1	0.4%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	0.4%		
	Asian	4	0	4	1.5%	8	0	8	3.1%	12	4.6%	0	0	0	0.0%	3	0	3	1.1%	3	1.1%	15	5.7%		
	African American	8	0	8	3.1%	16	0	16	6.1%	24	9.2%	2	0	2	0.8%	10	2	12	4.6%	14	5.3%	38	14.5%		
	Hispanic	3	0	3	1.1%	6	0	6	2.3%	9	3.4%	0	0	0	0.0%	2	0	2	0.8%	2	0.8%	11	4.2%		
	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	2	0	2	0.8%	3	0	3	1.1%	5	1.9%	1	0	1	0.4%	0	0	0	0.0%	1	0.4%	6	2.3%		
	White	56	0	56	21.4%	95	0	95	36.3%	151	57.6%	6	3	9	3.4%	27	4	31	11.8%	40	15.3%	191	72.9%		
Totals	73	1	74	28.2%	128	0	128	48.9%	202	77.1%	9	3	12	4.6%	42	6	48	18.3%	60	22.9%	262	100.0%			
Total Racial Ethnic Women	17	1	18	6.9%	33	0	33	12.6%	51	19.5%	3	0	3	1.1%	15	2	17	6.5%	20	7.6%	71	27.1%			
					128	0	128	48.9%							42	6	48	18.3%			176	67.2%			
OGA Will report on Monday	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	1.8%	0	1	1	1.8%	2	3.6%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	3.6%		
	African American	0	0	0	0.0%	6	0	6	10.7%	6	10.7%	2	0	2	3.6%	5	0	5	8.9%	7	12.5%	13	23.2%		
	Hispanic	1	0	1	1.8%	0	0	0	0.0%	1	1.8%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	1.8%		
	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	1.8%	1	1.8%	1	1.8%		
	White	11	0	11	19.6%	19	2	21	37.5%	32	57.1%	1	2	3	5.4%	4	0	4	7.1%	7	12.5%	39	69.6%		
Totals	13	0	13	23.2%	25	3	28	50.0%	41	73.2%	3	2	5	8.9%	10	0	10	17.9%	15	26.8%	56	100.0%			
Total Racial Ethnic Women	2	0	2	3.6%	6	1	7	12.5%	9	16.1%	3	2	2	3.6%	6	0	6	10.7%	8	14.3%	17	30.4%			
					25	3	28	50.0%							10	0	10	17.9%			38	67.9%			
CONFERENCE CENTERS 2 reporting	Native American	1	0	1	1.1%	0	0	0	0.0%	1	1.1%	3	0	3	3.2%	0	1	1	1.1%	4	4.3%	5	5.3%		
	Asian	0	0	0	0.0%	1	0	1	1.1%	1	1.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	1.1%		
	African American	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	5	6	6.4%	1	2	3	3.2%	9	9.6%	9	9.6%		
	Hispanic	2	0	2	2.1%	7	0	7	7.4%	9	9.6%	9	4	13	13.8%	12	6	18	19.1%	31	33.0%	40	42.6%		
	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	2.1%	2	2.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	2.1%		
	White	8	1	9	9.6%	9	1	10	10.6%	19	20.2%	2	7	9	9.6%	3	6	9	9.6%	18	19.1%	37	39.4%		
Totals	11	1	12	12.8%	19	1	20	21.3%	32	34.0%	15	16	31	33.0%	16	15	31	33.0%	62	66.0%	94	100.0%			
Total Racial Ethnic Women	3	0	3	3.2%	10	0	10	10.6%	13	13.8%	13	9	22	23.4%	13	9	22	23.4%	44	46.8%	57	60.6%			
					19	1	20	21.3%							16	15	31	33.0%			51	54.3%			
SYNODS 6 reporting	Native American	0	0	0	0.0%	0	1	1	4.5%	1	4.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	4.5%		
	Asian	1	0	1	4.5%	0	0	0	0.0%	1	4.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	4.5%		
	African 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%		
	Hispanic	1	0	1	4.5%	0	0	0	0.0%	1	4.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	4.5%		
	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	5	2	7	31.8%	6	3	9	40.9%	16	72.7%	0	0	0	0.0%	2	1	3	13.6%	3	13.6%	19	86.4%		
Totals	7	2	9	40.9%	6	4	10	45.5%	19	86.4%	0	0	0	0.0%	2	1	3	13.6%	3	13.6%	22	100.0%			
Total Racial Ethnic Women	2	0	2	9.1%	0	1	1	4.5%	3	13.6%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	3	13.6%			
					6	4	10	45.5%							2	1	3	13.6%			13	59.1%			

Attachment C: 2015 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Grand Total		Grand %	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt					
		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	5	1	6	1.1%	2	0	2	0.4%	8	1.4%	0	0	0	0.0%	4	2	6	1.1%	6	1.1%	14	2.5%		
	Asian	6	0	6	1.1%	2	0	2	0.4%	8	1.4%	0	1	1	0.2%	0	1	1	0.2%	2	0.4%	10	1.8%		
	African American	3	2	5	0.9%	10	1	11	1.9%	16	2.8%	0	6	6	1.1%	7	5	12	2.1%	18	3.2%	34	6.0%		
	Hispanic	4	2	6	1.1%	2	1	3	0.5%	9	1.6%	0	1	1	0.2%	3	1	4	0.7%	5	0.9%	14	2.5%		
	Hawaiian/Pac. Isl.	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	1	0	1	0.2%	1	0.2%	1	0.2%		
	2 or More Races	0	0	0	0.0%	0	1	1	0.2%	1	0.2%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	0.2%		
	White	91	79	170	30.1%	88	86	174	30.8%	344	60.9%	7	28	35	6.2%	33	79	112	19.8%	147	26.0%	491	86.9%		
Totals	109	84	193	34.2%	104	89	193	34.2%	386	68.3%	7	36	43	7.6%	48	88	136	24.1%	179	31.7%	565	100.0%			
Total Racial Ethnic Women	18	5	23	4.1%	16	3	19	3.4%	42	7.4%	0	8	8	1.4%	15	9	24	4.2%	32	5.7%	74	13.1%			
					104	89	193	34.2%							48	88	136	24.1%			329	58.2%			
THEOLOGICAL INSTITUTIONS 4 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	0	0	0	0.0%	7	1	8	1.8%	8	1.8%	0	0	0	0.0%	1	1	2	0.5%	2	0.5%	10	2.3%		
	African American	11	0	11	2.5%	14	1	15	3.4%	26	5.9%	16	1	17	3.9%	7	0	7	1.6%	24	5.4%	50	11.3%		
	Hispanic	6	0	6	1.4%	3	0	3	0.7%	9	2.0%	12	0	12	2.7%	7	1	8	1.8%	20	4.5%	29	6.6%		
	Hawaiian/Pac. Isl.	1	0	1	0.2%	1	0	1	0.2%	2	0.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	0.5%		
	2 or More Races	0	0	0	0.0%	2	0	2	0.5%	2	0.5%	1	0	1	0.2%	1	0	1	0.2%	2	0.5%	4	0.9%		
	White	105	17	122	27.7%	97	14	111	25.2%	233	52.8%	42	3	45	10.2%	64	4	68	15.4%	113	25.6%	346	78.5%		
Totals	123	17	140	31.7%	124	16	140	31.7%	280	63.5%	71	4	75	17.0%	80	6	86	19.5%	161	36.5%	441	100.0%			
Total Racial Ethnic Women	18	0	18	4.1%	27	2	29	6.6%	47	10.7%	29	1	30	6.8%	16	2	18	4.1%	48	10.9%	95	21.5%			
					124	16	140	31.7%							80	6	86	19.5%			226	51.2%			
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%	2	0	2	20.0%	2	20.0%	2	20.0%		
	Hispanic	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	1	0	1	10.0%	1	10.0%	1	10.0%		
	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	3	0	3	30.0%	0	0	0	0.0%	3	30.0%	2	0	2	20.0%	2	0	2	20.0%	4	40.0%	7	70.0%		
Totals	3	0	3	30.0%	0	0	0	0.0%	3	30.0%	2	0	2	20.0%	5	0	5	50.0%	7	70.0%	10	100.0%			
Total Racial Ethnic Women	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	3	0	3	30.0%	3	30.0%	3	30.0%			
					0	0	0	0.0%							5	0	5	50.0%			5	50.0%			
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	0	0	0	0.0%	2	0	2	7.7%	2	7.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	7.7%		
	African American	1	0	1	3.8%	2	0	2	7.7%	3	11.5%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	3	11.5%		
	Hispanic	0	0	0	0.0%	1	0	1	3.8%	1	3.8%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	3.8%		
	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	7	0	7	26.9%	13	0	13	50.0%	20	76.9%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	20	76.9%		
Totals	8	0	8	30.8%	18	0	18	69.2%	26	100.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	26	100.0%			
Total Racial Ethnic Women	1	0	1	3.8%	5	0	5	19.2%	6	23.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	6	23.1%			
					18	0	18	69.2%							0	0	0	0.0%			18	69.2%			

Note: Figures include data received as of 2/27/2015.

Attachment C: 2015 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Grand Total		Grand %	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt					
		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	7.7%	1	7.7%	0	0	0	0.0%	1	0	1	7.7%	1	7.7%	2	15.4%		
	African American	1	0	1	7.7%	0	0	0	0.0%	1	7.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	7.7%		
	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.	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%	1	0	1	7.7%	1	7.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	1	7.7%		
	White	1	0	1	7.7%	5	0	5	38.5%	6	46.2%	0	0	0	0.0%	3	0	3	23.1%	3	23.1%	9	69.2%		
Totals	2	0	2	15.4%	7	0	7	53.8%	9	69.2%	0	0	0	0.0%	4	0	4	30.8%	4	30.8%	13	100.0%			
Total Racial Ethnic Women	1	0	1	7.7%	2	0	2	15.4%	3	23.1%	0	0	0	0.0%	1	0	1	7.7%	1	7.7%	4	30.8%			
					7	0	7	53.8%							4	0	4	30.8%			11	84.6%			
BOP	Native American	0	0	0	0.0%	2	0	2	1.1%	2	1.1%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	1.1%		
	Asian	3	0	3	1.7%	6	0	6	3.3%	9	5.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	9	5.0%		
	African American	5	0	5	2.8%	19	0	19	10.6%	24	13.3%	1	0	1	0.6%	15	0	15	8.3%	16	8.9%	40	22.2%		
	Hispanic	1	0	1	0.6%	2	0	2	1.1%	3	1.7%	0	0	0	0.0%	2	0	2	1.1%	2	1.1%	5	2.8%		
	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	0.6%	4	0	4	2.2%	5	2.8%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	5	2.8%		
	White	47	0	47	26.1%	58	1	59	32.8%	106	58.9%	3	0	3	1.7%	10	0	10	5.6%	13	7.2%	119	66.1%		
Totals	57	0	57	31.7%	91	1	92	51.1%	149	82.8%	4	0	4	2.2%	27	0	27	15.0%	31	17.2%	180	100.0%			
Total Racial Ethnic Women	10	0	10	5.6%	33	0	33	18.3%	43	23.9%	1	0	1	0.6%	17	0	17	9.4%	18	10.0%	61	33.9%			
					91	1	92	51.1%							27	0	27	15.0%			119	66.1%			
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%		
	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	2	0	2	3.3%	4	0	4	6.6%	6	9.8%	1	0	1	1.6%	5	0	5	8.2%	6	9.8%	12	19.7%		
	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.	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	17	0	17	27.9%	23	1	24	39.3%	41	67.2%	2	0	2	3.3%	6	0	6	9.8%	8	13.1%	49	80.3%		
Totals	19	0	19	31.1%	27	1	28	45.9%	47	77.0%	3	0	3	4.9%	11	0	11	18.0%	14	23.0%	61	100.0%			
Total Racial Ethnic Women	2	0	2	3.3%	4	0	4	6.6%	6	9.8%	1	0	1	1.6%	5	0	5	8.2%	6	9.8%	12	19.7%			
					27	1	28	45.9%							11	0	11	18.0%			39	63.9%			
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%		
	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	8.3%	1	0	1	8.3%	2	16.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	2	16.7%		
	Hispanic	0	0	0	0.0%	1	0	1	8.3%	1	8.3%	1	0	1	8.3%	0	0	0	0.0%	1	8.3%	2	16.7%		
	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	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	1	0	1	8.3%	7	0	7	58.3%	8	66.7%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	8	66.7%		
Totals	2	0	2	16.7%	9	0	9	75.0%	11	91.7%	1	0	1	8.3%	0	0	0	0.0%	1	8.3%	12	100.0%			
Total Racial Ethnic Women	1	0	1	8.3%	2	0	2	16.7%	3	25.0%	1	0	1	8.3%	0	0	0	0.0%	1	8.3%	4	33.3%			
					9	0	9	75.0%							0	0	0	0.0%			9	75.0%			

Note: Figures include data received as of 2/27/2015.

Attachment C: 2015 Equal Employment Opportunity/Affirmative Action Workforce Staff Analysis Report

		Exempt										Non-Exempt										Grand Total		Grand %	
		Male				Female				Total Exempt		Male				Female				Total Non-Exempt					
		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	6	2	8	0.5%	4	1	5	0.3%	13	0.7%	3	0	3	0.2%	4	3	7	0.4%	10	0.6%	23	1.3%		
	Asian	15	0	15	0.9%	27	2	29	1.7%	44	2.5%	0	1	1	0.1%	4	2	6	0.3%	8	0.5%	52	3.0%		
	African American	32	2	34	2.0%	72	2	74	4.2%	108	6.2%	23	12	35	2.0%	53	9	62	3.6%	96	5.5%	204	11.7%		
	Hispanic	18	2	20	1.1%	22	1	23	1.3%	43	2.5%	22	5	27	1.5%	27	8	35	2.0%	62	3.6%	105	6.0%		
	Hawaiian/Pac. Isl.	1	0	1	0.1%	1	0	1	0.1%	2	0.1%	0	0	0	0.0%	1	0	1	0.1%	1	0.1%	3	0.2%		
	2 or More Races	3	0	3	0.2%	12	1	13	0.7%	16	0.9%	2	0	2	0.1%	2	0	2	0.1%	4	0.2%	20	1.1%		
	White	352	99	451	25.9%	420	108	528	30.3%	979	56.2%	65	43	108	6.2%	154	94	248	14.2%	356	20.4%	1335	76.6%		
Totals	427	105	532	30.5%	558	115	673	38.6%	1205	69.2%	115	61	176	10.1%	245	116	361	20.7%	537	30.8%	1742	100.0%			
Total Racial Ethnic	75	6	81	4.6%	138	7	145	8.3%	226	13.0%	50	18	68	3.9%	91	22	113	6.5%	181	10.4%	407	23.4%			
Women					558	115	673	38.6%							245	116	361	20.7%			1034	59.4%			

Note: Figures include data received as of 2/27/2015.



Financial Implication Cover Sheet

Report to the General Assembly

2016

A Financial Implication Cover Sheet should accompany each Report to the General Assembly (RGA).

Report Name -	Proposed Changes and Updates to the PC (U.S.A.) Churchwide Plan for Equal Employment Opportunity and Affirmative Action		
Agency -	Presbyterian Mission Agency	Date -	January 27, 2016
Contact -	Lisa Robbins		

1. Does the report include a recommendation(s) that has a financial impact? **NO**

- Please identify each recommendation and the component(s) of its cost. *

*Meetings should detail the number of attendees, number of days and the year in which it will occur. Printed resources should detail the estimated page length and the intended distribution audience.

2. Has a General Assembly entity been asked to perform a task? If so,

- Please identify the staff member that was consulted.

3. Will the General Assembly entity absorb the costs associated with this RGA? If so,

- What Program(s) will be discontinued?
- What additional sources of funding have been identified?

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For Assistance Contact

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Financial Implication Cover Sheet

Report to the General Assembly

2016

A Financial Implication Cover Sheet should accompany each Report to the General Assembly (RGA).

Report Name -

Agency - Date -

Contact -

1) Does the report include a recommendation(s) that has a financial impact? **NO**

a) Please identify each recommendation and the component(s) of its cost. *

*Meetings should detail the number of attendees, number of days and the year in which it will occur. Printed resources should detail the estimated page length and the intended distribution audience.

2) Has a General Assembly entity been asked to perform a task? If so,

a) Please identify the staff member that was consulted.

3) Will the General Assembly entity absorb the costs associated with this RGA? If so,

a) What Program(s) will be discontinued?

b) What additional sources of funding have been identified?

For Assistance Contact

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ITEM H.104 FOR ACTION

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>				
	A. Finance		E. Corporate Property, Legal, Finance	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: Corresponding Members to the 222nd General Assembly (2016).

Recommendation:

That the Executive Committee approve the following list of Corresponding Members to the 222nd General Assembly (2016) and forward to the Presbyterian Mission Agency Board for information:

Executive Committee Members:

Marsha Zell Anson – Member-at-large
 James Ephraim, Jr. – Chair, Justice Committee
 Marilyn Gamm – Chair, Presbyterian Mission Agency Board
 Chad Herring – Chair, Finance Committee
 Mihee Kim-Kort – Member-at-large
 Nancy Ramsay – Acting Chair, Leadership Committee
 Melinda Sanders – Member-at-large
 David Shinn – Chair, Worshiping Communities Committee
 Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
 Kenneth Godshall – Chair Elect (pending election by Board)
 Marsha Zell Anson – Vice-chair Elect (pending election by Board)

Others:

Tony De La Rosa – Interim Executive Director
 Terri Bate – Senior Director, Funds Development Ministry
 Martha Clark – General Counsel
 Barry Creech – Director, Policy, Administration and Board Support
 Hunter Farrell – Director, World Mission
 Kathy Francis – Senior Director, Communications Ministry
 Chip Hardwick – Director, Theology, Formation and Evangelism
 Rhashell Hunter – Director, Racial Ethnic and Women's Ministries
 Sara Lisherness – Director, Compassion, Peace and Justice
 Earline Williams – Deputy Executive Director, Shared Services
 Christine Darden – Chair, Advisory Committee on Social Witness Policy
 Raafat Zaki – Moderator, Advocacy Committee for Racial Ethnic Concerns
 Susan Carter Wiggins – Co-Moderator, Advocacy Committee for Women's Concerns
 Jeffrey Bullock – Moderator, Committee on Theological Education
 Katharine Rhodes Henderson – President, Auburn Theological Seminary
 Doris J. García Rivera – President, Evangelical Seminary of Puerto Rico

ITEM H.110 FOR ACTION

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

Subject: Election of President

Recommendation:

That the Executive Committee elect Luis Antonio De La Rosa President of Presbyterian Church (U.S.A.), A Corporation and its Constituent Corporations, effective December 1, 2015 (commencement of service as Interim Executive Director of the Presbyterian Mission Agency), to serve until the earlier of his resignation, removal, death or until a successor is hired or until his employment status with Presbyterian Church (U.S.A.), A Corporation is terminated.

Background:

The bylaws of the Presbyterian Church (U.S.A.), A Corporation provide that the “office of the president shall be held by the Executive Director of the Presbyterian Mission Agency.” The above action is routinely taken for administrative purposes.

ITEM H.200 FOR INFORMATION

MISSION WORK PLAN RESEARCH RESULTS

As input for the development of the 2017-2018 Mission Work Plan, the Strategy Advisory Group commissioned several forms of research to gather insights from across the church. Research was designed to identify energy around certain ministry functions and then inform the development of the Mission Work Plan.

While it does inform the plan, research alone did not dictate the Mission Work Plan development process. The research provides context upon which the crucial dimensions of discernment and leadership must be added. Research does not eliminate the necessary hard work of these steps. The research can be used to inform the focusing of Mission Agency work, but it does not tell us which ministry functions should, or will, continue.

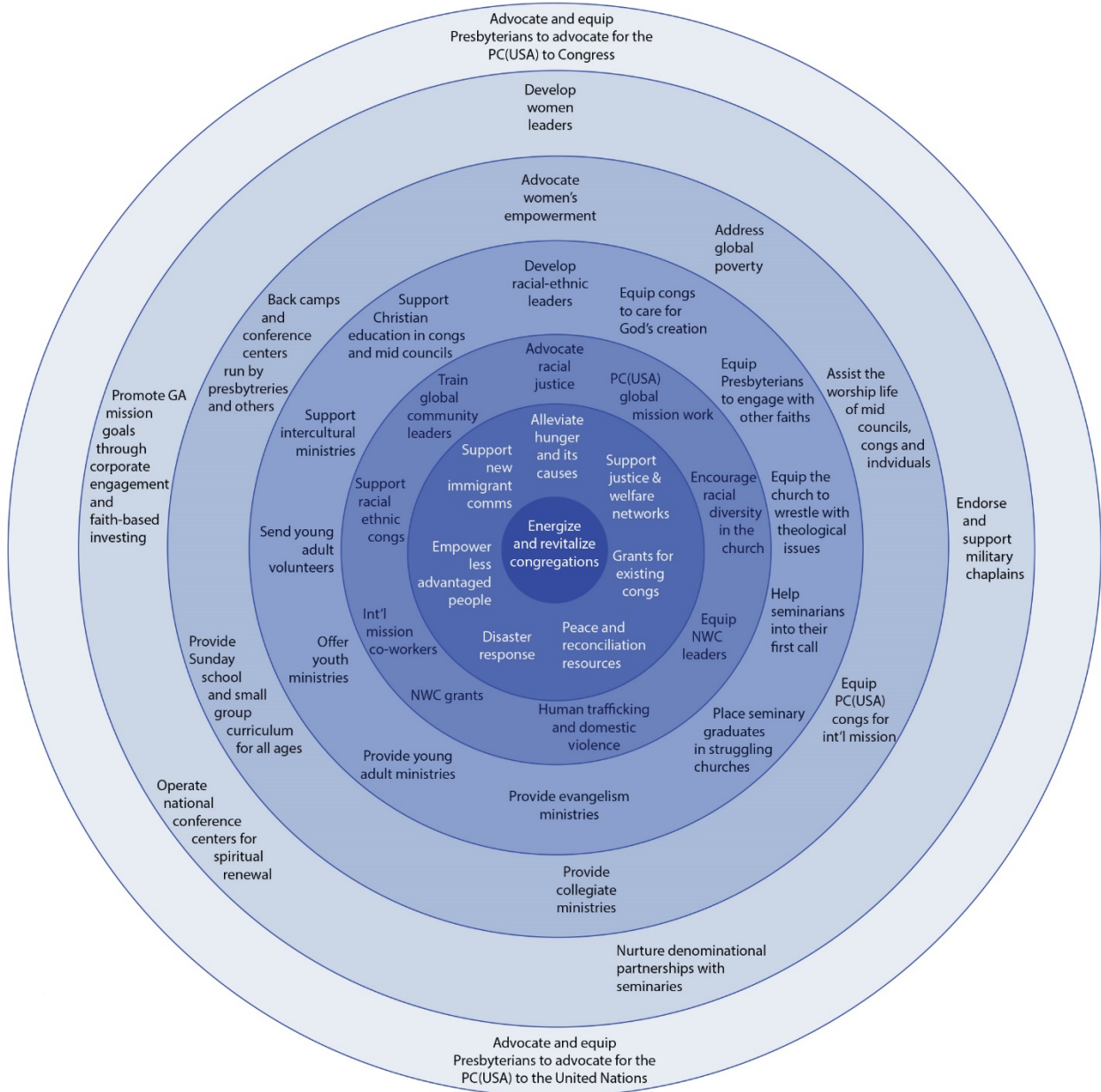
1. Prioritization by Commissioners and Advisory Delegates from the 221st General Assembly (2014)

Audience: Individuals elected by their presbyteries to discern for the wider church

Intent: Gain insights regarding strategic direction for the Mission Agency from the perspective of presbyteries

Methodology: Mission Agency program titles were translated into ministry functions. Survey respondents were then presented with multiple combinations of these functions, four at a time. For each set of four, they were asked to choose which one they believe is the HIGHEST priority within their presbytery, and which is the LOWEST priority. They were also reminded to answer as a representative of their presbytery, not as an individual. Respondents were instructed to consider each function in terms of which should be prioritized specifically at the national level.

Results: Invitations to participate in the research were sent to 727 commissioners and advisory delegates. Responses were received from 222 individuals, indicating a 30% response rate. (See the following blue chart). The center and darker blue on the chart indicates a higher ranking of priority within their presbyteries by commissioners and advisory delegates. Each circle outward indicates less of a priority for presbyteries, based on the survey.



2. Listening Sessions with staff, constituencies, board members and related committees

Audience: Individuals representing staff and key constituencies for the Presbyterian Mission Agency

Intent: To learn what these individuals believe to be the role of the Presbyterian Mission Agency, and secondarily to exhibit a listening posture and build trust.

Methodology: Participants were gathered for conversation, either face-to-face or by conference call, and asked to respond to four questions:

- The PC(USA) is a connectional church. What does that mean to you?
- For what purpose does the church need national offices?
- What are the crucial issues facing our culture and how has the Mission Agency been helpful to PC(USA) congregations in addressing those issues?
- How does the Mission Agency currently help congregations do ministry that they cannot do themselves?

Each session had a facilitator and a note-taker. The note-taker transcribed responses for Research Services, who then coded them for compilation and comparison purposes.

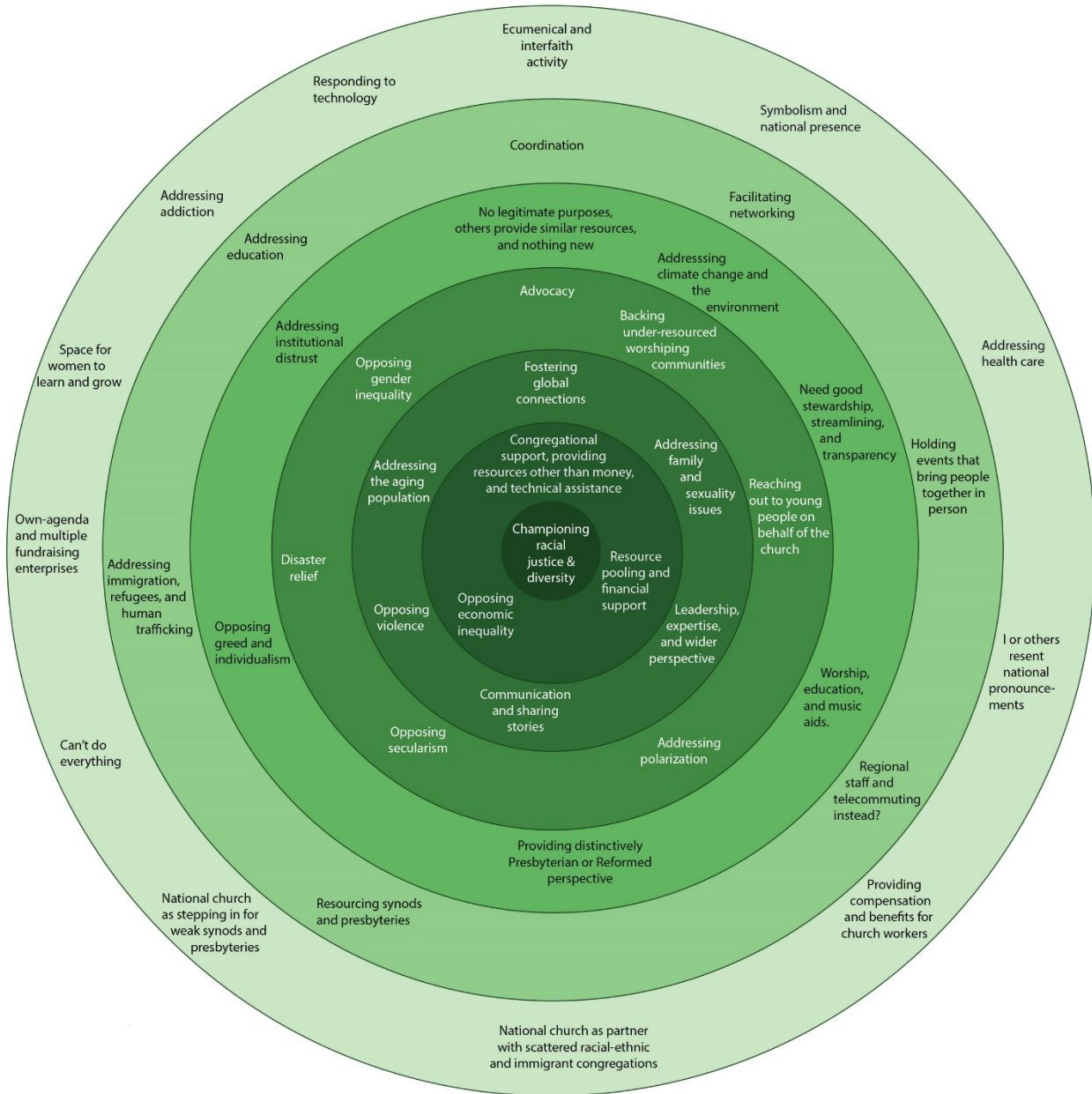
Results: Invitations were sent to 19 groups. Scheduling proved to be a challenge for some of the groups. Where there was difficulty in scheduling, groups were offered the opportunity to submit written responses. Ultimately, members of the following groups participated in the process, but some had low participation:

- 2 groups of Board members
- Ministry Area constituency representatives
- Advocacy/Advisory/Related Committees
- Leaders of New Worshiping Communities
- Representatives of Racial Ethnic Caucuses
- 12 groups representing each staff department within the Mission Agency

In addition, listening sessions were held with two other groups using a different set of questions. Their input was valued and used to develop the eventual list of questions that were discussed, but their results are not reflected in the data below.

- Mid Council Leaders at Big Tent
- National Black Presbyterian Caucus

The items listed in the center and darker green areas were mentioned most often by participants. Each circle outward indicates items mentioned less often in the listening sessions. Each item on the chart was mentioned in at least one listening session.



3) Prioritization by Board members for existing programs funded primarily or largely by unrestricted gifts

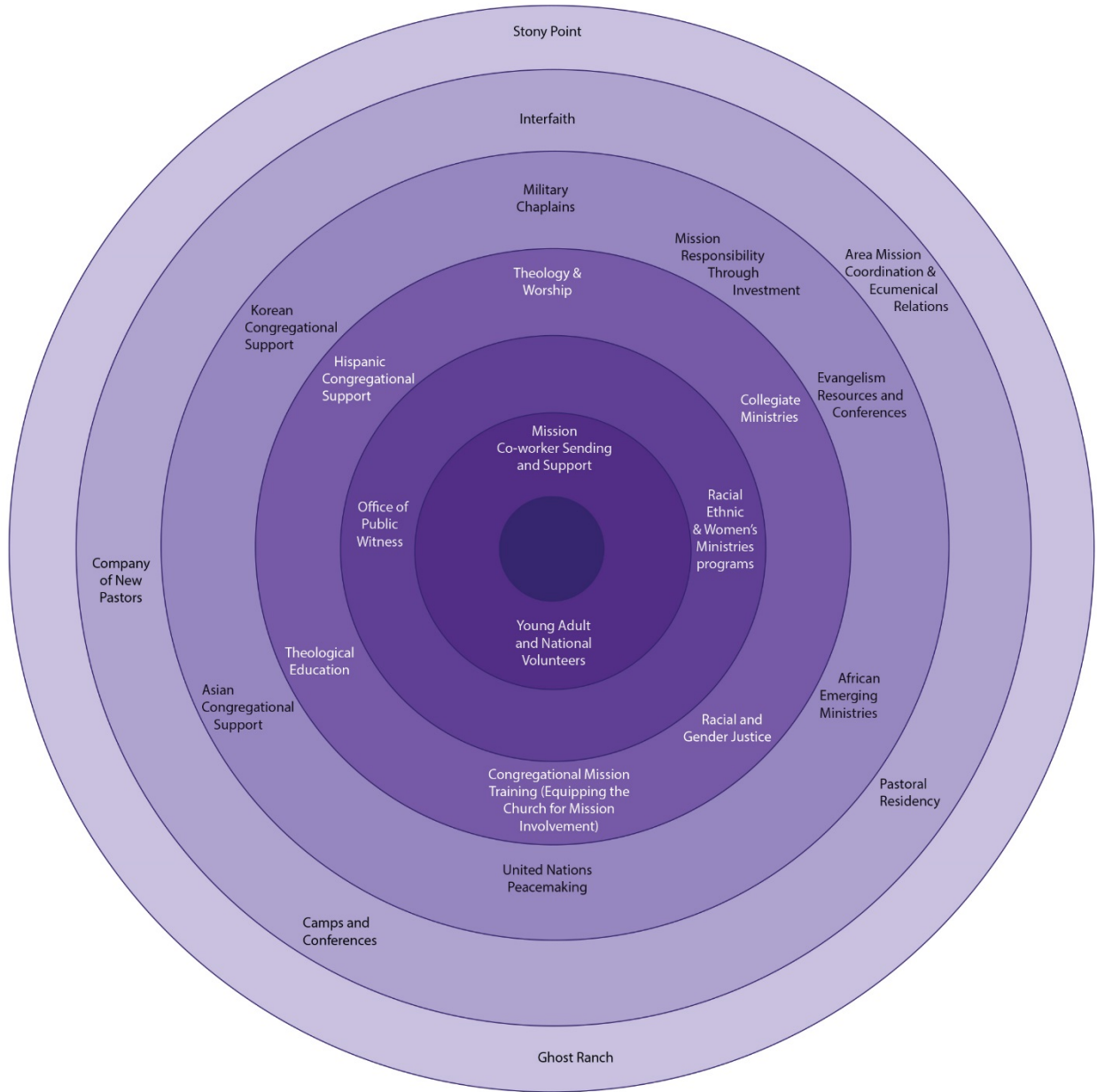
Audience: Presbyterian Mission Agency Board members

Intent: To begin a prioritization process with Board members, using programs with discretionary funds

Methodology: At the Board's September 2015 meeting, members were given a list of Mission Agency programs which received at least 50% of their funding from unrestricted gifts, as well as other programs that had high dollar amounts of funding from unrestricted gifts. Using this list, members were asked to distribute 100 points, as they saw fit, to represent their prioritization of these efforts.

Results: Responses were received from 32 board members, including 2 responses which were blank (except to note that they were unable to complete the exercise). A unanimous top priority would have received 3,000 points. The top actual vote-getter received 357 points.

On the purple chart, responses have been displayed. The center and darker purple indicates higher ranking. Each circle outward received less priority per the feedback. In light of the gap between 3000 points and 357 points, no program is displayed at the core.



**ITEM H.202
FOR INFORMATION**

OBJECTIVES FOR 2017-2018 MISSION WORK PLAN PROCESS

At its first meeting, in Dallas, TX, July 1-2, 2015, the Strategy Advisory Group and the Strategy Working Group developed objectives to guide the development of the 2017-2018 Mission Work Plan:

1. Help us do less and interpret that to the church – prioritize, accept the prioritization
2. Help us with theological underpinning
3. Build trust, guidance for the interim period- peace and reconciliation prioritization
4. Nimbly follow Christ into the next decade – innovate
5. Cultural humility
6. Keep structure simple, Maximize synergies among ministries
7. Pursue justice – address sin

**ITEM H.105
FOR ACTION**

FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY			
A. Finance		E. Corporate Property, Legal, Finance	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: 2017-2018 Mission Work Plan

Recommendation:

The Presbyterian Mission Agency recommends that the 222nd General Assembly (2016) approve the following theological foundation, vision, mission, directional goals, and core values for the Presbyterian Mission Agency as its 2017–2018 Mission Work Plan:

Theological Foundation:

The Great Ends of the Church (adapted from F-1.0304) are:

- **the proclamation of the gospel for the salvation of humankind**
We share the ways God has saved us and shows God's love for all people through the good news of Jesus Christ. (Matthew 10:7-8, John 3:16-17, Romans 1:16-17, Ephesians 2:13-14, 1 John 4:14-16)
- **the shelter, nurture, and spiritual fellowship of the children of God**
We connect and grow as God's people, called to be a community of faith, hope, love, and witness. (John 15:12-15, Acts 2:41-47, Romans 12:3-21, Ephesians 4:1-5 and 15-16)
- **the maintenance of divine worship**
We praise God, from whom all blessings flow. (2 Samuel 6:12-19, Psalm 22:22-27, Matthew 5:23-24, John 4:23-26, 1 Corinthians 11:23-34, Colossians 3:12-17)
- **the preservation of the truth**
We speak truth that sets us free to love. (Psalm 15, John 8:31-32, John 18:36-37, Ephesians 4:11-15, Ephesians 6:14-15)
- **the promotion of social righteousness**
We follow Christ, who healed the sick, fed the hungry, freed the oppressed, and broke bread with outcasts and sinners. (Matthew 9:9-14, Luke 4:18-19, Luke 7:22, James 1:22-2:8)
- **the exhibition of the Kingdom of Heaven to the world.**
And, just like Christ, we live as citizens of God's reign, offering a life-giving alternative to a broken world. (Matthew 5:13-16, Romans 12:2, 1 Peter 2:9-10)

We recognize these to be the goals for the Church, because we have been redeemed and called into ministry by Jesus Christ, because we live in gratitude for the grace given to us by God, and because we understand ourselves to be joined and empowered by the Holy Spirit to be the body of Christ.

As the Presbyterian Mission Agency in 2017-2018, we know that we are not solely responsible for the achievement of all these *Great Ends*. We understand that our role is to be faithful stewards of God's blessings by focusing only on what the Church needs from the national church today, using the unique resources of the Presbyterian Mission Agency.

Vision:

Presbyterians joyfully engaging in God's mission for the transformation of the world.

Mission:

Inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

Directional Goals:

We will inspire, equip and connect existing and new worshiping communities to engage in God's mission through:

- **Evangelism & Discipleship**

Grow, proclaim and live out our faith in Jesus Christ by working with our partners, here and around the world, to build communities that witness to the gospel of Christ's love for the rich diversity reflected in all humankind.

- **Servant Leader Formation**

Seek, develop and energize diverse leaders who are answering God's call to equip the Church to be a welcoming place of worship, mission and spiritual nurture for all of God's children, especially those who have been marginalized.

- **Justice & Reconciliation**

Galvanize the church to act on issues of racism, violence and poverty as a prophetic witness to Christ's transforming justice by speaking and living out God's truth and compassion as we call ourselves and the world to account for injustice and oppression.

Core Values:

Faith, Compassion, Accountability, Teamwork, Dedication, Service, Justice

Rationale

The General Assembly has directed the Presbyterian Mission Agency, through the *Organization for Mission*, to “develop and propose, for General Assembly 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 General Assembly approval an

accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.” The Presbyterian Mission Agency fulfills this directive through presentation of the accompanying Mission Work Plan and Budget for approval.

In recent years, the Mission Work Plan covered a four year period, while budgets were recommended to the General Assembly biennially. This Mission Work Plan is more limited in scope, and will serve as an interim work plan over the next 2-3 year period, in light of transitions in leadership for the Presbyterian Mission Agency and conversations regarding agency consolidation.

In the spring of 2015, the Presbyterian Mission Agency Board established a Strategy Advisory Group of elected board members to work alongside the staff team in developing this Mission Work Plan. Work progressed steadily from June 2015 through January 2016.

In light of the decision to create an interim bridge plan, it was determined that development of a comprehensive, multi-year strategy would not be the best use of time. Whatever corporate structure for Presbyterian mission emerges after the interim period would likely develop its own comprehensive strategic plan. Therefore, effort has focused on refining the 2013-2016 Mission Work Plan, and addressing concerns that have arisen during its evaluation.

One of the most frequent observations has been the lack of theological grounding for the Mission Work Plan. Therefore, staff and the Strategy Advisory Group gave focused time to understanding and documenting a theological framework for the work of the Mission Agency, using the constitutional language of the “Great Ends of the Church.”

The Vision and Mission sections of the 2013-2016 Mission Work Plan were left unchanged in this interim plan for 2017-2018. They continue to encapsulate our hopes and calling as the Presbyterian Mission Agency.

At the heart of the Mission Work Plan are directional goals, which serve as strategic beacons for the work of the agency. In the 2013-2016 plan, effort was given to ensure that all areas of Mission Agency work were reflected somewhere in the strategic plan. Thus, General Assembly Engagement was a directional goal in the former plan, along with Organizational Integrity (incorporating the infrastructure provided by many of our support areas).

A major adjustment in the 2017-2018 plan, however, is a sharpening of focus. Rather than six directional goals, to which each program must find some element of alignment, there are three strategic directions for the Mission Agency. As a new mode of implementation, each area of the Mission Agency’s organization must develop ways that they will contribute to all of the directional goals.

The Strategy Advisory Group and staff developed a research plan that would seek input from mid council representatives, constituency groups, leaders within various ministries of the church, board members and staff. The results of the research did not dictate the strategic directions, but they did provide crucial information regarding the context for ministry within the Presbyterian Church (U.S.A.) and the more focused role that can only be played by the Presbyterian Mission Agency. The plan does not tell us which ministry areas will continue, nor is it intended to.

The directional goals build upon the work done within the 2013-2016 Mission Work Plan, and address some of the perceived shortcomings of that plan:

- The 2013-2016 Mission Work Plan seemed to have an exclusive focus on new worshipping communities, without directing attention to existing congregations. The proposed Mission Work Plan lifts up both new and existing worshipping communities as vital contexts for ministry. We

expect to continue the emphasis on developing new worshiping communities, while also nurturing the vitality of existing congregations through each element of the Mission Work Plan.

- Some of the former directional goals were very general in nature. In the proposed goals, descriptors have been added which will help in narrowing the scope of the goals. The new requirement that programs have an impact in all three directional goals will also provide for more directed mission activity.

The Core Values section has been completely re-written. The former list of core values had served the organization since 2006. As part of the new Interim Executive Director's orientation to the Mission Agency, staff were asked to select personal and organizational core values from an extensive list of possible values. The results of that exercise identified actual, rather than aspirational, core values for the organization. Similar responses were combined, and these seven values were the most common responses.

Conclusion

The General Assembly will consider several action items that will have impact on the work of the Presbyterian Mission Agency. It is impossible to know in advance where these proposals and the Assembly's discernment will lead. Whatever the outcome, the Mission Agency will need strategic direction and a budget for the next two year period. The 2017-2018 Mission Work Plan is intended to provide direction for that interim period, ensuring continuity with what has gone before, while being open to the movement of God's Spirit in the years ahead.

**ITEM H.106
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Corporate Property, Legal, Finance	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: Salary Adjustments - 2016

Recommendation:

That the Executive Committee approve the following recommendation of the Leadership Cabinet:

That no 2016 annual standard or merit salary increase be awarded to the staff of the Presbyterian Mission Agency.

Background:

The Presbyterian Mission Agency Compensation Program provides the following instructions for approval of the salary percentages:

The specific percentages used to fund the merit award budget and the standard award budget will be proposed annually by HR and approved by Leadership Cabinet (LC) and the Presbyterian Mission Agency Board's Executive Committee. Any compensation award is subject to budgetary conditions and is not guaranteed.

Leadership Cabinet approved Human Resources' recommendation on December 7, 2015.

**ITEM H.107
FOR ACTION**

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

Subject: Report of the Special Offerings Review Task Force

Recommendation:

The Special Offerings Review Task Force recommends:

- I. That the Presbyterian Mission Agency Executive Committee propose the approval by the Presbyterian Mission Agency Board of the following recommendations:
 1. Evaluate the determination and communication of cost recovery percentages to staff of Special Offerings recipient programs and establish appropriate target percentages.
 2. Re-establish the position of Director of Special Offerings.
- II. That the Executive Committee propose to the Presbyterian Mission Agency Board for submission to and approval by the 222nd General Assembly (2016).

That the 222nd General Assembly (2016):

1. Affirm the \$20 million by 2020 goal for Special Offerings receipts as the aspiration of the Presbyterian Church (U.S.A.)
2. Affirm the current interpretation and distribution of Special Offerings:
 - a. CHRISTMAS JOY OFFERING:
 - i. interpreted and received during the Advent season in gratitude for God's gift of Jesus Christ.
 - ii. Causes:
 - Assistance programs to meet identified and emerging needs for professional church workers and spouses through the Board of Pensions, 50 percent;
 - Racial ethnic education and leadership development through Racial Ethnic and Women's Ministries, 50 percent.
 - b. ONE GREAT HOUR OF SHARING:
 - i. interpreted and received during Lent and on Easter Sunday in response to Christ's call to ministries of compassion and justice on a continuum from disaster and poverty relief to development among the marginalized and oppressed.

- ii. **Causes administered through the Compassion, Peace, and Justice Ministry. Causes:**
 - **Presbyterian Disaster Assistance, 32 percent;**
 - **Presbyterian Hunger Program, 36 percent;**
 - **Self-Development of People, 32 percent.**
- c. **PENTECOST OFFERING:**
 - i. **interpreted and received in relation to Pentecost Season in response to the coming of the Holy Spirit and the birth of the Church in support of ministries with youth and young adults and in response to the needs of children-at-risk.**
 - ii. **Causes:**
 - **Theology, Formation and Evangelism, 25 percent (for Ministries with Youth);**
 - **World Mission, 25 percent (for Young Adult Volunteer Program);**
 - **Compassion, Peace, and Justice, 10 percent (for Educate a Child Transform the World Initiative, National)**
 - **Retained by Congregations, 40 percent. Congregations are encouraged to use this 40 percent for local ministries for children, youth, young adults, and child advocacy.**
- d. **PEACE & GLOBAL WITNESS OFFERING:**
 - i. **interpreted and received in relation to World Communion Sunday, recognizing the call to bring Christ's peace to all creation.**
 - ii. **Causes: Ministries that specifically include Peacemaking as well as global witness**
 - **Presbyterian Mission Agency, 50 percent (for Peacemaking and Reconciliation)**
 - **Synods and Presbyteries, 25 percent (12.5% presbytery/12.5% synod);**
 - **Congregations, 25 percent;**

Rationale

I. Mandate

On a four-year cycle, the Presbyterian Mission Agency is required to provide a task force for the review and evaluation of the Special Offerings and the recipient ministries and the consideration of new Special Offerings purposes in light of established criteria, for recommendation to the General Assembly. (Organization for Mission, Appendix A)

Additionally, the 221st General Assembly recommended the following additional tasks:

- A. review progress toward attaining the \$20 million by 2020 goal
- B. align offering recipients with the strategic objectives of the Presbyterian Mission Agency
- C. examine the timing and programmatic emphases within each offering based on theological soundness, the liturgical calendar, and fundraising strategy
- D. evaluate progress on the aforementioned recommendations.

II. Membership of the Special Offerings Review Task Force

Elder Michael Kruse, chair, Kansas City, Missouri; the Reverend John Koppitch, Indianapolis,

Indiana; the Reverend Sarah Butter, Boston, Massachusetts; the Reverend Sallie Watson, Santa Fe, New Mexico; the Reverend Joey Lee, San Jose, California; the Reverend John Hougen, Independence, Iowa; Elder Linda Badger-Becker, Cleveland, Ohio; Staff support was provided by Margaret Hall Boone (recorder, Special Offerings) and Bryce Wiebe (Special Offerings)

III. Process

In developing recommendations for the special offerings of the Presbyterian Church (U.S.A.) for years 2018–2021, the Special Offerings Review Task Force (SORTF) completed the following process:

- Approached the task with intentional time for prayer and Bible study, seeking to discern God’s will.
- Held a face-to-face meeting in September 2015, held conference calls in July 2015, August 2015, October 2015, November 2015, and December 2015 and conducted work through electronic means.
- Received correspondence and engaged in conversations with individuals with a wide variety of perspectives on the special offerings in general and on specific offerings, programs, and causes.
- Reviewed reports and met with the staff representing programs currently funded by special offerings in September 2015.
- Developed and presented the report and recommendations to the Presbyterian Mission Agency Board Executive Committee in September 2015 and February 2016.

IV. Preface

Special Offerings continues to play a vital role in the ministry of the Presbyterian Church (U.S.A.). Special Offerings generated \$12 million dollars for mission at the Presbyterian Mission Agency (PMA) in 2015, 15% of the Presbyterian Mission Agency’s total income. Additionally, thousands of congregations participate in special offerings. Nearly 8,000 congregations participate in the One Great Hour of Sharing, alone. No other activity in the PC(USA) involves so many Presbyterians in one unified effort. These offerings are a vital expression of our connectionalism. The Special Offerings Review Task Force (SORTF) affirms the work of Special Offerings and we are encouraged by the staff’s efforts to innovate and grow these offerings.

Yet the SORTF sees significant challenges. Along with the culture, the PC(USA) is in a time of substantial transformation. Post-denominationalism accelerates and Special Offerings are feeling the impact. Special Offerings receipts have declined from \$18.2 million in 2000, to \$16.4 million in 2007. Declines accelerated with the 2008 recession. The 218th General Assembly (2008) appointed a Special Offerings Advisory Task Force (SOATF) and charged it to do a thorough review of special offerings, with the objective of reversing the decline and improving vitality.

In 2012, the SOATF made their report to the 220th GA. This report contained many recommendations, some of which were adopted, but many were not. The GA did adopt the central SOATF proposal for a “20 by 20” campaign to increase special offering receipts to \$20 million by 2020. The GA extended the work of the SOATF until the 221st GA (2014), to be an advisor on the implementation of changes and to consider further revisions to the program. The SOATF gave their final report at the 221st General Assembly (2014).

Our Special Offerings Review Task Force (SORTF) continues to affirm the ambitious goal of 20 by 20, as an aspiration to motivate and focus our work. Whether or not we reach \$20 million by 2020, we believe the initiative will substantially increase the funds available for mission and significantly strengthen our unity in mission.

While challenges lie ahead, we also recognize that Special Offerings have characteristics that seem particularly well-suited to our post-modern, post-denominational era.

1. Special Offerings constitute a form of designated giving which is an increasingly popular form of giving.
2. Special Offerings are clearly focused on missional goals and programs rather than institutional maintenance issues and structures, and therefore have greater donor appeal.
3. Special Offerings appeal to specific subsets of Presbyterians (for example, those interested in youth and young adults have a natural attraction to the Pentecost Offering; those concerned with aid and development are drawn to the One Great Hour of Sharing). Each offering has a capacity to serve as a rallying point for these respective interest groups within the church.
4. Special Offerings provide the Presbyterian Mission Agency Board (PMAB) with an opportunity to share financial development tools with middle governing bodies (e.g. both Peace & Global Witness and the Pentecost offerings leave a portion of the funds with congregations and/or mid councils).

With this preface in mind, we offer more specific observations about Special Offerings as a unit and then offer observations about the specific offerings. We conclude with a response to business directed to us by the Presbyterian Mission Agency Board.

V. Special Offerings

1. *Marketing Oversight*

In preparation for the 2015 Special Offerings, controversy developed over the marketing campaign for the One Great Hour of Sharing. Feedback from multiple stakeholders said the marketing materials were offensive. Those directing the marketing of Special Offerings did not heed this advice and moved forward with the campaign. The materials were pulled after strong objections from across the denomination were expressed.

As the Task Force reviewed the circumstances surrounding these developments, we conclude that the issues were less about a lack of input and more about failure of certain staff to respond appropriately to the input from multiple angles. The pertinent staff individuals are no longer with the PMA. While we make no additional structural recommendations in response to these matters, we wish to stress that episodes such as this fail to reflect our witness to the Gospel of Jesus Christ and cause profound damage. Trust is critical to building support and we remind senior staff of the PMA and the church as a whole to continue learning the lessons taught by this controversy. To this end, we lift up the need for careful and responsive listening to the concerns of one another.

2. *Cost Recovery*

Staff from all the recipient programs as well as Offering staff expressed concerns about cost allocations. In 2004, the General Assembly Mission Council allocated 5% of restricted and designated revenue as a contribution to shared mission costs, not reflecting the true cost. Further decline in undesignated giving resulted in an action of the 218th General Assembly (2008) to “fairly and accurately allocate all costs associated with individual projects in the General Assembly mission budget...” to all PMA programs including recipients of Special Offerings. In the past two years, these allocations have increased in size and the costs of promotion of Special Offerings has increased. Consequently, the portion of the offerings going to overhead and fundraising have crept above the typical 10-15%. We heard a need for clarity from all staff about how this allocation works and how to interpret it to the public.

The SORTF knows this imbalance is an expected temporary outcome of ramping up Special Offerings’ fundraising capacity. Initially, the costs to the program are expected to be high but eventually the growth in donations is expected to justify the cost. While it is too early to evaluate the impact of this capacity building, new resources such as the *Presbyterian Giving Catalog* have been well received (see

below). We are supportive of the expanded capacity but suggest that the next SORTF reporting to the 224th General Assembly (2020) pay close attention to how the ratio of overhead to program dollars is evolving and recommend targets be developed. We also suggest that it might be helpful for Financial Services to educate the staff in how cost recovery decisions are made and also how to better collaborate with and interpret them to constituents.

3. *Presbyterian Giving Catalog*

In 2013 and 2014 we saw wide engagement with the *Presbyterian Giving Catalog* and associated activities. Launched in 2013, the initiative was created to capitalize on research done in support of the 2012 report of the Special Offerings Advisory Task Force—the donor’s desire to make an impact in today’s world using a unique way that is both tangible and makes them feel like they’ve made a difference. The *Presbyterian Giving Catalog* includes projects/gifts that fit into categories of Livestock, Water, Agriculture, Kits and Tools, and People. By 2020, our projected annual revenue goal for this one project is \$1,040,000. Additional group activities and educational resources developed for use with the catalog should widen its appeal beyond seasonal or special gifts, and enhance its capacity to generate support and interpret mission.

The idea of the *Presbyterian Giving Catalog* is to remind donors of specific needs in the world, and provide appealing and unique ways to give in response to those needs. The strength of the idea, combined with a more comprehensive marketing approach, is yielding impressive results. Catalog activities have reached new donors to Special Offerings and increased the participation of churches and small groups (such as youth groups and Sunday school classes).

4. *Ambassador Program*

Kicked off in 2015, the Special Offerings Leader Support Network (SOLSN) is made up of volunteer Ambassadors who reach out to churches and mid councils, by phone and/or in person, to increase giving to and connection with the four church-wide Special Offerings. Ambassadors contact churches, meet with pastors, present at Presbytery meetings, present Minutes for Mission during worship services, and so much more.

As of the writing of this report, there are twenty-five active Ambassadors (19 women and 6 men). They come from 20 different Presbyteries and range in age from 21-69 years old. Through the first two offerings of 2015 (OGHS and Pentecost), they made 630 contacts with congregation and mid council leaders. Already, these efforts are resulting in an increased awareness and understanding of the four offerings, as well as increased participation. While these initial results are promising, these efforts should continue to be monitored by Special Offerings staff as well as the PMA.

5. *Special Offerings Director*

At present, Special Offerings is overseen by an interim manager. While the Task Force understands this to be a temporary situation, we encourage the PMA to establish a permanent director position to oversee this work of managing more than \$12 million in giving. Special Offerings is not simply a support service. As noted, participation in special offerings is a ministry in its own right, a ministry that deepens our denominational connectedness. Special offerings require interaction and coordination among a large and diverse group of ministries and constituencies throughout multiple agencies and levels of the PC(USA). It is essential to have a unit with an eye toward developing a unified story and strategy for this diverse work as their primary objective with a seat at the table among leadership as a partner in ministry.

VI. The Specific Offerings:

1. One Great Hour of Sharing

One Great Hour of Sharing (OGHS) continues to be the largest and most widely supported of the special offerings. The offering's long interdenominational history and strong reputation has created a loyal contributor base. Presbyterian Disaster Assistance, the Presbyterian Hunger Program (PHP), and Self-Development of People (SDOP), are among the most highly esteemed programs in the denomination. Yet, the task force is mindful that we must continually connect new Presbyterians with the significance and purpose of the offering.

More can be done to communicate the overall purpose of the offering beyond the particular activities of the recipient programs. The task force understands that these three programs are ministries of compassion and justice on a continuum from disaster and poverty relief to development. A unified and well-articulated vision for the offering as a whole invites collaboration among recipient programs and reduces confusion among donors. Since the OGHS name does not clearly identify what benefits the offering delivers, we want to encourage Special Offerings to be succinctly clear about the benefit achieved through donations to the offering as a package, rather than the multiple layers of interpretation required by a federated funding model.

The Task Force continues to affirm the recipient programs as the appropriate programs for the offering. There is some concern that the SDOP program has impact in only 31 presbyteries, even though

this is a national offering. As SDOP celebrated its forty-fifth anniversary in 2015, we encourage program leaders to consider ways to revise and extend their work to more venues.

The Task Force was pleased to hear of collaborative efforts among the programs. We want to encourage more work in that direction.

2. Pentecost Offering

The SORTF affirms the configuration of program recipients for the Pentecost Offering. We affirm the focus on ministries targeting the first third of life. We believe the transformation of the offering into a seasonal offering was a positive development. We applaud the use of social media and personal networks to advance the programs like Young Adult Volunteers, while simultaneously generating new donor streams through these approaches.

There is much passion in the denomination around youth and young adults. We believe this offering ought to connect well with congregations. However, as with most of the special offerings, the name of the offering does not describe what the offering delivers. Here again, we lift the need for staff to be succinctly clear about the benefits of the offering.

3. Peace & Global Witness

The denomination is living into this new offering and the SORTF believes this offering has great potential. The former Peacemaking Offering has been expanded into a Peace & Global Witness Offering. Through 2016, the programs historically supported by the Peacemaking Offering will be supported at past levels while any funds received beyond that level will be assigned to Global Witness. After 2016, these restrictions expire.

The SORTF wishes to emphasize the need for clarity and coherence concerning the programmatic emphases of the new offering going forward. We understand that the thrust of the offering will be towards initiatives that have both a peacemaking and global witness component, though some programs may include only one or the other. What are examples of specific programs that might receive funding? While it is true that the changes will not be felt financially until the 2017 offering, the sooner there is clarity about the specifics of the offering, the easier it will be to promote the changes when they take effect.

The SORTF also wants to affirm the practice where 25% portion of the offering that goes to mid councils is split 12.5% to presbyteries and 12.5% to synods.

4. Christmas Joy Offering

The SORTF affirms the purposes of the Christmas Joy Offering, caring for leadership in need as well as raising up new leadership. Board of Pensions assistance programs continue to play a vital role in the welfare our pastors and church workers in times of need. The need for more racial ethnic leadership in our denomination grows ever more pressing and the historically Presbyterian racial ethnic institutions continue to have a role in that objective. But as with other offerings above, the name of the offering does not describe its purpose. Again, we stress the importance for donors to quickly and easily grasp the intent of the offering.

III. Additional Recommendations Regarding the Christmas Joy Offering

The Special Offerings Review Task Force recommends that the Executive Committee propose for

approval by the Presbyterian Mission Agency Board and adoption by the 222nd General Assembly (2016), that the Presbyterian Mission Agency

1. **Maintain funding to the remaining Historically Presbyterian Racial Ethnic Institutions (HPREIs) at current percentages of the Christmas Joy Offering (CJO). (As of the date of this report the HPREIs that qualify for funding through CJO are The Menaul School, Presbyterian Pan American School, and Stillman College.)**
2. **Allocate funds that have become available from HPREIs that no longer qualify for funding through the CJO to support and advance the work of Racial Ethnic and Women's Ministry in their programs of racial ethnic leadership development.**

Rationale

The Presbyterian Mission Agency Board referred the following item from the Historically Presbyterian Racial Ethnic Institutions Task Force (HPREITF) Report to us for our review and comment.

“That the Presbyterian Mission Agency Board approve and recommend that the 222nd General Assembly (2016) approve that funds from the Christmas Joy Offering continue to be disbursed to eligible Historically Presbyterian Racial Ethnic Institutions through 2024, after which time funds will be allocated for racial ethnic leadership development programs in the Presbyterian Mission Agency.”

We affirm the report of the HPREITF as written. There is a complex history of how this recommendation came to be. We believe some background information is essential to making an informed evaluation.

I. Background:

1. Offering Purpose

The Christmas Joy Offering began at reunion in 1983, combining offerings from two predecessor denominations. The Articles of Agreement defining the offering were as follows.

Racial ethnic educational institutions have been the primary source from which racial ethnic church leadership has developed. Consistent with the dire need for racial ethnic leadership, the General

Assembly Council shall propose to the General Assembly ways whereby the General Assembly shall be able to fulfill its responsibility for education through colleges and secondary schools and for meeting the operational and developmental needs of those Presbyterian schools that historically have served Black Americans and those serving other racial ethnic groups.

The emphases of racial ethnic *church* leadership and support of HPREIs were wedded together, the latter being seen as the primary means of developing the former. In 1983, there were six colleges and two secondary schools. (Today there are two secondary schools and one college who are eligible and receive funds.)

2. Task Forces

Special Offerings Advisory Task Force (SOATF)

The 219th General Assembly (2008) formed a Special Offerings Advisory Task Force (SOATF) to do a thorough examination of Special Offerings and to make recommendations for revitalizing the offerings. As noted above, offering receipts had been declining. When the SOATF made their report to the 220th General Assembly (2012), one of their recommendations was to expand the use of CJO funds beyond HPREIs to programs specifically targeted to developing and connecting racial ethnic *church* leadership. The GA would appoint a task force of racial ethnic leaders, including leadership from the institutions, to explore how the CJO funds could be used to develop racial ethnic leadership. This component of the SOATF's recommendations was not approved.

Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering.

At the 221st General Assembly (2014), the SOATF again recommended that an Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering be established and report back the PMAB by the end of 2015. This committee was appointed and charged as follows:

Examine the implications of how the church can best

- (a) be true to its commitment to the Historically Presbyterian Racial-Ethnic Institutions with whom it has covenanted.
- (b) ensure adequate provisions for an effective program of racial ethnic leadership development for the future racial ethnic leadership needs of the church.

The Advisory Committee made two recommendations:

- (a) Maintain funding to the remaining Historically Presbyterian Racial Ethnic Institutions (HPREIs) at current percentages of the Christmas Joy Offering (CJO). As of the date of this report the HPREIs that qualify for funding through CJO are The Menaul School, Presbyterian Pan American School, and Stillman College.
- (b) Allocate funds that have become available from HPREIs that no longer qualify for funding through the CJO to support the work of the Racial Ethnic Leadership Development Office...

In short, the Advisory Committee recommendation (b) called for a consultation by 2017, including the leaders of HPREIs and other racial ethnic leaders, to determine how best to improve

intercultural, interracial, and interreligious proficiencies, and other initiatives to enhance racial-ethnic leadership development. The PMAB approved the cap in funding to 2015 percentages for existing institutions in recommendation (a) and replaced recommendation (b).

Historically Presbyterian Racial Ethnic Institutions Task Force (HPREITF)

Also at the 220th General Assembly (2012), there was a request to include Bloomfield College as one of the HPREI's. It was rejected but the GA directed that the Advocacy Committee on Racial Ethnic (ACREC) Concerns “develop a brief strategy document that describes the characteristics of racial ethnic schools and colleges that produce racial ethnic leadership.” (HPREI Item c.103 Background.) ACREC concluded they did not have the expertise to do such work and recommended that GA form a task force consisting of members of the Presidents Roundtable (i.e., presidents of HPREIs) to do this work.

Parallel to these actions, the Presbyterian Mission Agency Board, at its February 2014 meeting, had discussions about how non-HPREI educational institutions might be considered for support. The Board recommended that the General Assembly create a task force to explore these issues and offer recommendations.

In response, the 221st General Assembly (2014) formed a Historically Presbyterian Racial Ethnic Institutions Task Force (HPREITF) that incorporated the aims of both recommendations into one task force. The task force members were mainly members of the Presidents Roundtable (presidents of institutions receiving CJO funds). The GA charged them with two tasks:

- 1) determine how the PC(USA) can be true to its commitment to its Historically Presbyterian Racial Ethnic Institutions while considering how other Presbyterian-related racial ethnic educational institutions can be in relationship with the PC(USA) and be considered for support
- 2) define and interpret the standards for racial ethnic schools related to the PC(USA) to be considered for support and then determine the characteristics of these schools that produce racial ethnic leaders in today's multicultural society.

They made three recommendations. The first recommendation defined the parameters of qualifying as an HPREI. The third encouraged the denomination to find innovative ways to continue the partnership with these institutions for racial ethnic education. It is their second recommendation that was of significance for the SORTF. The second recommendation reads:

“That the Presbyterian Mission Agency Board approve and recommend that the 222nd General Assembly (2016) approve that funds from the Christmas Joy Offering continue to be disbursed to eligible Historically Presbyterian Racial Ethnic Institutions through 2024, after which time funds will be allocated for racial ethnic leadership development programs in the Presbyterian Mission Agency.” (HPREI Task Force Report, Recommendation #2)

In offering this recommendation, the HPREI Task Force gives some background about HPREI's and their relationship to the denomination. They review the changing dynamics and needs for racial ethnic leadership in the denomination. Ten years from now, they see HPREIs substituting other streams of revenue for the Christmas Joy Offering, as they fulfill their critical mission of giving racial ethnic men and women a quality education in a supportive environment. The portion of the Christmas Joy Offering

they currently receive would then be entirely devoted to racial ethnic leadership programs that address the expanding diversity of Presbyterian ethnic groups.

“The Task Force believes that in ten years the Historically Presbyterian Racial Ethnic Institutions will have sufficient endowments and other provisions in place that should enable them to sustain their operations without receiving funding from the Christmas Joy Offering. Therefore, the Task Force recommends that the racial ethnic schools and colleges be eligible for disbursements through 2024, after which time funds will be allocated for racial ethnic leadership programs in the Presbyterian Mission Agency. The task force also encourages the Presbyterian Church (U.S.A.) to be in partnership with the Historically Presbyterian Racial Ethnic Institutions to explore new and creative ways to support racial ethnic education, which it believes is helpful in developing racial ethnic leaders to serve the church and society.” (HPREI Task Force Report, Background on Recommendation #2.)

The Presbyterian Mission Agency Board referred recommendation #2 to the SORTF for advice and comment.

II. Special Offerings Review Task Force (SORTF) response.

The request for advice and comment suggested to us that there was concern about the HPREITF’s recommendation. The PMAB did not make their concerns explicit to the SORTF. In August of 2015, we received a letter from the Advocacy Committee on Racial Ethnic concerns, expressing opposition to the HPREITF’s recommendation for ending disbursements to HPREI’s. We presume the issues ACREC raised is what prompted the referral.

The SORTF spent considerable time reviewing the history of decisions that have brought to this point. The SORTF also met with the chair of the ACREC and consulted with the chairs of the various racial-ethnic caucuses. We also contacted the HPREITF for their input on the ACREC letter.

The SORTF believes there is a difference of opinion related to two overlapping but different priorities. One priority is development of racial ethnic leadership *for the church*. The other is providing quality education and a supportive environment for racial ethnic students, with no particular emphasis on Presbyterian church leadership. The former could certainly be a subset of the latter. What we heard from ACREC and the various caucuses was a desire to fund the latter. The need for both types of educational environments is great. Nevertheless, the SORTF supports the HPREITF’s recommendation for directing funding toward initiatives targeting racial ethnic church leadership. Three critical observations:

1. The Special Offering Advisory Task Force (2008-2014) did extensive discernment regarding this topic and concluded there was a need to expand our racial ethnic church leadership development efforts beyond that provided through HPREIs.
2. The Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering recommended that the Christmas Joy Offering receipts going to HPREIs be frozen at current percentages, a continuation of the action taken by the 221st General Assembly (2014).
3. The Historically Presbyterian Racial Ethnic Institutions Task Force, a task force consisting mostly of presidents of HPREIs, take these recommendations a step further, in recommending that the required funding of HPREIs through the Christmas Joy Offering end in 2024 and that the CJO funds be put toward racial ethnic church leadership.

All three entities have discerned a need to shift our Christmas Joy Offering strategy toward more targeted avenues of developing racial ethnic church leadership. With regard to the HPREITF proposal, we observe that the potential streams of funding for racial ethnic education from within the denomination and beyond are likely more plentiful than are the streams willing to support development of racial ethnic Presbyterian Church (U.S.A.) leadership. Furthermore, in our review of the offering's history, we conclude that the primary objective of the offering was the development of racial ethnic *church* leadership. We must not only ask what we can do but what are we uniquely positioned to do.

The reality is that each of these three entities researched options and exercised discernment at levels beyond which the SORTF was charged with doing. We respect and endorse the work of these faithful servants and affirm Recommendation #2 in the HPREITF report.

With that said, the SORTF is concerned about the future relationship between the denomination and HPREIs. Each of these three entities have raised similar concerns in their own way. We wish to add our voice to those calling on the denomination to not lose this historic partnership in mission.

A Financial Implication Cover Sheet should accompany each Report to the General Assembly (RGA).

Agency - PMA/Funds Development/Special Offerings Date - January 27, 2016

Contact - Bryce Weibe

- 1) Does the report include a recommendation(s) that has a financial impact? No
- a) Please identify each recommendation and the component(s) of its cost. *

*Meetings should detail the number of attendees, number of days and the year in which it will occur. Printed resources should detail the estimated page length and the intended distribution audience.

- 2) Has a General Assembly entity been asked to perform a task? If so,

a) Please identify the staff member that was consulted. N/A

- 3) Will the General Assembly entity absorb the costs associated with this RGA? If so,

a) What Program(s) will be discontinued?

- b) What additional sources of funding have been identified?

For Assistance Contact	<p>Office of the General Assembly</p> <p>Takiyah Cuyler John Wood (215) 928-3885 (215) 928-3896 tcuyler@history.pcusa.org jwood@history.pcusa.org</p>	<p>Presbyterian Mission Agency</p> <p>Denise Hampton Andrea McNicol Cindy Schultz (800) 728-7228 ext. 5575 (800) 728-7228 ext. 5555 (800) 728-7228 ext. 5541 denise.hampton@pcusa.org andrea.mcnicol@pcusa.org cindy.schultz@pcusa.org</p>
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**Report H.108
PERSONNEL SUBCOMMITTEE TO
EXECUTIVE COMMITTEE OF
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016**

The Presbyterian Mission Agency Board Personnel Subcommittee reports the activities of the Personnel Subcommittee meetings of December 7, 2015, and January 7, 2016 to the Executive Committee:

I. FOR CONSENT:

None

II. FOR ACTION:

The Personnel Subcommittee recommends that the Executive Committee of the Presbyterian Mission Agency Board approve and recommend the following actions to the Presbyterian Mission Agency Board:

- A. Approve changes to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (“Plan”), which are reflected in the attached draft Plan (Attachment 1) and are shown in the attached chart (Attachment 2), and forward to the 222nd General Assembly as part of a response to referral and report to the General Assembly (strike-throughs denote deletions and underlines denote additions).**
- B. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-03:**

2014 Referral: Item 08-03. Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women’s Concerns (ACWC) and Report to the 222nd General Assembly (2016) —From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476–86; p. 217 of the print copy).

Presbyterian Mission Agency’s General Counsel, Human Resources Director, Director for Policy, Administration and Board Support and Associate for Advocacy Committee Support consulted with ACREC on 10/27/15 and with ACWC on 10/29/15.

The advocacy committees asked questions about the proposed revisions and provided input that was considered and resulted in some further modifications to the proposed revision of The Churchwide Plan for Equal Employment Opportunity and Affirmative Action. An updated version of the proposed revisions to

the Churchwide Plan for Equal Employment Opportunity and Affirmative Action are attached.

- C. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-07:

2014 Referral: Item 08-07. Fairness in Ministerial Compensation: Incentives and Solidarity, a Response to Two Referrals. Recommendation 1. Request the Presbyterian Mission Agency to Review Churchwide Ministerial Salary Data as Context for Its Review of Presbyterian Mission Agency Salaries—From the Advisory Committee on Social Witness Policy (Minutes, 2014, Part I, pp.14, 41–42, 495–503; p. 222 of the print copy).

Response: Salary ranges of positions within the Presbyterian Mission Agency are reviewed, at a minimum, every two (2) years by analyzing data from comparable religious/faith-based, nonprofit and some for-profit organizations. A review of churchwide ministerial salary data is included in this analysis. One source of this data is the Board of Pensions report on “Clergy Effective Salaries.” A review of churchwide ministerial salary data has been added to the Presbyterian Mission Agency’s compensation philosophy, which is described in the Presbyterian Mission Agency Compensation Program document.

- D. Approve the following revisions to the Personnel Subcommittee Charter (strike-through denotes deletions):

**PRESBYTERIAN MISSION AGENCY BOARD
PERSONNEL SUBCOMMITTEE CHARTER**

DESCRIPTION OF THE SUBCOMMITTEE

The Presbyterian Mission Agency Board (“Board”) approved the creation of the Personnel Subcommittee of the Executive Committee on February 17, 2012. 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;
5. any other responsibilities assigned under the Employee Handbook; and
6. any other employment-related assignment from the Executive Committee or the Board.

AUTHORITY

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.~~

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. Members may serve one additional two-year term. 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.

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.

III. FOR INFORMATION:

- A. Approved the addition of “A review of churchwide ministerial compensation data is used to provide context for position ranges and employee salaries.” to the Compensation Philosophy section of the Presbyterian Mission Agency Compensation program document.
- B. Approved the Reduction in Force Process and Selection Criteria and forwarded to the January 13, 2016 meeting of the Executive Committee for approval.
- C. Approved the minutes of the meetings of the Personnel Subcommittee held on September 8, 2015 and December 7, 2015.

Josephene D. Stewart, Chair

ITEM J.101 FOR ACTION

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

Subject: Board Governance Task Force

Recommendation:

The Nominating and Governance Subcommittee recommends that the Presbyterian Mission Agency Board Executive Committee adopt the following recommendation for consideration by the Presbyterian Mission Agency Board:

That the Presbyterian Mission Agency Board:

1. Form a Board Governance Task Force to complete a comprehensive review of the Presbyterian Mission Agency Board (PMAB) governance model and bring final recommendations to the Board's September 2017 meeting, for submission to the 223rd General Assembly (2018), regarding:
 - a. the size of the board,
 - b. the composition of the Board, including the process for selection,
 - c. the length of service of board members including the ability to serve consecutive terms,
 - d. the roles and responsibilities of board members,
 - e. the committee structure of the board,
 - f. the relationship of the board to and with PC(USA) Agencies, Advisory Committees, Advocacy Committees and other committees and organizations affiliated with PMA, and
 - g. best practices for peer groups including governance models, board and committee structures.

Should the General Assembly pass a resolution to have an independent committee assume these functions, the work of this taskforce will be made available to them, and this taskforce will discontinue its work.

2. Elect the following individuals to serve on the Board Governance Task Force

- | | | |
|----|-----------------------------------|-----|
| a. | Molly Baskin | WFR |
| b. | Greg Chan | AMT |
| c. | Marianne Rhebergen | WFT |
| d. | Conrad Rocha | HMR |
| e. | Melinda Sanders | WFR |
| f. | Jo Stewart | WFR |
| g. | To be appointed by the PMAB Chair | |

The following people would serve in an ex-officio capacity:

- a. **The chair of the PMAB (until the end of GA 2016)**
- b. **The chair elect of the PMAB**
- c. **The Interim Executive Director or his successor.**

KEY:

F = Female	M = Male
T = Teaching Elder	R = Ruling Elder
A = Asian	B = Black
H = Hispanic	W = White

Rationale:

A taskforce to complete a comprehensive review of the PMAB governance model and bring any recommendations for change is proposed because concerns have been raised, both internally and externally, that the Presbyterian Mission Agency Board is not operating effectively or efficiently. Some of the concerns which have been voiced include the selection process which is done through a complicated matrix that values geographical composition over skill sets, its large size with various categories of membership which does not foster communication or better understanding, its requirements that board members serve on more than 100 other agencies, advisory and advocacy groups, committees, taskforces, etc. which strains its membership both financially and time-wise.

By appointing a taskforce at this board meeting to consider the board structure and the governance model that is being used, work could begin immediately to understand the model that is being used and why it was chosen, to identify what is and is not working, to listen to people and groups involved and impacted, and to offer solutions that include best practices that would serve the Presbyterian Mission Agency and the wider church better. It is recognized that events could occur that would necessitate this taskforce stopping its work. However, the lack of certainty of the denomination’s next steps and its timetable makes it prudent for the PMAB to move forward.

Since this task is comprehensive and must be done in an expedited fashion, it is necessary for there to be a separate taskforce established to accomplish this work. The Nominations and Governance Subcommittee cannot undertake this responsibility and continue the work which it has been assigned to do which includes assigning or nominating people for 61 positions of service on the PMA board, Advisory Committees, Advocacy Committees and other committees and organization affiliated with PMA. This is especially true in a year when General Assembly meets and at least a third of the board is elected to serve.

The Board Governance Taskforce needs to include people with experience in the organizational structure of PMAB, best practices in governance models, and a broad understanding of the church and its history. The members of the taskforce must be willing to commit to meeting and working on an expedited schedule from the time of the February 2016 Board Meeting of PMA until their final report and recommendations at the September 2017 Board Meeting. The taskforce must represent the inclusiveness and the diversity of the denomination. The taskforce will consist of seven voting members with five from the current board and two from outside the board. The current chair, the chair elect, and the Interim Executive Director would sit as ex-officio members. If in this time frame, an Executive Director is named, he/she will assume the place of the Interim Executive Director on the taskforce. The budget for the taskforce will be set at \$17.140 per year and will be funded from taskforce funds.

**ITEM H.109
FOR ACTION**

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Corporate Property, Legal, Finance	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: Communications Response to G.A. Referrals

Recommendation:

That the Presbyterian Mission Agency Board Executive Committee recommend that the Presbyterian Mission Agency Board approve the Communications portion of the Report to the 222nd General Assembly (2016) and forward it to the General Assembly.

Final Responses to referrals

2014 Referral: Item 14-04. Racial Ethnic & New Immigrant Church Growth Consultation Committee Report.

Recommendation 4. Direct the six agencies of PC(USA)—Presbyterian Mission Agency, Office of the General Assembly, Presbyterian Investment and Loan Program, Inc., Presbyterian Foundation, Presbyterian Publishing Corporation, and Board Of Pensions—to distribute essential documents in multiple languages, as appropriate.

Response: The Presbyterian Mission Agency's Office of Communications has on staff one Spanish language translator and one Korean language translator. Their full-time work is to translate essential documents into Spanish and Korean, principally for the Office of the General Assembly and the Presbyterian Mission Agency. The documents that are considered "essential" vary depending on the different constituencies, and the Spanish and Korean caucuses have taken an active role in defining what they wish to have translated.

On the Spanish side, highlights of our translator's work include General Assembly overtures; important media releases, memos, statements, newsletters, and prayers from the Stated Clerk and GA Moderator; elder-training monthly columns and materials for Special Offerings; and a special edition published by *Presbyterians Today* called *Welcome to the Presbyterian Church*.

Highlights of our Korean translator's work include GA overtures; media releases, memos, statements, newsletters, and prayers from the Stated Clerk and GA Moderator; ruling elder materials; Belhar Confessions; Parliamentary procedures; materials about the 1001 New Worshiping Communities initiative; and materials for Special Offerings.

The Presbyterian Investment and Loan Program has one document it considers essential (their Offering Circular) that has been translated into both Spanish and Korean.

The Presbyterian Foundation had its agency overview piece translated into both Spanish and Korean. Their *Composing a Legacy* brochure (overview of Foundation services) was translated into Spanish, and their Spending Formula piece (explanation of the total return policy of the Foundation for endowment funds) was translated into Korean.

Although the Presbyterian Publishing Corporation does not consider any of its materials essential, the agency is working with OGA to publish *How to be a Presbyterian Ruling Elder* in Spanish and Korean. Their hymnal committee was intentional about including hymns with Spanish and Korean lyrics, as well as some settings in other languages. They have also produced various Thoughtful Christian studies and a hymnal (*El Himmario*) in Spanish.

The Board of Pensions offers most of its resources about plans, programs, and benefits in Spanish and Korean.

Within the Presbyterian Mission Agency, staff members from the Racial Ethnic & Women's Ministries area have been instrumental in securing translations of essential documents into other languages, largely by using teams of volunteers. The Asian Congregational Support office has translated the *Book of Order* into Chinese and Indonesian; *Presbyterians Today* Advent and Lenten devotionals into Chinese, Indonesian, Taiwanese, Thai, and Vietnamese; news stories about ordination changes and same-gender marriage into Chinese and Vietnamese; a summary (published by The Presbyterian Outlook) of actions taken by GA221 into Chinese; and various other documents into Burmese with its multiple dialects. Their webpage also includes multilingual instructions (Chinese, Indonesian, Vietnamese, Japanese, Thai, Filipino, Taiwanese) to use the Google translate tool to get rough translations of other materials. The Portuguese Congregational Support office has translated the Book of Order and a letter from the Moderator into Portuguese.

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call**

April 6, 2016

- CALL TO ORDER** Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, meeting concurrently as the Executive Committee of the Presbyterian Mission Agency Board, to order with prayer.
- ATTENDANCE** Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.
- MEMBERS PRESENT** Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Nancy Ramsay – Acting Chair, Leadership Committee
Melinda Lawrence Sanders – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Tony De La Rosa – Member Ex-Officio
- MEMBERS ABSENT** Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Mihee Kim-Kort – Member-at-large
- Leadership Cabinet* Rosemary Mitchell – Senior Director, Funds Development Ministry
Barry Creech – Director for Policy, Administration and Board Support
Hunter Farrell – Director, World Mission
Kathy Francis – Senior Director, Communications Ministry
Chip Hardwick – Director, Theology, Formation and Evangelism
Rhashell Hunter – Director, Racial Ethnic and Women’s Ministries
Sara Lisherness – Director, Compassion, Peace and Justice
Earline Williams – Deputy Executive Director for Shared Services
- Recorder* Susan Abraham – Staff, Office of the Executive Director
- Others* Gregg Brekke – Presbyterian News
Martha Clark – Staff, Office of Legal Services
April Davenport – Staff, Office of Legal Services
Rob Fohr – Staff, Compassion, Peace and Justice
Debbie Gardiner – Staff, Office of the Executive Director
Ken Godshall – Presbyterian Mission Agency Board, chair-elect
Leslie Scanlon – Presbyterian Outlook
- ACTION – 1-EC-040616** The corporate Property, Legal, and Finance Committee of the Presbyterian
GENERAL ASSEMBLY Church (U.S.A.), A Corporation (“Corporation”), **VOTED** to recommend that the

BANK ACCOUNT

Corporation rescind the previous action to approve the resolution to open an account with Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon.

The corporate Property, Legal, and Finance Committee of the Presbyterian Church (U.S.A.), A Corporation (“Corporation”), **VOTED** to approve the following resolutions and Exhibit A to open an account with Wells Fargo Bank in Portland Oregon for the 222nd General Assembly (2016) which is detailed below.

RESOLUTION

RESOLVED, that all previous resolutions authorizing signatories to the accounts listed on Exhibit A be and they hereby are revoked and superseded effective the date of this resolution; and

FURTHER RESOLVED, that the officers specified in Exhibit A (“designated signers”) be and they hereby are authorized (1) to sign, for and on behalf of this Corporation, any and all checks, drafts or other orders with respect to any funds to the credit of this Corporation with Wells Fargo Bank listed on Exhibit A, (hereinafter “Wells Fargo”) against the Corporation’s account or to make withdrawals of any such funds from these accounts by any other means authorized by Wells Fargo, that Wells Fargo be and hereby is authorized (a) to pay such checks, drafts or orders, and/or to honor such withdrawals; (b) to receive for deposit to the credit of the Corporation, and/or for collection for these accounts of this Corporation, any and all checks, drafts, notes or other instruments for the payment of money which may be submitted to it for such deposit and/or collection; to receive, as the act of this Corporation, any and all stop payment instructions with respect to any such checks, drafts or other orders when signed by any one or more of the designated signers as hereinafter designated.

FURTHER RESOLVED THAT the designated signers be and they hereby are authorized, for and on behalf of this Corporation, to transact any and all other business with or through the Institutions which at any time may be deemed by said designated signers transacting the same to be advisable EXCEPT THE BORROWING OF MONEY, OR THE OBTAINING OF ANY FORM OF CREDIT, FROM WELLS FARGO, EITHER DIRECTLY OR INDIRECTLY, WITH OR WITHOUT SECURITY.

That the Wells Fargo is further authorized to pay to the debit of these accounts any and all checks, drafts and other instruments for the payment of money drawn in the name of the Corporation bearing or purporting to bear the facsimile signature(s) of the President, Vice President, or Senior Vice President inclusive of and in favor of any person whose facsimile signature appears thereon, if the facsimile signature(s) thereon, resemble(s) the

specimen(s) filed with the Institutions.

That the Institutions are hereby notified that any check in excess of Twenty-five Thousand Dollars (\$25,000.00) requires two signatures, one which may be a facsimile signature.

Exhibit A

**Wells Fargo Bank
Portland, OR**

Account #	Account Name	Officers Authorized to Sign
	Presbyterian Church USA 222 General Assembly	President Executive Vice President/CFO Sr. Vice President and Secretary Vice President and Assistant Secretary Vice President Associate for Assembly Operations

See **Appendix 1** for full report.

**ACTION – 2-EC-040616
ELECTION OF
TREASURER**

The Executive Committee **VOTED** to elect Earline B. Williams Executive Vice President/Chief Financial Officer and Treasurer of Presbyterian Church (U.S.A.), A Corporation and its Constituent Corporations, effective immediately, to serve until the earlier of her resignation, removal, death or until a successor is hired or until her employment status with Presbyterian Church (U.S.A.), A Corporation is terminated (**Appendix 2**).

**ACTION – 3-EC-040616
MRTI PROXY VOTING
RECOMMENDATION**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to the following recommendations of the Committee on Mission Responsibility Through Investment (**Appendix 3**):

- 1. Affirm the proxy voting recommendations of the Committee on Mission Responsibility Through Investment (MRTI) contained in the 2016 Shareholder Resolution Directory as amended (Appendix 4).** (Additions are shown as underlined.)

RESBYTERIAN CHURCH (USA) SHAREHOLDER ENGAGEMENT

For your information, seven resolutions were filed or co-filed by MRTI using stock held in the Board of Pensions General Assistance Fund. These include Phillips 66 (resolution was withdrawn in March 2016), Chevron, ExxonMobil, AES Corporation, Marathon Petroleum, and Noble Energy on climate change issues. In addition, during its regular meetings, MRTI met with the environmental team at Hess Corporation and Celanese, the Community Reinvestment Act Compliance staff of Wells Fargo, and the investor relations staff of Entergy. Old Dominion received a resolution on

human trafficking policy which was withdrawn following a productive dialogue. The companies with whom the PCUSA filed or co-filed resolutions will be marked with an “F” on the list (see KEY).

MRTI also participated in dialogues with Goldman Sachs and Wells Fargo on banking policies, strategic planning and environmental investing. Other MRTI members joined a conference call with Hershey Corporation on labor standards in their supply chain, particularly regarding children. MRTI members also attended multi-shareholder meetings with companies such as Apache, BHP Billiton, ConocoPhillips and ExxonMobil.

GENERAL ASSEMBLY DIVESTMENT POLICY

It should also be noted that the General Assembly has a policy of not investing in certain corporations due to their involvement in military-related production or tobacco. Some of these corporations received shareholder resolutions. Although the General Assembly urges that stock in these companies not be held, MRTI formulated recommendations on proxy voting anyway as some organizations, congregations or individuals may still own stock in these corporations for various reasons, and yet utilize these recommendations as they consider voting their proxies. Companies on the GA divestment include: Altria Group (Philip Morris), CACI International, Inc., GEO Group, Motorola Solutions, Philip Morris International Group, Raytheon, Reynolds American Inc. These companies will be marked with an * asterisk on the list (see KEY).

- 2. Request the Presbyterian Church (USA) Foundation/ New Covenant Trust Company and the Board of Pensions to vote proxies on the shareholder resolutions submitted to companies in which they own stock in accordance with the recommendations listed in the 2016 Shareholder Resolution Directory (Appendix 4).**
- 3. Urge the mid-councils, related institutions, congregations and individual members of the Presbyterian Church (USA) to give serious consideration to the proxy voting recommendations when they vote on shareholder resolutions.**

ACTION – 4-EC-040616
HOLY COMMUNION

The Executive Committee **VOTED** to approve the celebration of Holy Communion at the following events (**Appendix 5**):

- 1. Respite Retreat for Presbytery Leaders, April 11-13 in St. Louis, Missouri.**
- 2. Regional Staff Development Seminar on April 30, 2016, at Hampton Inn – Downtown, Louisville, Kentucky.**
- 3. World Mission Sharing Conference on July 16, 2016 at the Laws Lodge, Louisville Presbyterian Theological Seminary, Louisville, Kentucky.**

ACTION – 5-EC-040616
BOARD MEETING

Gamm led the committee through the proposed agenda for the April Board meeting. The Executive Committee **VOTED** to approve the agenda for the April

AGENDA

2016 meeting of the Presbyterian Mission Agency Board as presented (**Appendix 6**).

ACTION – 6-EC-040616
EXECUTIVE
COMMITTEE MEETING
AGENDA

The Executive Committee **VOTED** to approve the April 2016 Executive Committee meeting agenda with the following amendment (**Appendix 7**).

- Change starting time to 8:00 a.m. instead of 8:30 a.m.

ACTION – 7-EC-040616
ASSIGNMENT OF
BUSINESS TO
COMMITTEES

Barry Creech reviewed the assignment of business items to Board committees. The Executive Committee **VOTED** to approve the assignment of business to committees as amended (**Appendix 8**):

- B.103 “Facing Racism: A Vision of the Intercultural Community” – change name of ministry area from CPJ to RE&WM
- C.102 Comments on Overture 013, On Amending G-1.0304, The Ministry of Members by Adding “Caring for God’s Creation” – change name of ministry area from RE&WM to CPJ.

The Executive Committee **VOTED** to amend the Information Items to include a detailed budget from the Presbyterian Church (U.S.A.) Foundation to the Finance Committee.

INFORMATION ITEMS

The Executive Committee received updates on the work of the Governance Task Force, the Implementation Team and the Presbyterian Mission Agency Review Response Team. Gamm commended the Task Forces for the work they had accomplished in a short period of time.

Gamm reminded the Executive Committee that the PMAB would meet in closed session on April 20 at 5:00 p.m. Eastern time for a preliminary review of the budget.

ACTION – 8-EC-040616
GENERAL ASSEMBLY
BANK ACCOUNT

The corporate Property, Legal, and Finance Committee of the Presbyterian Church (U.S.A.), A Corporation (“Corporation”), **VOTED** to (**Appendix 9**):

Recommend that the Corporation take the following action to rescind the previous action to approve the resolution to open an account with Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon.

Approve the following resolutions and Exhibit A to open an account with Wells Fargo Bank in Portland Oregon for the 222nd General Assembly (2016) which is detailed as follows:

RESOLUTION

RESOLVED, that all previous resolutions authorizing the opening of an account at Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon be and they hereby are revoked and rescinded effective the date of this resolution; and

FURTHER RESOLVED that the Corporation is authorized to open an

account with Wells Fargo Bank in Portland, Oregon for the 222nd General Assembly (2016); and

FURTHER RESOLVED, that the officers specified in Exhibit A (“designated signers”) be and they hereby are authorized (1) to sign, for and on behalf of this Corporation, any and all checks, drafts or other orders with respect to any funds to the credit of this Corporation with Wells Fargo Bank listed on Exhibit A, (hereinafter “Wells Fargo”) against the Corporation’s account or to make withdrawals of any such funds from these accounts by any other means authorized by Wells Fargo, that Wells Fargo be and hereby is authorized (a) to pay such checks, drafts or orders, and/or to honor such withdrawals; (b) to receive for deposit to the credit of the Corporation, and/or for collection for these accounts of this Corporation, any and all checks, drafts, notes or other instruments for the payment of money which may be submitted to it for such deposit and/or collection; to receive, as the act of this Corporation, any and all stop payment instructions with respect to any such checks, drafts or other orders when signed by any one or more of the designated signers as hereinafter designated.

FURTHER RESOLVED THAT the designated signers be and they hereby are authorized, for and on behalf of this Corporation, to transact any and all other business with or through the Institutions which at any time may be deemed by said designated signers transacting the same to be advisable **EXCEPT THE BORROWING OF MONEY, OR THE OBTAINING OF ANY FORM OF CREDIT, FROM WELLS FARGO, EITHER DIRECTLY OR INDIRECTLY, WITH OR WITHOUT SECURITY.**

That the Wells Fargo is further authorized to pay to the debit of these accounts any and all checks, drafts and other instruments for the payment of money drawn in the name of the Corporation bearing or purporting to bear the facsimile signature(s) of the President, Vice President, or Senior Vice President inclusive of and in favor of any person whose facsimile signature appears thereon, if the facsimile signature(s) thereon, resemble(s) the specimen(s) filed with the Institutions.

That the Institutions are hereby notified that any check in excess of Twenty-five Thousand Dollars (\$25,000.00) requires two signatures, one which may be a facsimile signature.

Exhibit A

**Wells Fargo Bank
Portland, OR**

Account #	Account Name	Officers Authorized to Sign
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	Presbyterian Church USA 222 General Assembly	President Sr. Vice President and Secretary Vice President and Assistant Secretary Vice President Associate for Assembly Operations
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**ACTION – 9-EC-040616
 CONVENE IN CLOSED
 SESSION**

The Executive Committee **VOTED** to convene in closed session at 3:43 p.m. as the Executive Committee of the Board of the Presbyterian Mission Agency and Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee to attend the closed session, and with the following individuals invited to attend all or a portion of the meeting:

1. Tony De La Rosa
2. Martha Clark
3. April Davenport
4. Susan Abraham

The Executive Committee **VOTED** to amend the motion to add Ken Godshall to the list of those invited

**ACTION – 10-EC-040616
 RISE FROM CLOSED
 SESSION**

The Executive Committee **VOTED** to rise from closed session at 4:18 p.m.

**ACTION – 11-EC-040616
 SERVICES BY PMA
 BOARD MEMBERS**

The chair announced that the Executive Committee **VOTED** to approve the following resolutions in closed session:

RESOLVED, the Presbyterian Mission Agency (“PMA”) Board Executive Committee hereby approves provision of preaching and guest coordinating services at the 2016 Presbyterian Youth Triennium by PMA Board members, said service to be uncompensated except to the extent that reasonable travel expenses, as more fully described in the *Guidelines for Reimbursement for Presbyterian Mission Agency Elected Members and Staff*, may be reimbursed by the Presbyterian Mission Agency.

RESOLVED FURTHER, the PMA Board Executive Committee hereby approves provision of workshop leadership services at the 2016 Go Disciple Live “Be the Light” Conference by its Board member, said service to be uncompensated except to the extent that reasonable travel expenses, as more fully described in the *Guidelines for Reimbursement for Presbyterian Mission Agency Elected Members and Staff*, may be reimbursed by the Presbyterian Mission Agency.

**ADJOURNMENT AND
 CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 4:19 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Tony De La Rosa
Interim Executive Director, Presbyterian Mission Agency

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 1

Subject: GENERAL ASSEMBLY BANK ACCOUNT

Recommendation: That the corporate Property, Legal, and Finance Committee of the Presbyterian Church (U.S.A.), A Corporation (“Corporation”), recommend the Corporation take the following action to rescind the previous action to approve the resolution to open an account with Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon.

Recommendation: Approve the following resolutions and Exhibit A to open an account with Wells Fargo Bank in Portland Oregon for the 222nd General Assembly (2016) which is detailed in the following pages.

RESOLUTION

RESOLVED, that all previous resolutions authorizing signatories to the accounts listed on Exhibit A be and they hereby are revoked and superseded effective the date of this resolution; and

FURTHER RESOLVED, that the officers specified in Exhibit A (“designated signers”) be and they hereby are authorized (1) to sign, for and on behalf of this Corporation, any and all checks, drafts or other orders with respect to any funds to the credit of this Corporation with Wells Fargo Bank listed on Exhibit A, (hereinafter “Wells Fargo”) against the Corporation’s account or to make withdrawals of any such funds from these accounts by any other means authorized by Wells Fargo, that Wells Fargo be and hereby is authorized (a) to pay such checks, drafts or orders, and/or to honor such withdrawals; (b) to receive for deposit to the credit of the Corporation, and/or for collection for these accounts of this Corporation, any and all checks, drafts, notes or other instruments for the payment of money which may be submitted to it for such deposit and/or collection; to receive, as the act of this Corporation, any and all stop payment instructions with respect to any such checks, drafts or other orders when signed by any one or more of the designated signers as hereinafter designated.

FURTHER RESOLVED THAT the designated signers be and they hereby are authorized, for and on behalf of this Corporation, to transact any and all other business with or through the Institutions which at any time may be deemed by said designated signers transacting the same to be advisable EXCEPT THE BORROWING OF MONEY, OR THE OBTAINING OF ANY FORM OF CREDIT, FROM WELLS FARGO, EITHER DIRECTLY OR INDIRECTLY, WITH OR WITHOUT SECURITY.

That the Wells Fargo is further authorized to pay to the debit of these accounts any and all checks, drafts and other instruments for the payment of money drawn in the name of the Corporation bearing or purporting to bear the facsimile signature(s) of the President, Vice President, or Senior Vice President inclusive of and in favor of any person whose facsimile signature appears thereon, if the facsimile signature(s) thereon, resemble(s) the specimen(s) filed with the Institutions.

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 1

That the Institutions are hereby notified that any check in excess of Twenty-five Thousand Dollars (\$25,000.00) requires two signatures, one which may be a facsimile signature.

Background: Because Pacific Continental Bank (“Pacific”) is a small bank and is not equipped to handle the corporate needs of our organization, it is not in the best interest of the Corporation to pursue an account with Pacific. Wells Fargo Bank has been identified as an appropriate alternative financial institution to meet the needs of the corporation in Portland, Oregon, for the General Assembly.

Exhibit A

**Wells Fargo Bank
Portland, OR**

Account #	Account Name	Officers Authorized to Sign
	Presbyterian Church USA 222 General Assembly	President Executive Vice President/CFO Sr. Vice President and Secretary Vice President and Assistant Secretary Vice President Associate for Assembly Operations

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 2

Subject: Election of Treasurer

Recommendation:

That the Executive Committee elect Earline B. Williams Executive Vice President/Chief Financial Officer and Treasurer of Presbyterian Church (U.S.A.), A Corporation and its Constituent Corporations, effective immediately, to serve until the earlier of her resignation, removal, death or until a successor is hired or until her employment status with Presbyterian Church (U.S.A.), A Corporation is terminated.

Background:

Upon the resignation of Dorothy J. Smith, Vice President and Treasurer, the office of Treasurer is now vacant.

Pennsylvania requires every nonprofit corporation to have a president, secretary, and a treasurer, or persons who shall act as such regardless of the name or title by which they may be designated, elected or appointed and may have such other officers and assistant officers as it may authorize from time to time. Pennsylvania law and the bylaws of the Presbyterian Church (U.S.A.), A Corporation allow for one person to hold more than one office. At various times since the restructure of the Presbyterian Church (U.S.A.), A Corporation in June of 1993, the Executive Vice-President/Chief Financial Officer has also held the office of Treasurer.

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 3

Subject: PROXY VOTING RECOMMENDATIONS

Recommendation:

That the Presbyterian Mission Agency Board Executive Committee:

- 1. Affirm the proxy voting recommendations of the Committee on Mission Responsibility Through Investment (MRTI) contained in the 2016 Shareholder Resolution Directory (Appendix 1).**
- 2. Request the Presbyterian Church (USA) Foundation/ New Covenant Trust Company and the Board of Pensions to vote proxies on the shareholder resolutions submitted to companies in which they own stock in accordance with the recommendations listed in the 2016 Shareholder Resolution Directory (Appendix1).**
- 3. Urge the mid-councils, related institutions, congregations and individual members of the Presbyterian Church (USA) to give serious consideration to the proxy voting recommendations when they vote on shareholder resolutions.**

Background:

Each year MRTI compiles a list of shareholder resolutions being filed with specific corporations on certain designated issues. For 2016, the issues addressed include environment, energy, equal employment opportunity, tobacco, corporate governance, international human rights, employee relations, employment and environmental standards, global finance and others.

MRTI during its meeting on February 13, 2016, examined each of these resolutions on the basis of General Assembly Investment Policy Guidelines for social concerns, and made a recommendation as to whether or not the resolution should be supported by the Presbyterian Church (USA), or whether a formal abstention should be recorded. These recommendations are transmitted to the Presbyterian Mission Agency Board for its affirmation. A summary of recommended proxy votes by company is contained in Appendix 1.



**MISSION RESPONSIBILITY THROUGH
INVESTMENT**

**2016 SHAREHOLDER RESOLUTIONS
DIRECTORY WITH
PROXY VOTING
RECOMMENDATIONS**

April 6, 2016

The Committee on Mission Responsibility Through Investment (MRTI) met on February 11-13, 2016, and reviewed shareholder resolutions being submitted to corporations for their 2016 Annual Meetings. These resolutions concern social and ethical issues related to the corporations' business operations and policies. MRTI adopted recommendations on voting of proxies in support or opposition to these resolutions, or whether a formal vote of abstention should be recorded.

The recommendations were approved by the Presbyterian Mission Agency Board Executive Committee at its meeting via conference call on April 6, 2016. The recommendations will be communicated to mid-councils, related institutions, and congregations and individuals who have expressed interest in proxy voting as a part of socially responsible investing.

**PROXY
VOTING
PROCESS**

MRTI reviewed resolutions that were submitted to 218 corporations. Many of these resolutions will not appear on the proxy statement when it is mailed to shareholders. Often negotiations between the corporation and the shareholder filing the resolution result in an agreement about the subject matter, and the resolution is withdrawn. Some resolutions may not appear because the corporation challenged them before the Securities and Exchange Commission (SEC) contesting that the resolutions failed to meet one or more of the SEC's rules and regulations. These objections refer to the substance of the resolution; or pertain to technical matters such as length of ownership of the stock. If the SEC finds merit in the corporation's arguments, the SEC will inform the corporation that it will take no action if the resolution is omitted from the proxy.

MRTI noted that some groups did not provide a copy of their resolutions. Thus, no formal recommendation was made. However, some organizations previously have submitted resolutions with goals contrary to General Assembly Policy. MRTI urges shareholders to read the resolutions and vote their consciences. Any questions about GA policy can be directed to the MRTI office.

**PRESBYTERIAN CHURCH (USA) SHAREHOLDER
ENGAGEMENT**

For your information, seven resolutions were filed or co-filed by MRTI using stock held in the Board of Pensions General Assistance Fund. These include **Phillips 66 (resolution was withdrawn in March 2016), Chevron, ExxonMobil, AES Corporation, Marathon Petroleum, and Noble**

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 4

Energy on climate change issues. In addition, during its regular meetings, MRTI met with the environmental team at **Hess Corporation** and **Celanese**, the Community Reinvestment Act Compliance staff of **Wells Fargo**, and the investor relations staff of **Entergy**. **Old Dominion** received a resolution on human trafficking policy which was withdrawn following a productive dialogue. The companies with whom the PCUSA filed or co-filed resolutions will be marked with an “**F**” on the list (see KEY).

MRTI also participated in dialogues with **Goldman Sachs** and **Wells Fargo** on banking policies, strategic planning and environmental investing. Other MRTI members joined a conference call with **Hershey Corporation** on labor standards in their supply chain, particularly regarding children. MRTI members also attended multi-shareholder meetings with companies such as **Apache**, **BHP Billiton**, **ConocoPhillips** and **ExxonMobil**.

**GENERAL ASSEMBLY
DIVESTMENT POLICY**

It should also be noted that the General Assembly has a policy of not investing in certain corporations due to their involvement in military-related production or tobacco. Some of these corporations received shareholder resolutions. Although the General Assembly urges that stock in these companies not be held, MRTI formulated recommendations on proxy voting anyway as some organizations, congregations or individuals may still own stock in these corporations for various reasons, and yet utilize these recommendations as they consider voting their proxies. Companies on the GA divestment include: **Altria Group (Philip Morris)**, **CACI International, Inc.**, **GEO Group**, **Motorola Solutions**, **Philip Morris International Group**, **Raytheon**, **Reynolds American Inc.** These companies will be marked with an * **asterisk** on the list (see KEY).

The 2016 GA Divestment List is available on the MRTI website:
www.presbyterianmission.org/ministries/mrti/

For further information, please contact Rev. William Somplatsky-Jarman, Coordinator for Mission Responsibility Through Investment, at (888) 728-7228, Ext. 5809 (toll-free) or by email at Bill.Somplatsky-Jarman@pcusa.org. Or contact Rob Fohr, Associate for MRTI, rob.fohr@pcusa.org or at (888) 728-7228, Ext. 5035 (toll free).

**COMMITTEE ON MISSION RESPONSIBILITY THROUGH
INVESTMENT
2016 INDEX OF SHAREHOLDER RESOLUTIONS
PROXY VOTING RECOMMENDATIONS**

A vote in support of the following shareholder resolutions is recommended. If votes have already been collected, a percentage of approval will be listed.

KEY

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 4

WD – This motion has been withdrawn due to other progress.

SEC – This motion is currently being challenged at the SEC.

O – This motion is omitted due to a ruling by the SEC.

F- The PCUSA filed or co-filed this motion.

* - Company is on the PCUSA Divestment List

CORPORATION	SUBJECT
3M Company	Executive Compensation – Impact of Share Buyback
AES Corporation	Climate Risk Disclosure – F
AMEREN (Union Electric)	Climate Risk Disclosure Senior Executive Equity Retention
AT&T Inc.	Political Contributions Renewable Energy Goals - WD
AbbVie	Lobbying Expenditures Disclosure Safe Disposal of Prescription Drugs Prevent Water/Pollution Proxy Access for Shareholders
Abbott Laboratories	Separate Chair & CEO
Adobe Systems Incorporated	Workplace Diversity - WD
Agrium Inc.	Human Rights Risk Assessment – Western Sahara
Air Canada	Annual Say-On-Pay Vote
Akamai Technologies, Inc.	Renewable Energy Goals
Allergan, Inc.	Lobbying Expenditures Disclosure
*Altria Group, Inc.	List Health Consequences of Additives in Products
Amazon.com, Inc.	Political Contributions Reduce E-Waste Sustainability Reporting
American Airlines	Proxy Access for Shareholders
American Electric Power Co.	Climate Risk Disclosure
American Express Co.	Lobbying Expenditures – Climate Policy

PRESBYTERIAN MISSION AGENCY BOARD

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Appendix 4

American Tower	Proxy Access for Shareholders
Amgen Inc.	Majority Vote Renewable Energy Goals Proxy Access for Shareholders
Anadarko Petroleum Corp.	Climate Risk Disclosure
Anglo American	Strategic Resilience for 2035 and Beyond
Anthem, Inc.	Lobbying Expenditures Disclosure
Aqua America, Inc.	Sexual Orientation & Gender Identity/ Expression Non-Discrimination.
Avista Corporation	Significantly Increase Low-Carbon Electricity Resources
Avon Products	Proxy Access for Shareholders
Baker Hughes Inc.	Majority Vote
Bank of America Corp.	Lobbying Expenditures – Climate Policy
Bed, Bath & Beyond	Proxy Access for Shareholders
Best Buy Co., Inc.	Minimum Wage Reform
C. R. Bard, Inc.	Separate Chair & CEO - WD
*CACI International Inc.	Board Diversity
CBS Corporation	Greenhouse Gas Reduction – Science-Based Targets
CLARCOR Inc.	Board Diversity Sustainability Reporting – GHG Emphasis - WD
CMS Energy	Proxy Access for Shareholders
CONSOL Energy Inc.	Lobbying Expenditures Disclosure Proxy Access for Shareholders
CVS Caremark Corporation Contributions	Congruency Analysis: Stated Values & Political Minimum Wage Reform Pay Disparity Renewable Energy Goals

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Executive Committee

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Cabot Oil & Gas Corporation	Board Diversity Proxy Access for Shareholders
Carrizo Oil & Gas, Inc.	Shale Energy Operations – Quantitative Risk Management
Celgene Corporation	Executive Pay: Incorporate Sustainability Metrics
Centerpoint Energy	Lobbying Expenditures Disclosure
Cerner	Proxy Access for Shareholders
Chesapeake Energy Corporation Metric	Executive Compensation: No Oil/Gas Reserve Addition
Chevron Corp.	Carbon Legislation Impact Assessment Greenhouse Gas Reduction – Science-Based Targets- F Lobbying Expenditures – Climate Policy Quantify Reserve Replacements in BTUs Responsible Investment in Burma Review Public Policy Advocacy on Climate Change - WD Right to Call Special Shareholders’ Meeting Shale Energy Operations – Quantitative Risk Management
Chipotle Mexican Grill, Inc.	Minimum Wage Reform Recycle Food & Beverage Packaging Sustainability Reporting Proxy Access for Shareholders
Church & Dwight Co., Inc.	Impact of Palm Oil on Deforestation and Human Rights - WD
Cisco Systems	Human Rights Compliance
Citigroup	Gender Pay Gap
Citrix Systems	Equal Employment Opportunity (EEO)
Coca-Cola Company	Renewable Energy Goals
Cognizant Technology Solutions Corp.	Board Diversity
Comcast Corp.	Lobbying Expenditures Disclosure
ConocoPhillips	Climate Risk Disclosure - WD Lobbying Expenditures – Climate Policy Review Public Policy Advocacy on Climate Change - WD
Continental Resources	Board Diversity

PRESBYTERIAN MISSION AGENCY BOARD

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Appendix 4

Shale Energy Operations – Quantitative Risk Management

Costco Wholesale Corp.	Board Diversity - WD
Covanta Energy	Political Contributions
Covenant Transportation Group	Human Trafficking Prevention Training
Danaher Corp.	Political Contributions
Dean Foods Company	Water Impacts of Business Operations
Delphi Automotive Systems Corp.	Board Diversity
Devon Energy Metric	Executive Compensation: No Oil/Gas Reserve Addition Lobbying Expenditures Disclosure Review Public Policy Advocacy on Climate Change
Dillard's, Inc.	Greenhouse Gas Reduction – Science-Based Targets
Discovery Communications, Inc.	Board Diversity
Disney (Walt) Company/ABC	Lobbying Expenditures Disclosure
Dollar General Corporation	Greenhouse Gas Reduction – Science-Based Targets
Dominion Resources, Inc.	Greenhouse Gas Reduction
Dr. Pepper Snapple Group	Recycle Food & Beverage Packaging
DuPont Company	Deforestation Lobbying Expenditures Disclosure
Duke Energy Corp. SEC	Lobbying Expenditures – Climate Policy Significantly Increase Low-Carbon Electricity Resources -
Dunkin' Brands Group	Recycle Food & Beverage Packaging
eBay	Proxy Access for Shareholders
EOG Resources, Inc.	Climate Change – Flaring & Methane Emissions - WD
ESCO Technologies	Sustainability Reporting - GHG Emphasis – 43.50%
Ecolab Inc.	Board Diversity

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 4

Electronic Arts	Proxy Access for Shareholders
Emerson	Annual Board Election - WD Greenhouse Gas Reduction- Science-Based Targets – 36.74% Lobbying Expenditures – Climate Policy – 39.82% Political Contributions – 31.43% Sustainability Reporting – GHG Emphasis – 47.29%
Enbridge Inc.	Lobbying Expenditures – Climate Policy
Energen Corporation	Climate Change – Flaring & Methane Emissions
Entergy Corp.	Significantly Increase Low-Carbon Electricity Resources
Exelon	Proxy Access for Shareholders
Express Scripts	Separate Chair & CEO Proxy Access for Shareholders
Exxon Mobil Corporation 2°C-F	Acknowledge Moral Imperative to Limit Global Warming to Carbon Legislation Impact Assessment Independent Director with Climate Change Expertise Lobbying Expenditures – Climate Policy Quantify Reserve Replacements in BTUs Review Public Policy Advocacy on Climate Change - WD Separate Chair & CEO Shale Energy Operations – Quantitative Risk Management Proxy Access for Shareholders
F5 Networks, Inc.	No Discrimination due to Sexual Orientation & Gender Identity/Expression - WD
Facebook Inc.	Give Each Share an Equal Vote
FedEx Corporation	Majority Vote
Fidelity National Financial	Proxy Access for Shareholders
First Republic Bank	No Discrimination due to Sexual Orientation & Gender Identity/Expression - WD
First Solar, Inc.	Political Contributions
FirstEnergy Corporation	Climate Risk Disclosure Lobbying Expenditures Disclosure Proxy Access for Shareholders

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 4

FleetCor Technologies	Proxy Access for Shareholders
Flowers Foods, Inc.	Water Disclosure and Risk Assessment
Franklin Resources, Inc.	Climate Change – Proxy Voting Policies
Freeport-McMoRan Copper & Gold Inc.	Shale Energy Operations – Quantitative Risk Management
Fresh Del Monte Produce Inc.	Water Disclosure and Risk Assessment
*GEO Group Inc.	Human Rights Policy Implementation
General Electric Company	Hudson River Cleanup
Genie	Human Rights Compliance
Goldman Sachs Group Inc.	Majority Vote
Google Inc./Alphabet	Gender Pay Gap Give Each Share an Equal Vote Human Rights Risk Assessment Lobbying Expenditures – Climate Policy Political Contributions
Great Plains Energy Incorporated	Climate Risk Disclosure
HCP	Proxy Access for Shareholders
Hershey Company	Report on Use of Nano Materials in Company’s Products/Pkg
Hess Corporation	Climate Risk Disclosure
Hologic, Inc.	Greenhouse Gas Reduction – Science-Based Targets - WD
Home Depot, Inc.	Equal Employment Opportunity (EEO) Proxy Access for Shareholders
Honeywell International Inc.	Lobbying Expenditures Disclosure
Hormel Foods Corp.	Majority Vote Phase Out Routine Use of Antibiotics
Hubbell Inc.	Energy Efficiency Goals - WD
IDEX	No Discrimination on Sexual Orientation & Gender Identity/Expression - WD

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 4

IDEXX Laboratories, Inc.	Executive Pay: Incorporate Diversity Metrics
Intel Corporation	Majority Vote
International Business Machines Corp.	Lobbying Expenditures – Climate Policy
J.B. Hunt Transport Services, Inc.	No Discrimination due to Sexual Orientation & Gender Identity/Expression
J.P. Morgan Chase & Co.	Majority Vote
Johnson & Johnson	Safe Disposal of Prescription Drugs-Prevent Water Pollution
Kellogg Company WD	Neonicotinoid-Containing Products & Pollinator Decline -
Kinder Morgan, Inc.	Climate Change – Flaring & Methane Emissions Transporting Fossil Fuels in Low-Demand Scenarios
Kroger Co.	Ban Sales of Assault Weapons Human Rights Impact Assessment Recycle Food & Beverage Packaging Renewable Energy Goals
Las Vegas Sands Corp.	Assess Human Trafficking/Forced Labor in Supply Chain
Lincoln National Corp.	Political Contributions - WD
Macerich Company	Proxy Access for Shareholders
Marathon Petroleum	Greenhouse Gas Reduction – Science-Based Targets - F Political Contributions - WD
MasterCard Incorporated	Greenhouse Gas Reduction – Science-Based Targets
McDonald’s Corp.	Greenhouse Gas Reduction – Science-Based Targets Majority Vote Phase Out Routine Use of Antibiotics
Men’s Wearhouse, Inc.	Minimum Wage Reform
Merck & Co., Inc.	Safe Disposal of Prescription Drugs-Prevent Water Pollution
Mohawk Industries	Human Rights Compliance
Mondelez International, Inc.	Recycle Food & Beverage Packaging Report: Use of Nano Materials in Company’s Products/Pkg

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 4

Monsanto	Lobbying Expenditures Disclosure Separate Chair & CEO
Monster Beverage	Proxy Access for Shareholders
Morgan Stanley	Majority Vote
* Motorola Solutions Inc.	Lobbying Expenditures – Climate Policy
Mueller Industries, Inc.	Board Diversity - WD
Murphy Oil Corporation	Proxy Access for Shareholders
NRG Energy	Proxy Access for Shareholders
NVR	Proxy Access for Shareholders
Nabors Industries	Proxy Access for Shareholders
Netflix, Inc.	Risks Related to Offensive Portrayals of Indigenous Peoples Proxy Access for Shareholders
Newfield Resources	Shale energy Operations – Quantitative Risk Management
New York Community Bancorp	Proxy Access for Shareholders
Nike, Inc.	Political Contributions
NiSource	Proxy Access for Shareholders
Noble Energy, Inc.	Climate Risk Disclosure-- F Proxy Access for Shareholders
Nordstrom, Inc.	Human Rights Impact Assessment - WD Political Contributions
Nucor Corporation	Lobbying Expenditures – Climate Policy
Occidental Petroleum Corporation	Carbon Legislation Impact Assessment Review Public Policy Advocacy on Climate Change
Old Dominion Freight Line	Human Trafficking Prevention Training- F, WD
Omicom Group Inc.	Equal Employment Opportunity (EEO) Separate Chair & CEO
O’Reilly Automotive	Proxy Access for Shareholders

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 4

PACCAR	Proxy Access for Shareholders
PG & E	Climate Change-Driven Mega-Drought
PNM Resources	Executive Pay: Incorporate Sustainability Metrics Greenhouse Gas Reduction – Science-Based Targets Sustainability Reporting
PPG Industries, Inc.	Executive Pay: Incorporate Sustainability Metrics - WD
Panera Bread Company	Minimum Wage Reform
PepsiCo, Inc.	Neonicotinoid-Containing Products & Pollinator Decline
Pfizer, Inc.	Lobbying Expenditures – Climate Policy
*Philip Morris International	Human Rights Policy Stressing Right to Health Lobbying Expenditures Disclosure – WD
Phillips 66	Greenhouse Gas Reduction – Science-Based Targets Review Public Policy Advocacy on Climate Change – F,WD
Pilgrim’s	Assess Working Conditions in Processing Plants
Pinnacle West Capital Corporation	Political Contributions
Potash Corp. of Saskatchewan	Human Rights Risk Assessment – Western Sahara
Praxair	Proxy Access for Shareholders
Precision Castparts	Proxy Access for Shareholders
RE/MAX	Human Rights Compliance
Range Resources Corporation	Political Contributions
* Raytheon Company	Lobby Expenditures Disclosure
Restaurant Brands International	Board Diversity Deforestation Phase Out Routine Use of Antibiotics
* Reynolds American Inc.	List Health Consequences of Additives in Products
Rio Tinto Group	Strategic Resilience for 2035 and Beyond
SBA Communications	Proxy Access for Shareholders

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SCANA Corporation	Significantly Increase Low-Carbon Electricity Resources
SL Green Realty	Proxy Access for Shareholders
SPX Corporation	Sustainability Reporting
salesforce.com	Proxy Access for Shareholders
Sanderson Farms, Inc.	Assess Working Conditions in Processing Plants Water Impacts of Business Operations
Simon Property Group, Inc.	Majority Vote
Southern Company	Business Plan for 2C Warming Scenario Climate Risk Disclosure Political Contributions Proxy Access for Shareholders
Southwestern Energy Company	Majority Vote No Discrimination for Sexual Orientation & Gender Identity/Expression
Spectra Energy Corp.	Lobbying Expenditures Disclosure Political Contributions
Staples, Inc.	Minimum Wage Reform
Starwood Hotel & Resorts Worldwide	Political Contributions
State Street Corporation	Excessive CEO Pay – Proxy Voting Policies
Superior Energy Services, Inc.	Human Rights Risk Assessment
Stifel Financial	Board Diversity
Stryker Corporation	Adopt Supplies Diversity Policy - WD
Suncor	Lobbying Expenditures Disclosure
Swift Transportation	Human Trafficking Prevention Training
T. Rowe Price Associates, Inc.	Climate Change – Proxy Voting Policies
TJX Companies, Inc.	Executive Pay: Incorporate Diversity Metrics Minimum Wage Reform

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	Pay Disparity Renewable Energy Goals
Target Corp.	Executive Compensation – Impact of Share Buyback Majority Vote
Time Warner Cable Inc.	Lobbying Expenditures – Climate Policy
Time Warner Inc.	Fostering Healthy Nutrition for Children
TransCanada Corporation	Lobbying Expenditures – Climate Policy
Travelers Companies, Inc.	Lobbying Expenditures – Climate Policy
Triangle Capital Corporation	Board Diversity
Tyson Foods, Inc.	Assess Working Conditions in Processing Plants – 4.54% Lobbying Expenditures Disclosure – 9.55% Risks Associated with Gestation Crate Use – 12.58% Water Impacts of Business Operations – 11.81%
Union Pacific Corporation	Board Diversity – WD
United Continental Holdings, Inc.	Assess Human Trafficking/Forced Labor in Supply Chain
United Parcel Service of America, Inc.	Lobbying Expenditures – Climate Policy Review Lobbying at Federal, State and Local Levels
Universal Health Services	Proxy Access for Shareholders
Unum Group	Proxy Access for Shareholders
Urban Outfitters	Proxy Access for Shareholders
Valeant Pharmaceuticals International	Drug Pricing
Verizon Communications Inc.	Political Contributions Renewable Energy Goals
Vertex Pharmaceuticals Incorporated	Executive Pay: Incorporate Sustainability Metrics Proxy Access for Shareholders
Viacom, Inc.	Fostering Healthy Nutrition for Children - O Give Each Share an Equal Vote
Visteon	Proxy Access for Shareholders
WEC Energy Group	Proxy Access for Shareholders

PRESBYTERIAN MISSION AGENCY BOARD

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Walgreens Boots Alliance	Executive Pay: Incorporate Sustainability Metrics
Walmart Stores, Inc.	Lobbying Expenditures – Climate Policy
Waste Connection, Inc.	Board Diversity
Wells Fargo & Company	Lobbying Expenditures Disclosure
Wendy’s International, Inc.	Phase Out Routine Use of Antibiotics
Western Union Company (The)	Create Board Committee on Human Rights
WhiteWave Foods Company	Executive Pay: Incorporate Diversity Metrics Impact of Palm Oil on Deforestation and Human Rights - WD
Whole Foods Market, Inc.	Impact of Palm Oil on Deforestation and Human Rights Reduce Food Waste
Wyndham Worldwide Corp.	Political Contributions
Xcel Energy	Proxy Access for Shareholders
Yum! Brands, Inc.	Recycle Food & Beverage Packaging
Zoetis	Proxy Access for Shareholders

Subject: Celebration of Holy Communion

Recommendation: That the Executive Committee approve the celebration of Holy Communion at the following events:

1. Respite Retreat for Presbytery Leaders, April 11-13 in St. Louis, Missouri.

Background:

The Respite Retreat for Presbytery Leaders is sponsored jointly by the Office of the General Assembly and Presbyterian Disaster Assistance. Thomas Hay will be in charge of worship.

2. Regional Staff Development Seminar on April 30, 2016, at Hampton Inn – Downtown, Louisville, Kentucky.

Background:

Approximately 22 regional staff mission co-workers as well as Louisville World Mission staff will be attending the bi-annual development seminar specifically for our regional staff. Rev. Sarah Henken, mission co-worker to Andean region will be the teaching elder for this service. Her home Presbytery is San Fernando.

3. World Mission Sharing Conference on July 16, 2016 at the Laws Lodge, Louisville Presbyterian Theological Seminary, Louisville, Kentucky.

Background:

Approximately 30 mission co-workers, who are in the U.S for Interpretation will be attending the conference as well as Louisville World Mission staff. Rev. Michael Weller, mission co-worker to Ethiopia, will be the teaching elder for the service. His home Presbytery is Abingdon/Pittsburgh.

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 6

Draft – April 8, 2016

ITEM P.100
PRESBYTERIAN MISSION AGENCY BOARD AGENDA
April 27-29, 2016
The Brown Hotel
335 W. Broadway, Louisville, KY 40202
502-583-1234

Office – J. Graham Brown Suite (3rd floor)

Tuesday, April 26, 2016

1:00pm-5:30pm Audit Committee meeting – Gallery Ballroom (16th Floor)

Wednesday, April 27, 2016

8:30 a.m.	Board Executive Committee – Secretariat B	
12:30 p.m.	Board Opening Plenary – Crystal Ballroom	
	<ul style="list-style-type: none">• Welcome and Call to Order	<i>Marilyn Gamm</i>
12:35 p.m.	<ul style="list-style-type: none">• Opening Worship with Communion and Offering	<i>Rosemary Mitchell</i>
1:05 p.m.	<ul style="list-style-type: none">• Recitation of Board Covenant• Roll Call• Approval of Board Minutes:<ul style="list-style-type: none">➤ February 3-5, 2016 – P.101➤ April 20, 2016 – P.102• Adoption of Agenda – P.100	<i>Marilyn Gamm</i>
1:15 p.m.	PMA Finances and Reports Training Session	<i>Kathy Trott</i>
3:15 p.m.	Break	
3:30 p.m.	Report of the Chair	<i>Marilyn Gamm</i>
3:40 p.m.	Report of the Interim Executive Director	<i>Tony De La Rosa</i>
3:50 p.m.	Greetings from the Moderator	<i>Heath Rada</i>
4:00 p.m.	Board Governance Task Force Report	<i>Melinda Sanders</i>
4:45 p.m.	PMA Review Committee Response Team	<i>Nancy Ramsay, Marsha Anson & Jeffrey Joe</i>
5:30 p.m.	Recess	
6:00 p.m.	Committee Dinners	

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 6

Finance Committee dinner– *Broadway B*

Leadership

Justice

Worshiping Communities

7:15pm Finance Committee Meeting - *Gallery Ballroom*

Thursday, April 28, 2016

7:00 a.m. Group Breakfast – *Bluegrass Room*

8:30 a.m. – Board Committee Meetings

- Noon
- Finance – *Gallery Ballroom*
 - Leadership – *Citation B*
 - Justice – *Secretariat B*
 - Worshiping Communities – *Citation A*

Noon Group Lunch – *Bluegrass Ballroom*

1:30 p.m. Board Reconvenes in Plenary – *Crystal Ballroom*

Opening Devotion – Celebrate the Gifts of Woman

*Carol Winkler, Susan
Jackson Dowd & Rhashell
Hunter*

1:45 p.m. Greetings from the Stated Clerk

Gradye Parsons

1:50 p.m. Executive Committee Report – H.001

Marilyn Gamm

2:15 p.m. Privileged Closed Session

3:15 p.m. Break

3:30 p.m. Mission Work Plan Implementation Team

Ken Godshall

3:40 p.m. 2017-2018 Budgets

Earline Williams

4:00 p.m. Closed Session

4:30 p.m. Finance Committee Report – A.001

Chad Herring

4:50 p.m. Unfinished Reports (if any)

5:30 p.m. Recess

6:00 p.m. Class of 2016 Farewell Dinner - *Bluegrass Ballroom*

*Nominating &
Governance Subcommittee*

Friday, April 29, 2016

7:00 a.m. Breakfast On Your Own

9:00 a.m. Board Reconvenes in Plenary – *Crystal Ballroom*

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 6

	Opening Devotion	<i>Raul Santiago-Rivera</i>
9:15 a.m.	Audit Committee Report – G.0001	<i>Kears Pollock</i>
9:20 a.m.	Justice Committee Report – B.001	<i>James Ephraim, Jr.</i>
9:40 a.m.	Leadership Committee Report – C.001	<i>Nancy Ramsay</i>
10:00 a.m.	Worshiping Communities Committee Report – D.001	<i>David Shinn</i>
10:20 a.m.	Corporate Report – E.001	<i>Marilyn Gamm</i>
10:40 a.m.	Break	
11:00 a.m.	Preview of the 222nd General Assembly (2016)	<i>Tony De La Rosa & Barry Creech</i>
11:15 a.m.	Board Meeting Evaluation	
11:30 a.m.	Installation Service and Adjournment	<i>Landon Whitsitt</i>

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 7

Draft – April 7, 2016

PRESBYTERIAN MISSION AGENCY BOARD

Executive Committee

April 27, 2016

The Brown Hotel

335 W. Broadway

Louisville, KY 40202

502-583-1234

Room – Secretariat B

AGENDA

8:00 a.m.

Welcome/Call to Order/Prayer

Marilyn Gamm

Recitation of the Executive Committee Covenant

We, the Presbyterian Mission Agency Board Executive Committee, called to this ministry as disciples of Jesus Christ, covenant together to:

- Seek God’s will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission
- Relate to one another and to Presbyterian Mission Agency staff with honesty, trust, respect, openness and kindness, proclaiming God’s graciousness by risking and daring transformation in our lives and work
- Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting decisions we have made
- Worship and pray with joy and appreciation for God’s guidance in doing this work.

8:10 a.m.

Review and Adopt Agenda – H.100

Marilyn Gamm

Approval of Minutes – H.101

- **February 3, 2016**

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 7

- **April 6, 2016**

	GA Attendance Rationale – H.102	<i>Tony De La Rosa</i>
8:15 a.m.	Comments on Reports and Overtures to the General Assembly (except for Review Committee Report) <ul style="list-style-type: none">• Recommendation 6 of “ACREC Self-Study Report” – H.103• Recommendation 2 of “A Resolution to Expand Family Leave Policies” (ACWC) – H.104• “Recommended Benchmarks for OGA and PMA” (GACOR) – H.105• “A Resolution to Ensure Just Compensation Practices for Those Employed via Third Party Contractors” (ACWC) – H.106• Overture 067 – “On the PC(USA) Continuing its Efforts to Dismantle Racism Within Our Denomination” – H.107	<i>Barry Creech</i>
8:25 a.m.	Mission Work Plan Implementation Team	<i>Ken Godshall</i>
8:40 a.m.	2017-2018 Budgets	<i>Earline Williams</i>
8:55 a.m.	Closed Session	
9:55 a.m.	Break	
10:10 a.m.	Personnel Subcommittee Report	<i>Jo Stewart</i>
10:15 a.m.	Board Governance Task Force Report – H.108	<i>Melinda Sanders</i>
10:35 a.m.	Review Committee Response Team Report – H.109	<i>Nancy Ramsay & Marsha Anson</i>

PRESBYTERIAN MISSION AGENCY BOARD

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11:00 a.m.	Communications Ministry Report	<i>Kathy Francis</i>
11:05 a.m.	Funds Development Ministry Report	<i>Rosemary Mitchell</i>
11:10 a.m.	Review of Committee Business	
	<ul style="list-style-type: none">• Finance• Leadership• Justice• Worshiping Communities• Audit	<i>Chad Herring</i> <i>Nancy Ramsay</i> <i>James Ephraim, Jr.</i> <i>David Shinn</i> <i>Kears Pollock</i>
11:25 a.m.	Role of Executive Committee at GA	<i>Barry Creech</i>
11:30 a.m.	Unfinished Business	
12:00 p.m.	Closing Prayer & Adjournment	

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 8

ITEM #	BUSINESS ITEM	FROM MINISTRY AREA/ COMMITTEE
FINANCE COMMITTEE (A)		
A.100	Finance Committee Agenda	
A.101	Finance Committee Minutes – February 2016, March 2016	
A.102	2017-2018 PMA Budget	Shared Services
A.103	Financial Reports to the 222nd General Assembly (2016)	Shared Services
A.104	Comment on Item from GACOR – Approve “A Standard Definition of Supplier Diversity”	EDO
JUSTICE COMMITTEE (B)		
B.100	Justice Committee Agenda	
B.101	Justice Committee Minutes	
B.102	MRTI 2015-2016 Meeting Records	CPJ
B.103	Facing Racism: A Vision of the Intercultural Community	RE&WM
B.104	Churchwide Conversation on Race, Ethnicity, Racism & Ethnocentricity	RE&WM
B.105	Comments on Ovt. 005 – On Setting Aside “Forming Social Policy” at the Next Three General Assemblies	CPJ
B.106	Comments on Ovt. 012 – On PC(USA) Fossil Fuel Divestment	CPJ
B.107	Comments on Ovt. 23 – On Acknowledging and Reconciling for Killing Korean Civilians in July	WM
B.108	Comments on Ovt. 028 – On Celebrating the Completion of the Six-Year Discernment on Peacemaking	CPJ
B.109	Comments on Ovt. 036 – On Boycott of All HP Inc. and Hewlett Packard Enterprise Products	CPJ
B.110	Comments on Ovt. 037 – On Advocating for the Safety and Wellbeing of Children of Palestine and Israel	CPJ
B.111	Comments on Ovt. 059 – On Committing to Play an Active Part in the Global Response to the HIV/AIDS Epidemic Officers	CPJ
B.112	Comments on Ovt. 062 – On Calling for the RE/MAX Corporation to Cease Selling Property in West Bank Settlements	CPJ
B.113	Comments on Ovt. 074 – On Reconciliation and Engagement in a New Civil Rights Movement.	CPJ
LEADERSHIP COMMITTEE (C)		
C.100	Leadership Committee Agenda	
C.101	Leadership Committee Minutes	
C.102	Comments on Ovt. 013 – On Amending G-1.0304, The Ministry of Members by Adding “Caring for God’s Creation”	CPJ

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

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ITEM #	BUSINESS ITEM	FROM MINISTRY AREA/ COMMITTEE
C.103	Comments on Ovt. 047 – On Communicating Gratitude for and Study of the Encyclical Laudato Si	TFE
C.104	Comments on Ovt. 050 – On the Admission of, and Apology for, Harms Done to the LGBTQ/Q Members of the PC(USA), Family and Friends	TFE
C.105	Comments on Ovt. 051 – On Resources for Learning, Reflection, and Reconciliation	RE&WM
C.106	Comments on Ovt. 060 – On Approving an “Affirmation of Creation”	TFE
C.107	Comments on Ovt. 64 – On Taking Specific Action to Address the Worsening Plight of the African-American Male	RE&WM
C.108	Comments on Ovt. 065 – On Offering an Apology to Native American, Alaska Natives and native Hawaiians	RE&WM
WORSHIPING COMMUNITIES COMMITTEE (D)		
D.100	Worshiping Communities Committee Agenda	
D.101	Worshiping Communities Committee Minutes	
D.102	2016 Walton Awards Recipients	RE&WM
D.103	Comments on Ovt. 029 – Regarding Endorsing the Clergy Letter Project	TFE
D.104	Comments on Ovt. 030 – On Choosing to be a Church Committed to the Gospel of Matthew 25	CPJ
D.105	Comments on Ovt. 040 – On Amending W-2.4011 by Adding Language Regarding Who Can Access the Lord’s Supper	TFE
CORPORATE PROPERTY, LEGAL, AND FINANCE (E)		
E.101	February 2016 Corporate Committee Minutes	
E.102	2016 Manse Report	Legal
PC(USA) A CORPORATION (F)		
F.101	February 2016 Corporation Minutes	
AUDIT COMMITTEE (G)		
G.100	Audit Committee Agenda	
G.101	Audit Report of the Consolidated Financial Statements for the Year Ended 12.31.2015	
EXECUTIVE COMMITTEE (H)		
H.100	Executive Committee Agenda	
H.101	Executive Committee Minutes – February 3, 2016, April 6, 2016	
H.102	GA Attendance Rationale	EDO
H.103	Comment on Recommendation 6 of “ACREC Self-Study	EDO

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ITEM #	BUSINESS ITEM	FROM MINISTRY AREA/ COMMITTEE
	Report.”	
H.104	Comment on Recommendation 2 of “A Resolution to Expand Family Leave Policies” (ACWC)	EDO
H.105	Comment on “Recommended Benchmarks for OGA and PMA” (GACOR)	EDO
H.106	Comment on “A Resolution to Ensure Just Compensation Practices for Those Employed via Third Party Contractors” (ACWC)	EDO
H.107	Comment on Overture 067 – “On the PC(USA) Continuing its Efforts to Dismantle Racism Within Our Denomination”	EDO
H.108	Board Governance Task Force Report	
H.109	Review Committee Response Team Report	
PLENARY		
P.100	Board Meeting Agenda	
P.101	Board Meeting Minutes – February 3-5, 2016, April 20, 2016	

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Executive Committee

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ITEM #	INFORMATION ITEM	FROM MINISTRY AREA/ COMMITTEE
Finance Committee (A)		
A.200	Management Report – March 31, 2016	Shared Services
A.201	PMPF Report – March 31, 2016	Shared Services
A.202	Per Capita Report – Preliminary December 31, 2015	Shared Services
A.203	Per Capita Report – March 31, 2016	Shared Services
A.204	Curriculum Report – Preliminary December 31, 2015	Shared Services
A.205	Curriculum Report – March 31, 2016	Shared Services
A.206	Stony Point Financials – Preliminary December 31, 2015	Shared Services
A.207	Stony Point Financials – March 31, 2016	Shared Services
A.208	Ghost Ranch Financials – Preliminary December 31, 2015	Shared Services
A.209	Ghost Ranch Financials – March 31, 2016	Shared Services
A.210	Endowments and Gift Report – January-February, 2016	Shared Services
A.211	PMAB Financial Condition Education Subcommittee Update	
A.212	Coordinated Loan Program Report	Shared Services
A.213	Self-Insurance Fund Annual Report	Shared Services
A.214	Presbyterian Foundation Report – March 31, 2016	Foundation
Justice Committee (B)		
B.200	World Mission Updates and Cuba Report	WM
B.201	Compassion, Peace and Justice Updates	CPJ
B.202	Report from Educate a Child Initiative	WM
Leadership Committee (C)		
C.200	Native-American Leadership Institute	RE&WM
C.201	RE&WM 222nd GA (2016) Events	RE&WM
C.202	Presbyterian Women Update	RE&WM
C.203	Appointment Actions for Mission Personnel	WM
C.204	COTE Minutes February 2016	TFE
C.205	COTE Report to the General Assembly	TFE
Worshiping Communities Committee (D)		
D.200	1001 New Worshiping Communities Update	TFE
D.201	2016 Youth Triennium Report and Updates	TFE
Executive Committee (H)		
Audit (G)		
Plenary (P)		
P.200	Executive Committee Report of Meeting Actions	

PRESBYTERIAN MISSION AGENCY BOARD

April 6, 2016

Executive Committee

Appendix 9

Subject: GENERAL ASSEMBLY BANK ACCOUNT

Recommendation: That the corporate Property, Legal, and Finance Committee of the Presbyterian Church (U.S.A.), A Corporation (“Corporation”), recommend the Corporation take the following action to rescind the previous action to approve the resolution to open an account with Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon.

Recommendation: Approve the following resolutions and Exhibit A to open an account with Wells Fargo Bank in Portland Oregon for the 222nd General Assembly (2016) which is detailed in the following pages.

Background: Because Pacific Continental Bank (“Pacific”) is a small bank and is not equipped to handle the corporate needs of our organization, it is not in the best interest of the Corporation to pursue an account with Pacific. Wells Fargo Bank has been identified as an appropriate alternative financial institution to meet the needs of the corporation in Portland, Oregon, for the General Assembly.

RESOLUTION

RESOLVED, that all previous resolutions authorizing the opening of an account at Pacific Continental Bank for the 222nd General Assembly (2016) in Portland, Oregon be and they hereby are revoked and rescinded effective the date of this resolution; and

FURTHER RESOLVED that the Corporation is authorized to open an account with Wells Fargo Bank in Portland, Oregon for the 222nd General Assembly (2016); and

FURTHER RESOLVED, that the officers specified in Exhibit A (“designated signers”) be and they hereby are authorized (1) to sign, for and on behalf of this Corporation, any and all checks, drafts or other orders with respect to any funds to the credit of this Corporation with Wells Fargo Bank listed on Exhibit A, (hereinafter “Wells Fargo”) against the Corporation’s account or to make withdrawals of any such funds from these accounts by any other means authorized by Wells Fargo, that Wells Fargo be and hereby is authorized (a) to pay such checks, drafts or orders, and/or to honor such withdrawals; (b) to receive for deposit to the credit of the Corporation, and/or for collection for these accounts of this Corporation, any and all checks, drafts, notes or other instruments for the payment of money which may be submitted to it for such deposit and/or collection; to receive, as the act of this Corporation, any and all stop payment instructions with respect to any such checks, drafts or other orders when signed by any one or more of the designated signers as hereinafter designated.

FURTHER RESOLVED THAT the designated signers be and they hereby are authorized, for and on behalf of this Corporation, to transact any and all other business with or through the Institutions which at any time may be deemed by said designated signers transacting the same to be advisable **EXCEPT THE BORROWING OF MONEY, OR THE OBTAINING OF ANY FORM OF CREDIT, FROM WELLS FARGO, EITHER DIRECTLY OR INDIRECTLY, WITH OR WITHOUT SECURITY.**

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 9

That the Wells Fargo is further authorized to pay to the debit of these accounts any and all checks, drafts and other instruments for the payment of money drawn in the name of the Corporation bearing or purporting to bear the facsimile signature(s) of the President, Vice President, or Senior Vice President inclusive of and in favor of any person whose facsimile signature appears thereon, if the facsimile signature(s) thereon, resemble(s) the specimen(s) filed with the Institutions.

That the Institutions are hereby notified that any check in excess of Twenty-five Thousand Dollars (\$25,000.00) requires two signatures, one which may be a facsimile signature.

Exhibit A

**Wells Fargo Bank
Portland, OR**

Account #	Account Name	Officers Authorized to Sign
	Presbyterian Church USA 222 General Assembly	President Sr. Vice President and Secretary Vice President and Assistant Secretary Vice President Associate for Assembly Operations

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

April 13, 2016 – 12:00 p.m. EDT – Teleconference

Upon duly issued call of the Chair of the Presbyterian Mission Agency Board, voting members of the Executive Committee of the Presbyterian Mission Agency Board and the Presbyterian Church (USA), A Corp., met by conference call on April 13, 2016, at 12:00pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring and Mihee Kim-Kort clerks pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
Marilyn Gamm, Chair
Chad Herring
Mihee Kim-Kort
Nancy Ramsey
David Shinn
Melinda Lawrence Sanders
Jo Stewart, Vice Chair

Absent from the call:

James Ephram

Gamm entertained a motion to move into closed session to discuss personnel matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed privileged session as the Executive Committee of the Presbyterian Mission Agency Board and of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, legal, or property matters with only voting members of the Executive Committee to attend all or part of the closed session and the following named attendees invited: John Sheller.

Seconded and carried.

The committee sat in closed session.

Gamm reminded the committee that “only the Executive Committee and others invited may remain and they are bound to hold all matters discussed as confidential. We

remind those remaining that this meeting may not be recorded or shared in any manner, including but not limited to, sharing through various types of social media, such as blogs, Twitter, or Facebook."

Discussion about various matters ensued.

Chad Herring left the call at 1:15 EDT. Mihee Kim-Kort assumed responsibility for minutes.

MOVED to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no actions were taken in closed session.

MOVED to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 2:10pm EDT.

Respectfully Submitted,



Chad Herring and Mihee Kim-Kort
Clerks Pro-Tem
Executive Committee
Presbyterian Mission Agency Board