

ITEM P.201
INFORMATION ITEM
APPENDIX 1C

Presbyterian Mission Agency Board Committees and Task Forces

I. Presbyterian Mission Agency Board Committees

A. Mission Administration Committees

1. Executive Committee

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

a) Membership

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

b) Scheduling of Meetings

- (1) Stated/Regular Meetings – Recommendations regarding the scheduling of regular meetings of the Board Executive Committee shall be prepared by the Executive Director in conjunction with the Chair of the Presbyterian Mission Agency Board and brought to the Executive Committee for approval.
- (2) Special/Called Meetings – Upon the written request of at least three (3) voting members of the Presbyterian Mission Agency Board Executive Committee, the chair shall call a meeting. Ordinarily, written notice of the meeting shall be provided specifying the subject matter to be considered in the meeting at least fifteen (15) calendar days in advance of the meeting date. All members of the Presbyterian Mission Agency Board shall be notified of the resulting decisions as soon as possible following the meeting.

c) Quorum

A quorum (40%) must be present for the Executive Committee to conduct business.

d) Responsibilities

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

- (1) Administer and coordinate the work of the Presbyterian Mission Agency Board by:
 - (a) Planning and making arrangements for meetings of the Presbyterian Mission Agency Board.
 - (b) Monitoring the budget for the work of the Presbyterian Mission Agency Board.
 - (c) Coordinate the work of the Mission Committees.

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- (d) Provide for ongoing planning and review of the Mission Committees.
- (2) Assisting in the resolution of conflicts that may arise among Mission Committees, other Presbyterian Mission Agency Board committees, and work groups. Lead the Board to cultivate and promote the spiritual welfare of the whole church.
- (3) Facilitate effective communication within the Board and implement means of communicating the work of the Board to the church and the world-at-large.
- (4) Appoint Presbyterian Mission Agency Board voting members, which may include an at-large member of the Finance Committee, to serve at a called meeting of a Joint Budget Table for resolution of unresolved per capita budget matters. (See Appendix 10.)
- (5) Review and act upon all requests to celebrate Communion. In between regular meetings of the Executive Committee, the chair and vice-chair of the Board are authorized to review and approve requests to celebrate Holy Communion and report any approvals at the next meeting.
- (6) Ratify appointments made by the chair as authorized by the Presbyterian Mission Agency Board; background information shall be provided.
- (7) Act on behalf of the Board on those matters that require immediate action between meetings of the Board.
- (8) Report at each meeting of the Board on all its work, which is subject to review of the Board, giving reasons for action.
- (9) Recommend action by the Presbyterian Mission Agency Board with data for informed decision-making.
- (10) Provide the Board with an annual report of its “Ethics Policy” and interpretation as necessary. (See Appendix 6.)
- (11) Recommend biennially to the Board the corresponding members to General Assembly.
- (12) Act as publisher of publications produced by the Presbyterian Mission Agency.
- (13) Act regarding personnel matters of the Presbyterian Mission Agency, with input from the Personnel Subcommittee, as follows:
 - (a) Advise and counsel the Executive Director in his or her responsibilities in “supporting the organizational health of the Board, the Ministries, and the Presbyterian Church (U.S.A.)” (*Organization for Mission, V.G.I.b.*) as well as in his or her responsibility of supervising the staff of the Presbyterian Mission Agency.
 - (b) Conduct an annual performance review of the Executive Director. (See appendix 8)
 - (c) Conduct an exit interview of the Executive Director when needed (See appendices 7 and 8)
 - (d) Implement procedures to follow when a Presbyterian Mission Agency Executive Director vacancy occurs. (See appendix 7)
 - (e) Develop, implement, and oversee the compensation policy. Implement and monitor the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (EEO/AA).

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- (f) Recommend for Presbyterian Mission Agency Board action:
 - (1') Personnel policies and procedures for the Presbyterian Mission Agency staff.
 - (2') Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action.
 - (3') Compensation guidelines within which salaries are administered.
 - (4') Salary adjustments for the Executive Director
 - (5') Other appropriate actions.
 - (14) Meet with the Committee on the Office of the General Assembly at least biennially regarding mutual concerns, issues, and input to the deliberative process. (See Appendix 9 for Guidelines.)
 - (15) Coordinate the plan for Presbyterian Mission Agency Board resourcing at the General Assembly.
 - (16) Develop a process for orientation of new Board members, with input from the Board Nominating and Governance Subcommittee.
 - (17) Provide for regular meetings with mid council personnel.
 - (18) Review Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly.
 - (19) Review the Manual of Operations, the Organization for Mission, Mission Ministries, Shared Services Ministry, Audit, Advocacy and Advisory Committees' manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.
 - (20) Review of reports to General Assembly prepared by another General Assembly entity, task force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.
 - (21) Review the minutes of the Advocacy Committee for Racial Ethnic Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.
- e) Subcommittees of the Executive Committee
- (1) Board Nominating and Governance Subcommittee.
 - (a) Function
The Board Nominating and Governance committee is a sub-committee of, and therefore reports to, the Presbyterian Mission Agency Board Executive Committee. The sub-committee is responsible for ongoing review and recommendations to enhance the quality of the Presbyterian Mission Agency Board.
 - (b) Membership
The committee will have staggered terms of two years and 5-7 members. Members may serve a second term. Up to two members at any time may finish out the last year of their term on the committee after their service on the Board ends.
 - (c) Nominating Responsibilities:

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

- (1') Nominate three voting Board members, for election by the Presbyterian Mission Agency Board, to one-year at-large terms on the Executive Committee. Those so elected shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat. Ordinarily, these at-large members shall serve no more than three years as at-large members. An annual election provides for continuity, balance, and fair representation.
- (2') Nominate three voting Board members, for election by the General Assembly, to four-year non-renewable terms on the Advisory Committee on Social Witness Policy. Those so elected shall assume their responsibilities at the end of the General Assembly.
- (3') Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year non-renewable term on the Advocacy Committee for Racial Ethnic Concerns.
- (4') Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year, non-renewable term on the Advocacy Committee for Women's Concerns. 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.
- (5') Nominate one Board voting member from the Finance Committee for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Foundation.
- (6') Nominate one Board voting member from the Finance Committee, and one Board voting member from the Worshiping Communities, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc.'s Board of Directors, subject to confirmation by the General Assembly.
- (7') Nominate one Board voting member from the Finance Committee, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Board of Pensions.
- (8') Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to any selection committee for the Presbyterian Church (U.S.A.) Board of Pensions President. (Organization for Mission, Appendix D, Section 7).
- (9') Nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Council for Chaplains and Military Personnel.
- (10') Nominate two Board voting members, with election by the Presbyterian

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Mission Agency Board, to four-year non-renewable terms on the Committee on Theological Education.

- (11') Nominate one Board voting member for appointment by the Presbyterian Mission Agency Board to a four-year non-renewable term on the General Assembly Committee on Ecumenical and Interfaith Relations.
- (12') Nominate two members, at least one of whom shall be a current Board voting member, to three-year term with eligibility to one additional term, to the Mountain Retreat Association, Inc.'s Board of Directors for approval by the General Assembly.
- (13') Nominate one Board voting member to the Stony Point Conference Center Board of Directors, and one Board voting member to Ghost Ranch Conference Center Board of Directors to a four-year non-renewable term, for election by the Presbyterian Mission Agency Board.
- (14') Nominate for Presbyterian Mission Agency Board election, one Board voting member to the Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. Board of Directors for a three-year non-renewable term
- (15') Prepare and distribute biographical information for any nominee who is not a current member of the Board.
- (16') Nominate for other positions as requested by the Presbyterian Mission Agency Board.
- (17') Work in consultation with the Committee on Representation to provide for inclusiveness to ensure fair and effective representation in the decision making of the church. (Book of Order, G-3.0103.)
- (18') Coordinate the nomination and election process for chair and vice-chair. (See Appendix 1D)
- (19') Nominate Board voting members, for election by the Presbyterian Mission Agency Board, to two-year terms on the Mission Committees, with eligibility for two additional terms. Those so elected shall assume their responsibilities at the beginning of the fall meeting.
 - (a') Process:

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

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

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- (ii') After completing a two-year term on a committee, members shall provide a list of committee choices in order of preference for service. In preparing nominations, the Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and the committee needs when the continuing member is assigned to a new committee.
 - (iii) Election by the Presbyterian Mission Agency Board shall take place at the first Board meeting following General Assembly.
- (d) Governance Responsibilities:
- (1') Defining Board roles and responsibilities
 - (a') Regularly review and recommend updates to the board's description of its roles and areas of responsibility and what is expected of individual board members.
 - (b') Recommend periodic updates to the primary areas of focus for the board, and help shape the board's agenda for the next two years, based on the strategic plan.
 - (2') Supporting efforts to ensure diverse and effective Board composition
 - (a') Lead in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider to accomplish future work of the board.
 - (b') Develop a profile of the Board as it should evolve over time.
 - (c') Relate to the General Assembly Nominating Committee in the following ways:
 - (i) Identify potential Board member candidates to the General Assembly Nominating Committee based upon Board needs.
 - (ii) Make use of the General Assembly Nominating Committee whenever possible;
 - (iii) Report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;
 - (iv) Work through the General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to . . . “ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all working groups” . . . (Minutes, 1996, Part I, p.

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201, para. 15.113). This procedure applies to all working groups with a life span of more than two years.

- (d') Nominate individuals to be elected by the Board to serve in liaison roles to related entities.
- (3') Encouraging Board development
 - (a') Provide candidates with information needed to understand the role of Board members prior to election or appointment to the Board.
 - (b') Design and oversee a process of Board orientation, sharing information needed during the early stages of Board service.
 - (c') Design and implement an ongoing program of Board information, education, and team building.
- (4') Assessing Board effectiveness
 - (a') Initiate periodic assessment of the Board's performance, and propose, as appropriate, changes in Board structure and operations.
 - (b') Provide ongoing counsel to the Board chair and other Board leaders on steps they might take to enhance Board effectiveness.
 - (c') Regularly review the Board's practices regarding member participation, conflict of interest, confidentiality, and so on, and suggest needed improvements.
 - (d') Periodically review and update the Board policy and practices.
- (5') Developing Board Leadership
 - (a') Take the lead in succession planning, taking steps to recruit and prepare for future Board leadership.
 - (b') Nominate Board members for election to Board committees and as Board officers.

(2) Personnel Subcommittee

(a) Description of the Subcommittee

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

- (1') Personnel policies and procedures of the Board;
- (2') Compensation guidelines within which salaries are administered;
- (3') Equal employment and affirmative action guidelines;
- (4') Recruitment and leadership development;

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- (5') Any other responsibilities assigned under the Employee Handbook; and
- (6') Any other employment-related assignment from the Executive Committee or the Board.

(b) 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 provide regular reports to the Executive Committee. It is the responsibility of the management of the Presbyterian Mission Agency to administer employment-related programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Subcommittee. The Subcommittee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. The Subcommittee will receive reports from the Human Resources Department and the Legal/Risk Management Services Office of the Presbyterian Mission Agency. The Subcommittee will invite its equivalent committee of the Committee on the Office of the General Assembly to meet biennially to collaborate on matters of common interest.

(c) Membership and Meetings

The Personnel Subcommittee consists of five (5) members with voice and vote: two (2) Executive Committee members and three at-large members, and the Executive Director of the Presbyterian Mission Agency 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. The Subcommittee generally meets quarterly by phone or in conjunction with the meetings of the Board. During these meetings, the Subcommittee provides reports on its activities and may make recommendations for action to the Executive Committee of the Board. The Subcommittee serves as a consultative body to the Executive Director in the Executive Director's staff management role. The Subcommittee is resourced by staff members of the Human Resources Department and the Legal/Risk Management Services Office.

(d) Purpose

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

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on faith; culturally proficient; legally compliant; dynamic; and appropriately positioned to meet the needs of an changing organization.

(3) Restricted Funds Oversight Subcommittee

(a) Membership:

The Presbyterian Mission Agency Board Restricted Funds Oversight Subcommittee shall be composed of four (4) voting members of the Presbyterian Mission Agency Board and one co-opted member with special expertise, representing a presbytery or congregation. The Board chair shall annually appoint a Board voting member of the committee as chair of the committee. Membership will be determined in the following ways:

- (1') The four voting members of the Presbyterian Mission Agency Board shall be appointed by the Board chair and ratified by the Presbyterian Mission Agency Board Executive Committee. The four members shall be arranged in classes representing two-year terms and eligible for a second term, so long as such person continues to serve as a member of the Presbyterian Mission Agency Board.
- (2') The co-opted member representing a presbytery or congregation shall be appointed by the Board chair and ratified by the Presbyterian Mission Agency Board Executive Committee. This member will serve a two-year term, be eligible for a second term, and may be a Presbyterian Mission Agency Board voting member.
- (3') All members shall have voice and vote.

(b) Function:

The Restricted Funds Oversight Subcommittee provides oversight and guidance of the process by which councils and General Assembly entities *apply for the use of General Assembly Restricted Funds* (See *General Assembly Minutes, 1997, Part I, pp. 218-222.*). The Restricted Funds Oversight Subcommittee reviews the applications, and makes funding recommendations to the Presbyterian Mission Agency Board through the Board Executive Committee.

(c) Meetings:

The Restricted Funds Oversight Subcommittee meets immediately before the fall Board meeting. Additional conference call meetings may be needed.

(d) Responsibilities:

- (1') Recommend policies and procedures for the process by which councils and General Assembly entities *apply for the use of General Assembly Restricted Funds*.
- (2') Provide oversight and guidance for the Presbyterian Mission Agency staff with respect to the application process.

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- (3) Review the applications received and make funding recommendations to the Presbyterian Mission Agency Board, through the Board Executive Committee, taking into consideration the recommendations from any consultation among the applicants.

2. Audit Committee

a) Purpose:

The primary function of the Audit Committee is to assist the Presbyterian Mission Agency Board in fulfilling its oversight responsibilities and duties as follows:

- (1) Monitor the integrity of the financial reporting process and system of Internal Control regarding finance, accounting, legal compliance and ethics that have been established.
- (2) Monitor the independence and performance of the Corporation's external auditors, internal auditing unit and management.
- (3) Provide an avenue of communication among the external auditor, internal auditing unit, management and the Board.

The Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and in this regard, it has direct access to the external auditors as well as anyone in the organization.

b) Composition and Membership:

The Committee is composed of six (6) voting members:

- (1) Three (3) are Board voting members.
- (2) One (1) member is appointed by the Committee on the Office of the General Assembly (COGA).
- (3) Two (2) are at-large members nominated by the General Assembly Nominating Committee (GANC) for special expertise and elected by the General Assembly.

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

The Committee will meet in conjunction with the scheduled Board meetings or more frequently as circumstances may require. The Committee meets annually, usually in April, to review the audited financial statements. Also, if the Committee Chair is not present, the members of the Committee may designate a Chair by majority vote. (50% of the members shall constitute a quorum).

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The Committee may ask members of management or others to attend the meetings and provide pertinent information as necessary. The Committee shall meet periodically with management, the external auditors and Internal Audit in separate executive sessions.

c) **Duties and Responsibilities**

The Committee is to assist the Presbyterian Mission Agency Board in fulfilling its oversight responsibilities by reviewing and reporting on:

- (1) The system of internal controls over financial reporting,
- (2) The integrity of the financial statements,
- (3) Processes to ensure compliance with legal and regulatory requirements, and
- (4) Ethics Policy violation reports.

The Committee will provide input regarding the Internal Audit function. This input may include the qualifications, independence, performance and compensation of the Internal Audit staff.

The Committee will pre-approve all auditing services and be directly responsible for the appointment, compensation, retention, dismissal and oversight of the work of any external auditing firm engaged. The Committee will resolve any disagreements between management and the auditor regarding financial reporting.

The Committee shall be provided appropriate funding for payment of compensation to the external auditors and ordinary administrative expenses of the Committee. The Committee will carry out the following specific duties and responsibilities:

- (1) **Internal Control**
 - (a) Review with management, internal auditors and external auditors the adequacy and effectiveness of policies for assessing and managing risk.
 - (b) Examine any findings of weaknesses and recommendations for the improvement of the internal controls. Monitor management's response to and implementation of internal control recommendations.
 - (c) Review with management, internal auditors and external auditors the adequacy of computerized systems controls, the security of such, and the contingency plan for processing financial information in the event of a system breakdown.
- (2) **Financial Reporting**

Review with management, the internal auditors and the external auditors:

 - (a) The interim and year-end financial statements and related footnotes considering their completeness, consistency, and reflection of appropriate accounting principles.
 - (b) The external auditors' audit of the financial statements and their report thereon.

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- (c) Any significant changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred and the external auditors' judgments about the quality, not just the acceptability, of the accounting principles as applied in financial reporting.
 - (d) Management's handling of proposed audit adjustments identified by the external auditors.
 - (e) Any significant changes required in the external auditors audit plan.
 - (f) All written communications between the external auditors and management, such as any management letters or schedule of unadjusted differences.
 - (g) Any serious difficulties or disputes between management and the external auditors.
 - (h) All matters required to be communicated to the Committee under generally accepted auditing standards (SAS-61).
- (3) External Auditors
- (a) Serve as the authority to which the external auditors report.
 - (b) Appoint the external auditors to be engaged, establish the audit fees of the external auditors, and pre-approve any non-audit services provided by the external auditors.
 - (c) Review the latest internal quality-control or peer review of the external auditors' firm, any material issues raised, and the steps taken to resolve such.
 - (d) Review, at least annually, all relationships between external auditors and Presbyterian Mission Agency Board /Committee on the Office of the General Assembly and otherwise assess the independence of the external auditors and the turnover rates of the lead and concurring partners.
 - (e) Review and evaluate the performance of the external auditors and review with the Presbyterian Mission Agency Board any proposed replacement of the external auditors.
- (4) Internal Auditors
- (a) Review the objectivity, effectiveness, budget and staffing of the Internal Audit Department.
 - (b) Receive information from the Presbyterian Mission Agency Executive Director regarding the appointment, replacement, reassignment or dismissal of the Associate Director of Internal Audit.
 - (c) Review the Internal Audit Plan for the current year, the risk assessment procedures used to identify projects included in the plan and any changes required in its scope.

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- (d) Review the Internal Audit Policy and compliance with the Institute of Internal Auditors' (IIA) Standards for the Professional Practice of Internal Auditing.
- (e) Review with management and the internal auditors:
 - (1) Significant findings on internal audits during the year and management's responses thereto.
 - (2) Any difficulties the internal auditors have encountered in the course of their audits, including any restrictions on the scope of their work or access to required information.
 - (3) Any changes required in the scope of their internal audits.
- (5) Ethics Policy Violation Reports
 - (a) The Audit Committee has duties under the "Ethics Policy for COGA and Presbyterian Mission Agency Board Members." It also has duties under the "Ethics Policy for Presbyterian Mission Agency and Office of the General Assembly Employees". These policies are attached as Appendix 6.
 - (b) The Audit Committee will fulfill its duties as set out in those Ethics Policies.
- (6) General:
 - (a) Review the Committee's charter annually, reassess the adequacy of this charter, consider any new laws or regulations, and recommend any proposed changes to the Presbyterian Mission Agency Board.
 - (b) Ensure that the Ethics Policies are formalized in writing, adequate and up-to-date. Review with legal counsel and the Associate Director of Internal Audit the processes for communicating the importance of the Ethics Policies, monitoring compliance therewith and any changes to or waivers of the Ethics Policies.
 - (c) Request the external auditors provide information on any legal and regulatory matters that may have an internal impact on the financial statements and the related compliance policies and procedures.
 - (d) Institute and oversee special investigations as needed.
 - (e) Perform other activities related to this charter as requested by the Board.
 - (f) Confirm annually that all responsibilities outlined in this charter have been carried out.
 - (g) Evaluate the performance of the Committee and its individual members on a regular basis.

B. Presbyterian Mission Agency Board Committees

1. Context:

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

2. Committees:

The Board's mission is advanced through four primary committees:

a) Leadership Committee

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

- (1) Chaplains
- (2) Ecumenical and Interfaith Relations
- (3) Elder and leader development
- (4) Financial Aid for Studies
- (5) Leadership trends and response
- (6) Mission Personnel
- (7) Racial Ethnic and Women's Leadership
- (8) Theological Education
- (9) Theology

Relationships

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

- (1) Board-related committees
 - (a) None
- (2) Missional relationships:
 - (a) Presbyterian Council for Chaplains and Military Personnel – PCCMP
 - (b) Association of Presbyterian Church Educators – APCE
 - (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

b) Worshiping Communities Committee

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

- (1) Christian education and curriculum
- (2) Church growth
- (3) Collegiate ministries
- (4) Conference Centers
- (5) Equipping the church for mission
- (6) Evangelism and disciple-making ministries
- (7) Racial Ethnic and cross cultural congregational support
- (8) Worship
- (9) Youth and Young Adults

Relationships

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

- (1) Board-related committees
 - (a) Mission Development Resources Committee (MDRC) reports to the Worshiping Communities Committee.
 - (2) Missional relationships:
 - (a) Association of Presbyterian Church Educators – APCE
 - (3) Committees/Boards/Advisory Boards where the Board has a representative:
 - (a) Mission Development Resources Committee – MDRC
 - (b) Montreat Conference Center Board of Directors
 - (c) Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors
 - (4) Ecumenical Advisory Members:
 - (a) One of the Board's Ecumenical Advisory Members is assigned to the Worshiping Communities Committee, with voice and vote in committee.
- c) Justice Committee

The Justice Committee focuses on the work of the Presbyterian Mission Agency that inspires, equips, and connects Presbyterians and others in witness to God's justice in the world. In this work, the Justice Committee seeks to equip the church for compassionate-

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prophetic ministries through advocacy and networking for mission. Areas of ministry typically within the purview of the Justice Committee include:

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

Relationships

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

- (1) Board-related committees
 - (a) Jinishian Memorial Program Governance Commission relates to the Justice Committee.
 - (b) Mission Responsibility through Investment Committee reports to the Justice Committee.
 - (c) Presbyterian Disaster Assistance Advisory Committee reports to the Justice Committee.
 - (d) Presbyterian Hunger Program Advisory Committee reports to the Justice Committee.
 - (e) Presbyterian Self-Development of People Committee relates to the Justice Committee.
- (2) Missional relationships:
 - (a) Presbyterian Health Education and Welfare Association – PHEWA
- (3) Committees where the Board has a representative:
 - (a) Jarvie 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
- (4) Ecumenical Advisory Members:
 - (a) One of the Board's Ecumenical Advisory Members is assigned to the Justice Committee, with voice and vote in committee.

d) Finance Committee

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

- (1) Financial reporting and policies
- (2) Information Technology

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

Relationships

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

- (1) Board-related committees
 - (a) None
- (2) Missional relationships:
 - (a) None
- (3) Committees/Boards where the Board has representatives:
 - (a) Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors
 - (b) Presbyterian Mission Agency Conference Center Advisory Boards
(Programmatic concerns may be referred to other committees as needed.)
 - (1') Ghost Ranch Conference Center
 - (2') Stony Point Conference Center
- (4) Ecumenical Advisory Members:
 - (a) None
- (5) At-large committee members
 - (a) Two

3. Authority

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

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

4. Membership and Meetings

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

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- a) reports and recommendations from staff
- b) reports from liaisons to other committees

II. Temporary Special Committees, Task Forces or Work Groups

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

- A. Temporary special committee, task force or work group name.
- B. Statement of purpose and tasks to be accomplished.
- C. Explanation as to why these tasks cannot be accomplished by the current Presbyterian Mission Agency Board Committees.
- D. Expertise, skills and experience needed by the members.
- E. Duration of the committee, task force or work group shall not exceed two years.
- F. Size of the committee, task force or work group. Ordinarily not to exceed seven members.
- G. Annual budget with the source of funding.
- H. Proposed names of the committee, task force or work force