

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):

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

PRESBYTERIAN MISSION AGENCY BOARD

February 3-5, 2016

Executive Committee

H.101

DRAFT: Not yet Approved

**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

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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**

PRESBYTERIAN MISSION AGENCY BOARD

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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

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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~~

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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 –

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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

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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 Brekke, editor of Presbyterian News Service. Brekke 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**):

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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**

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

**MODERATOR'S REPORT
ON THE FUND RAISING
TASK FORCE**

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**

PRESBYTERIAN MISSION AGENCY BOARD

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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

Draft – September 22, 2015

ITEM H.100
PRESBYTERIAN MISSION AGENCY BOARD
Executive Committee
September 22-23, 2015
Crowne Plaza Louisville Airport Expo Center
830 Phillips Lane, Louisville Kentucky 40209
502-367-2251

Room – Russell/Shelby
AGENDA

Tuesday, September 22, 2015

6:00 p.m. Dinner and Reflection on Executive Committee Retreat - *Trimble*

7:30 p.m. Welcome/Call to Order/Prayer – *Russell/Shelby* *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.

7:40 p.m. Review and Adopt Agenda – H.100 *Marilyn Gamm*

7:45 p.m. Approval of Minutes – [H.101](#)

- April 15, 2015
- May 6, 2015
- May 22, 2015

- May 31, 2015
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- July 22-24, 2015
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- September 9, 2015
- September 14, 2015

7:50 p.m.	Appointments by the Chair – H.102	
	Celebration of Holy Communion – H.103	
8:00 p.m.	Changes to the <i>Manual of Operations</i> – H.104	Barry Creech
8:10 p.m.	Personnel Subcommittee Report	Jo Stewart
8:20 p.m.	Conversation on Comments on Overtures – H.205	Barry Creech
8:30 p.m.	Recess	

Wednesday, September 23, 2015

8:30 a.m.	Executive Committee Reconvenes - <i>Russell/Shelby</i>	
	Interim Executive Director Search Report	Marilyn Gamm
8:35 a.m.	Financial Reports	Earline Williams
8:50 a.m.	Restricted Funds Oversight Subcommittee Report – H.105	April Davenport
8:55 a.m.	Communications Ministry Report	Kathy Francis
9:10 a.m.	Special Offerings Task Force (SOTF) Report – H.204	Mike Kruse, chair SOTF
9:20 a.m.	Churchwide Conversation on the Mission, Priorities, and Structures of the PMA – H.106	Jo Stewart, Mihee Kim-Kort & Kevin Yoho
9:50 a.m.	PMA Review Committee	Barry Creech
10:00 a.m.	Break	
10:15 a.m.	Update on “The Gospel from Detroit”	Sara Lisherness
10:25 a.m.	Update on Program Evaluations	Rob Fohr

- 10:35 a.m. Report from the Moderator on the Fund Raising Task Force** *Heath Rada*
- 10:50 a.m. Review of Committee Business:**
- Leadership *Kevin Yoho*
 - Justice *James Ephraim*
 - Worshiping Communities *David Shinn*
 - Finance *Chad Herring*
 - Audit *Mary C. Baskin*
- 11:05 a.m. Nominating and Governance Subcommittee Report – [J.001](#)** *Mihee Kim-Kort & Chad Herring*
- 11:15 a.m. Funds Development Report – [H.200](#), [H.201](#), [H.202](#), [H203](#)** *Terri Bate*
- 11:30 a.m. Lunch and Discussion with ACSWP**
- 12:30 p.m. Closing Prayer and Adjournment**

**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):

- **April 15, 2015**
- **May 6, 2015**
- **May 22, 2015**
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- **July 14, 2015**
- **July 22-24, 2015**
- **August 28, 2015**
- **September 9, 2015**
- **September 14, 2015**

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
The Brown Hotel
April 15, 2015
Louisville, Kentucky**

CALL TO ORDER

The 223rd 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
Mary Jorgenson – Member-at-large
Mihee Kim-Kort – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet

Terri Bate – Senior Director of Funds Development
Kathy Francis – Senior Director of Communications
Earline Williams – Deputy Executive Director for Shared Services

Recorder

Susan Abraham – Staff, Office of the Executive Director

Others

Gregg Brekke – Presbyterian News Service
Ellen Pearce Cason – Audit Committee, Member-at-large
Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
April Davenport – Staff, Office of Legal Services
Hunter Farrell – Staff, World Mission
Denise Hampton – Staff, Finance and Accounting
Denise Hayden – Staff, Executive Director's Office
Carmen Fowler LaBerge – Presbyterian Layman
Tamron Keith – Staff, World Mission
Paula Kincaid – Presbyterian Layman
Mike Kirk – Staff, Office of Legal Services
Kathie Lyvers – Staff, Office of Legal Services
Emily Enders Odom – Staff, Communications
Gradye Parsons – Stated Clerk
Marianne Rhebergen – Presbyterian Mission Agency Board Member
Noelle Royer – Presbyterian Mission Agency Board Member

Bryce Wiebe – Staff, Funds Development
Leslie Scanlon – Presbyterian Outlook

ACTION 1-EC-041515
ADOPTION OF AGENDA

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

ACTION 2-EC-041515
APPROVAL OF EXECUTIVE COMMITTEE MINUTES

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

- September 16, 2014
- September 29, 2014
- November 10, 2014
- November 14, 2014
- November 20, 2014
- December 11, 2014
- January 22, 2015
- February 20, 2015
- March 4, 2015
- March 25, 2015
- April 8, 2015
- April 10, 2015

ACTION 3-EC-041515
CHAIR APPOINTMENTS

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

- A. Advisory Committee on the Allocation of Racial Ethnic Leadership Funds from the Christmas Joy Offering:**
1. Loc Dai-Nguyen, Vietnamese Young Adult, Charlotte, North Carolina
 2. Doug Dalglish, European-American, Kingsville, Texas
 3. Gary Metoxen, Native-American, Surprise, Arizona
 4. Joyce Shin, Korean Clergy, Chicago, Illinois
 5. Dianna Wright, African-American Elder, Salem, North Carolina
- B. Strategy Advisory Group:**
1. Mark Brainerd
 2. Kenneth Godshall
 3. Chad Herring
 4. Joseph Morrow
 5. Josephene Stewart
 6. Wendy Tajima
- C. Assembly Action on Reconciliation:**
- Cecil Corbett

FOR INFORMATION:

The chair appointed Landon Whitsitt to serve the unexpired term of Corey Schlosser-Hall as an at-large member of the Personnel Subcommittee. Term will end in 2017.

ACTION 4-EC-041515
CELEBRATION OF HOLY COMMUNION

The Executive Committee **approved** the celebration of Holy Communion at the World Mission Sharing Conference on July 11, 2015, opening worship at the 2015 Big Tent Conference in Knoxville, Tennessee, and the Presbyterian Mission Agency Board Meeting Opening Worship on April 15, 2015 ([Appendix 4](#)).

REPORT OF THE NOMINATING AND GOVERNANCE SUBCOMMITTEE

Marianne Rhebergen, co-chair of the Nominating and Governance Subcommittee, presented the report of the Subcommittee ([Appendix 5](#)).

ACTION 5-EC-041515
PRESBYTERIAN MISSION AGENCY BOARD OF DIRECTOR GOALS FOR APRIL 2015 – MARCH 2016

The Executive Committee **VOTED** to recommend to the Presbyterian Mission Agency Board the adoption of the following goals and objectives for April 2015 – March 2016:

I. Increase Board member engagement and satisfaction.

Measured by attendance (full Board and committee meetings, on-site and virtual), participation in, and results of surveys following each full board meeting.

Objectives April 2015 – March 2016:

- A. Develop annual goals for the Presbyterian Mission Agency Board (PMAB) to assess its own performance, publish in a dashboard format for ready use by the Board, and review achievement of goals regularly.**
- B. Integrate new members into the Board’s work and provide mentors for each.**
- C. Assist the PMAB Nominating and Governance Subcommittee and General Assembly Nominating Committee to identify individuals with the skills, talents, gifts, and diversity needed by the PMA Board.**
- D. The Executive Committee will work to focus Board meeting time on action items related to mission and vision and less time on routine agenda items and presentations from non-Board members.**

II. Stabilize revenue from all sources to equal the revenue benchmark of 2014, ensuring confidence in the mission, work and management of Presbyterian Mission Agency.

Measured by actual income received from all sources in 2014, Board survey in September 2015 and January 2016, and achievement of the following objectives.

Objectives April 2015 - March 2016

- A. Each Board member will make a financial contribution to the**

work of the Presbyterian Mission Agency.

- B. Each Board member will familiarize him/herself with the Ambassador Toolkit provided by PMA (including both print and digital media), and contact presbyteries in his/her region with offer to make presentations concerning the work of the Presbyterian Mission Agency.**
- C. Each Board member will invite at least one speaker from the Presbyterian Mission Agency (staff or elected) to speak in his/her congregation and/or presbytery.**
- D. In 2015, the Finance Committee will draft for presentation to the full Board contingency plans to address the expiration of unrestricted reserve funds anticipated in late 2016.**
- E. By the end of 2015, each Board member will understand and be able to articulate contingency plans for unrestricted funds.**

- III. Develop the next Mission Work Plan, stressing input from the larger church, prioritization of core values and ministries of the Agency, and collaboration with other PC(USA) agencies to raise larger church confidence in the Agency, eliminate redundancies, and increase efficiencies.**

Measured by participation of PMAB members in at least one listening session, and achievement of the following objectives.

Objectives April 2015 – March 2016

- A. Develop a plan by the end of 2015 to facilitate ongoing input from the larger church concerning priorities for the Agency's work.**
- B. Engage in a process to prioritize agency initiatives and programs in February 2016.**
- C. Receive and give input into the new PMA communications strategy in September 2015.**
- D. In September 2015, receive recommendations from staff on steps to increase the use of electronic communications to reduce costs, improve the timeliness of communication, and facilitate interaction with the larger church.**
- E. The Board will communicate key objectives to the Executive Director and the Agency as a whole, and ensure evaluation standards are consistent with those objectives.**
- F. The Board will develop and approve a succession plan for the**

Executive Director.

**REPORT OF THE
PERSONNEL
SUBCOMMITTEE**

Jo Stewart, chair of the Personnel Subcommittee, presented the report of the Subcommittee. See ([Appendix 6](#)) for full report.

**ACTION 6-EC-041515
CHANGES TO PERSONNEL
SUBCOMMITTEE CHARTER**

The Executive Committee **VOTED** to approve and recommend to the Presbyterian Mission Agency Board for approval the following revisions to the Personnel Subcommittee Charter (underlining denotes additions):

**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.

**URBAN MINISTRY
ROUNDTABLE DISCUSSION**

Gamm read a memorandum from the Advisory Committee on Racial Ethnic Concerns (ACREC) and the Advisory Committee on Social Witness Policy (ACSWP) requesting that Item 08-08 from the 221st General Assembly (2014), "The Gospel from Detroit: Renewing the Church's Urban Vision," be re-assigned to Compassion Peace and Justice (CPJ). The committees also requested that the committee overseeing the work be changed from the Worshiping Communities Committee to the Justice Committee. Barry Creech explained that the referral had originally been assigned to CPJ with the Evangelism and Church Growth Ministry Area (ECG) in a supporting role. After restricted funds for the work were identified in ECG, staff agreed that ECG would take the lead with CPJ providing the support. However, as a result of the decreased staffing in ECG, the work was overlooked by both ministry areas. Creech reported that the issue has been resolved internally, and the work will be done collaboratively by the two ministry areas with CPJ in the lead, and ECG providing funding.

ACTION 7-EC-041515
“THE GOSPEL FROM
DETROIT:RENEWING THE
CHURCH’S URBAN VISION”

Chairs of the Leadership, Justice, and Worshiping Communities Committees expressed interest in being kept informed of the work that is done in response to the above referral. It was suggested that if the report is reassigned to the Executive Committee, the chairs of these committees, who are also members of the Executive Committee, could relay the information back to their committees.

The Executive Committee **VOTED** to change the assignment of the report on “The Gospel from Detroit: Renewing the Church’s Urban Vision,” from the Worshiping Communities Committee to the Executive Committee.

Gamm will report back to ACREC and ACSWP on the action taken by the Executive Committee.

FINANCIAL REPORTS

Earline Williams, Deputy Executive Director of Shared Services, reviewed the following financial reports ([Appendix 7](#)):

- Presbyterian Mission Agency 2014 Receipts
- Unrestricted Receipts Budget Variance
- Restricted Receipts Budget Variance
- Presbyterian Mission Agency 2014 Expenditures

Budget adjustments to the 2015-2016 budgets will be presented to the Board for approval.

COMMUNICATIONS
MINISTRY REPORT

Kathy Francis, Senior Director of Communications, presented the Communications Ministry Report ([Appendix 8](#)). Francis introduced Gregg Brekke, the new editor of Presbyterian News Service.

FUNDS DEVELOPMENT
REPORT

Terri Bate, Senior Director for Funds Development, presented the Funds Development Report for 2014 and the Funds Development Projections for New Initiatives ([Appendices 9&10](#)). Bate invited Hunter Farrell, director of World Mission to talk about the implications of lowered revenue and goals for 2015.

Bate invited Bryce Wiebe, manager of Special Offerings, to give the Special Offerings Report ([Appendix 11](#)).

Gamm reminded members of the Executive Committee of their role as ambassadors for the Presbyterian Mission Agency and encouraged them to share resources that are available to promote the work of the Mission Agency.

PRESBYTERIAN MISSION
AGENCY REVIEW
COMMITTEE

Barry Creech, Director for Policy, Administration and Board Support, reminded members that the Mission Agency Review Committee would be in Louisville next week (April 20-22). The Review Committee reviewed the Mission Agency’s Self-Study at its first meeting in November. At this meeting, they will be interviewing the Board chair and vice-chair, as well as the Leadership Cabinet and other senior staff. At the conclusion of their meeting, the Review Committee will provide the agency with a summary of their observations; and the agency will have opportunity to make response. The Review Committee report will be written over the next few months, as submitted to the General Assembly in 2016.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

**REVIEW OF COMMITTEE
BUSINESS**

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

**ACTION 8-EC-041515
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 10:58 a.m. as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, potential litigation and property matters with only voting members of the Executive Committee to attend the closed session and the following individuals, who were invited to remain and attend all or a portion of the closed session meeting:

- Linda Valentine, Executive Director
- Gradye Parsons, Stated Clerk
- Michael Kirk, Associate General Counsel
- Barry Creech, Director of Policy, Administration and Board Support
- Mark Calloway, counsel, Alston & Bird
- Michael Hoernlein, counsel, Alston & Bird
- Emily McGowan, counsel, Alston & Bird
- John Sheller, counsel, Stoll Keenon Ogden
- Leah Smith, counsel, Stoll Keenon Ogden
- Nancy Nunnelley, stenographer

**ACTION 9-EC-041515
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 12:09 p.m. The chair announced that no actions were taken in closed session.

**CLOSING PRAYER AND
ADJOURNMENT**

There being no further business, the meeting of the Executive Committee was adjourned and closed with prayer at 12:09 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Linda Valentine
Executive Director, Presbyterian Mission Agency

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

May 6, 2015 – 3:00 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 Church (USA), A Corp., met by conference call on May 6, 2015, at 3:09 p.m. EDT.

The meeting was called to order with prayer by Executive Committee Chair, the Rev. Marilyn Gamm, Chair of the Presbyterian Mission Agency Board.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm, Chair
Chad Herring
Mary Jorgenson
Kevin Yoho

Also present:

Landon Whitsitt, Board Member, Personnel Subcommittee
Kenneth Godshall, Board Member, Personnel Subcommittee
John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Jo Stewart, Vice-Chair
Nancy Ramsey (Board Member, Personnel Subcommittee)
Mihee Kim-Kort
David Shinn

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Chad Herring.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Kenneth Godshall, Personnel Subcommittee
Landon Whitsitt, Personnel Subcommittee
John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Gamm called the closed session to order. Gamm admonished those present that only those listed in the motion may remain and are bound to hold all matters discussed as confidential. Gamm reminded those

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

remaining that the 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.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that one action was taken in closed session, which was that the Executive Committee moved to **PERMIT Stoll, Keenon, Ogden to consult with Mike Kirk, Associate General Counsel for the Presbyterian Mission Agency at John Sheller's discretion regarding previously assigned personnel matters.**

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 4:50 p.m. EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

May 22, 2015 – 9:30 a.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 Church (USA), A Corp., met by conference call on May 22, 2015, at 9:30am, EDT.

The meeting was called to order with prayer by Executive Committee Chair, the Rev. Marilyn Gamm, Chair of the Presbyterian Mission Agency Board.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marilyn Gamm, Chair
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Marsha Anson
James Ephraim

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Discussion about various personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Chair GAMM reminded the committee that she would not be available to chair any called meetings of the Executive Committee or the Board through June 15 due to her move to California. Vice Chair Jo Stewart would be serve as Chair if necessary.

Chair GAMM also reminded that the next stated meeting of the Executive Committee is by teleconference on Thursday, June 25th, 2015, at 1:30pm EDT. The 2015 Executive Committee retreat is scheduled for July 22-24 in Philadelphia, Pennsylvania.

GAMM suggested the Executive Committee may want to consider adding an additional day onto the upcoming September Board meeting, and encouraged members to give that some thought before the June 25 meeting.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 10:27am EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Special Conference Call Meeting
of
Presbyterian Mission Agency Board
Executive Committee
May 31, 2015

The meeting was called to order by Vice Chair Josephine Stewart at 5:06pm and opened with prayer by Josephine Stewart.

The following members of the Executive committee were present:

Chad Herring
Mary Cook Jorgenson
Mihee Kim-Kort
David Shinn

Guest: John Sheller, attorney

The Chair entertained a motion to go to closed session. The following motion was made, seconded and approved:

That the Executive Committee convene in closed session to discuss personnel and property matters with only the voting members of the executive session and the following individual invited to remain and attend:

- 1. John Sheller, attorney**

The Chair convened the closed session and discussion ensued.

Upon motion made, seconded and approved, the Executive Committee arose from closed session. The Executive Committee resumed meeting in open session and announced that **no action was taken while in closed session.**

Upon motion made, seconded and approved the meeting was adjourned with prayer.

Respectfully submitted,

Mary Cook Jorgenson
Clerk

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 4, 2015 – 10:00 a.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 Church (USA), A Corp., met by conference call on June 4, 2015, at 10:00am, EDT.

The meeting was called to order with prayer by Executive Committee Vice-Chair, Ruling Elder Jo Stewart.

Stewart appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Chad Herring
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Marilyn Gamm, Chair
Mary Jorgenson

Stewart reminded the executive committee about the September 2015 board meeting schedule, currently set for September 24-25. Discussion ensued about whether additional time would be needed.

MOVED that the Executive Committee amend the September 2015 stated board meeting dates to September 23-25, 2015. Seconded and Carried.

Stewart entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Marsha Anson.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

John Sheller, counsel, Stoll Keenon Ogden. Seconded and carried.

The committee sat in closed session.

Stewart reminded the committee that “only the Executive Committee 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 personnel matters ensued.

MOVED to DIRECT the Personnel Subcommittee to prepare for the Executive Committee a recommendation for performance goals, evaluation process, and other important metrics for the Executive Director, for consideration by the Executive Committee by July 22, 2015. Seconded and carried.

MOTION to arise from closed session. Seconded and carried.

Stewart called the meeting back to order and announced that one action was taken in closed session. That was to DIRECT the Personnel Subcommittee to prepare for the Executive Committee a recommendation for performance goals, evaluation process, and other important metrics for the Executive Director, for consideration by the Executive Committee by July 22, 2015.

MOTION to adjourn and close with prayer. Seconded and carried.

Chad Herring closed the meeting with prayer at 12:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 12, 2015 – 1:00 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 Church (USA), A Corp., met by conference call on June 12, 2015, at 1:00pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilynn Gamm
Chad Herring
Mihee Kim-Kort
David Shinn
Jo Stewart
Kevin Yoho

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.

Linda Valentine, Executive Director, Presbyterian Mission Agency

Mike Kirk

Kathy Francis

Kathy Melvin 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 personnel and legal matters ensued.

At 1:30pm, Linda Valentine, Mike Kirk, Kathy Francis, and Kathy Melvin joined the closed meeting, as permitted by the motion to sit in closed session. Gamm reminded everyone that all on the call "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 personnel and legal matters continued.

At 2:40pm EDT, Linda Valentine, Mike Kirk, Kathy Francis, and Kathy Melvin left the call. Only voting members of the Executive Committee and John Sheller remained on the call.

Discussion about various personnel and legal matters continued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 3:30pm EDT.

Respectfully Submitted,



Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 16, 2015 – 12:05 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 Church (USA), A Corp., met by conference call on June 16, 2015, at 12:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
Jo Stewart

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC
Linda Valentine
Kathy Francis

Not Present:

David Shinn
Kevin Yoho

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.
Linda Valentine, Executive Director, Presbyterian Mission Agency
Kathy Francis

Seconded and carried.

The committee sat in closed session.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

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 personnel and legal matters ensued.

At 12:30pm EDT, Linda Valentine and Kathy Francis left the call.

Discussion about various personnel and legal matters continued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 2:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is stylized and cursive.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

June 18, 2015 – 11:05 a.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 Church (USA), A Corp., met by conference call on June 18, 2015, at 11:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mihee Kim-Kort
Jo Stewart
Kevin Yoho

Also present at the start of the call:

John Sheller, Attorney, Stoll, Keenon, Ogden PLLC

Not Present:

David Shinn
Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

John Sheller, counsel, Stoll Keenon Ogden.

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.”

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Discussion about various personnel and legal matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that no action was taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 1:10pm EDT.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call
June 25, 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 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
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet Kathy Francis – Senior Director, Communications Ministry
Earline Williams – Deputy Executive Director for Shared Services

Recorder Susan Abraham – Staff, Office of the Executive Director

Others Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
Ruth Gardner – Staff, Human Resources
Debbie Gardiner – Staff, Office of the Executive Director
Denise Hayden – Staff, Office of the Executive Director
Mike Kirk – Staff, Office of Legal Services
Tim McCallister – Staff, Evangelism and Church Growth
James Rissler – Presbyterian Investment and Loan Services
Leslie Scanlon – Presbyterian Outlook

ACTION – 1-EC-062515
WALTON AWARDS

The Executive Committee **VOTED** to approve the following outstanding New Church Developments as the 2015 Sam & Helen R. Walton Award recipients which were selected and recommended by the Mission Development Resources Committee at its May 14, 2015 meeting to receive a one-time award of up to \$50,000 ([Appendix 1](#)).

1. Northland Village Church NCD, San Fernando Presbytery, Synod of Southern California and Hawaii - \$35,000
2. Camino de Vida NCD, Santa Fe Presbytery, Synod of the Southwest - \$35,000

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

3. The Fellowship Place, Charlotte Presbytery, Synod of the Mid-Atlantic - \$35,000

**ACTION – 2-EC-062515
RESTORING CREATION
LOAN**

Jim Rissler, president of Presbyterian Investment and Loan Program, presented background information on the “Restoring Creation Loan.” The Executive Committee **VOTED** to approve on behalf of the Presbyterian Mission Agency and Presbyterian Church (U.S.A.), A Corporation attached revisions to the Policies and Guidelines of the General Assembly Church Loan Program Endowment Funds to permit the offering of a new loan product, the Restoring Creation Loan, as recommended by the Mission Development Resources Committee (MDRC), said revisions show deletions as strikethroughs and additions as underlines.

See ([Appendix 2](#)) for full report.

**ACTION – 3-EC-062515
CELEBRATION OF HOLY
COMMUNION**

The Executive Committee **VOTED** to approve the celebration of Holy Communion at the following events ([Appendix 3](#)):

- New Worshiping Communities Coach Training and the Discipleship Conference on January 18-23, 2016
- Evangelism and Church Growth Conference on August 8-12, 2016

**ACTION – 4-EC-062515
LIAISON TO MDRC**

The Presbyterian Mission Agency Board Executive Committee **VOTED** to ratify the appointment of David Ezekiel to serve the unexpired term of Corey Schlosser-Hall as the liaison from the Worshiping Communities Committee to the Mission Development Resource Committee. This term begins immediately and will conclude in September 2018 ([Appendix 4](#)).

**BOARD/STAFF ROLES
MISSION WORK PLAN
PROCESS**

Gamm invited Barry Creech to present the request for clarifying the roles of the Presbyterian Mission Agency Board and staff members for the 2017-2020 Mission Work Plan strategy process ([Appendix 5](#)).

The Executive Committee also received a document from the Strategy Advisory Group (SAG) ([Appendix 6](#)) asking the Executive Committee to help “determine what level of decisions need to be made in the future, and the sequence in which they should be made.” The Executive Committee discussed the difficulty of embarking on a four-year plan under current circumstances and agreed to the following sequence of events for developing the work plan.

1. “Strategy Bridge” to guide the development of the Mission Work Plan and budget for 2017-2018.
2. Respond to a referral from the April Board meeting to develop for the September 2015 Board meeting a “recommendation on a process to consider a churchwide conversation on the mission, priorities, and structures of the PMA.”

3. The search for a permanent Executive Director.

The Executive Committee approved the chart outlining the levels of strategic planning. A few amendments were made to the section on the division of labor between management and Board.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Committee

Appendix 2

High-level Strategic Thinking; Concepts and Division of Labor

<u>Strategic step or task</u>	<u>Management</u>	<u>Board</u>
SAG		
Charter/Structure Review	Brain Storm	Brain Storm
		Input
		Develop
Coordinate with Partner Agencies	Support/Do	Support/Do
Communicate with Church Vision / Mission / Values	Support/Do	Support/Do
	Brain Storm	Brain Storm
		Refine
		Approve
Strategic Assumptions	Brain Storm	Brain Storm
		Refine
		Approve
Directional Goals	Develop	Approve
Annual Plan	Develop	Approve
Vital Signs/Evaluation model	Brain Storm	Brain Storm
	Develop	Approve
Monitor	Do	Do

Jo Stewart, Chad Herring and Barry Creech were authorized to complete the SAG column.

2015 EXECUTIVE COMMITTEE RETREAT

Herring and Marsha Anson presented plans for the Executive Committee retreat on July 22-24 in Philadelphia. They have been working with the Presbytery of Philadelphia to visit four ministries focusing on the “Educate a Child: Transform the World,” initiative. Herring and Anson will enlist more ideas for the retreat from the Executive Committee via email.

BOARD AND EXECUTIVE COMMITTEE MEETING BUDGETS

Creech presented an update on the budget for the Board and Executive Committee meetings for information ([Appendix 7](#)).

CHURCHWIDE CONVERSATION ON THE MISSION, PRIORITIES, AND STRUCTURES OF THE PMA

Creech reminded the Executive Committee of the referral from the April Board meeting directing the “Strategy Advisory Group and Executive Committee, in consultation with the Strategy Working Group, to come back to the September 2015 Board Meeting with a recommendation on a process to consider a churchwide conversation on the mission, priorities, and structures of the PMA.”

The Strategy Advisory Group will present recommendations to the Executive Committee for approval at their retreat in July.

APRIL 2015 BOARD MEETING SURVEY

Creech led the Executive Committee through the results of the April 2015 Board Meeting Survey ([Appendix 8](#)).

The Executive Committee will discuss some of the suggestions offered in the survey at the July retreat.

ACTION – 5-EC-062515

The Executive Committee **VOTED** to convene in closed session at 2:47

PRESBYTERIAN MISSION AGENCY BOARD

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Executive Committee

Appendix 2

**CONVENE IN CLOSED
SESSION**

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:

1. Linda Valentine
2. Barry Creech
3. Martha Clark
4. Kathy Francis
5. Ruth Gardner
6. Mike Kirk
7. Earline Williams

**ACTION – 6-EC-062515
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 4:48 p.m. and on June 29 released the following action taken in closed session:

That the Executive Committee approved the Executive Director’s proposal for restructuring within the staff organization, said restructure discussed in detail with the Executive Committee and more fully described in [Appendix 9](#) and [Appendix 10](#) to this motion, such appendices to be attached once the restructure has been implemented the week of June 29.

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 4:50 p.m.

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Linda Valentine
Executive Director, Presbyterian Mission Agency

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

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Appendix 2

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

July 8, 2015 – 2:00 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 Church (USA), A Corp., met by conference call on July 8, 2015, at 2:00pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

James Ephraim
Marilyn Gamm
Chad Herring
David Shinn
Jo Stewart
Kevin Yoho

Also present at the start of the call:

Martha Clark

Joining the call later in the meeting:

Martha Anson
Mihee Kim-Kort

Not Present:

Mary Jorgenson

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Executive Committee, and the following invited guests, to attend all or part of the closed session.

Invited Guests:

Martha Clark

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.”

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

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Appendix 2

Discussion about various personnel and legal matters ensued.

MOTION to arise from closed session. Seconded and carried.

Gamm called the meeting back to order and announced that two actions were taken in closed session.

The Executive Committee approved a motion stating that “Upon recommendation of the General Counsel, after consultation with the chair of the board and the executive director, the executive committee finds that Marsha Anson, General Presbyter/Stated Clerk of Glacier Presbytery, does not have a conflict of interest under the Ethics Policy with regard to the submission of a grant application on behalf of Glacier Presbytery, signed June 12, 2015, to the Mission Development Resources Committee.”

And

The Executive Committee approved a motion “to designate Barry Creech, Director for Policy, Administration and Board Support, and Earline Williams, Chief Financial Officer/Deputy Executive Director of Shared Services, as Temporary-Co-Managers of the Presbyterian Mission Agency, beginning July 11, 2015, until such time as an interim Executive Director is in place, and empower the Chair and Vice-Chair of the Board to negotiate a memo of understanding with them, outlining responsibilities during this period”

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 4:05pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is written in a cursive, flowing style.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

July 14, 2015 – 6:00 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 Church (USA), A Corp., met by conference call on July 14, 2015, at 6:11 pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Present:

James Ephraim
Marilyn Gamm
Jo Stewart
Kevin Yoho

Not Present:

Martha Anson
Chad Herring
Mary Jorgenson
Mihee Kim-Kort
David Shinn

Gamm entertained a motion to move into closed session to discuss personnel, legal, and/or property matters, and recognized Jo Stewart.

MOVED that the Executive Committee convene in closed session as the Executive Committee of 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.

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 personnel and legal matters ensued.

MOTION 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.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 6:40pm EDT.

Presbyterian Mission Agency Board
Executive Committee

Executive Committee Retreat Business Session Record

July 22, 2015 – 8:30 a.m. EDT

to

July 24, 2015 – 12:05 pm EDT

The Executive Committee of the Presbyterian Mission Agency and the Presbyterian Church (USA), A Corporation., met for its annual retreat at the offices of the Presbytery of Philadelphia, from July 22, 2015 to July 24, 2015.

Board Chair Marilyn Gamm appointed Chad Herring clerk pro-tem for this meeting.

Executive Committee Members Present:

Marsha Anson
James Ephraim
Marilyn Gamm
Chad Herring
Mihee Kim-Kort
Melinda Lawrence Sanders
David Shinn
Jo Stewart
Kevin Yoho

Staff Members Present:

Terri Bate
Barry Creech
Hunter Farrell
Kathy Francis
Debbie Gardiner
Rhashell Hunter
Sara Lisherness
Earline Williams

July 22, 2015 Session

The meeting was called to order with prayer and devotional by Mihee Kim-Kort.

Chad Herring and Jo Stewart presented a discussion from the Mission Work Planning Team. David Shinn, Marsha Anson and Berry Creech led the Executive Committee through a set of generative questions about the current and possible future work of the Agency. Earline Williams and Chad Herring offered a financial update.

The Executive Committee then sat in business session to consider two items of business.

MOTION: That the Executive Committee appoint Glen Snider as the replacement for Marci Glass on the Ghost Ranch Governing Board from June 1, 2015 to May 31, 2016. Seconded and Carried.

MOTION: To permit the use of the chapel, consistent with the center's chapel and building use policy, for any couple bearing a lawfully issued marriage license. Seconded and Carried.

Following the business session, the Executive Committee discussed a referral from the April Board Meeting.

Gamm appointed an Executive Committee task force (Jo Stewart, Mihee Kim-Kort, Kevin Yoho) to consider options for a churchwide conversation on the mission, priorities, and structures of the PMA, to bring back to the Executive Committee recommendations to bring to the Board in response to the April Referral.

Jo Stewart led the committee in exploring ways of strengthening the relationship between Agency staff and board members.

MOVED that the Executive Committee convene in closed session as the Executive Committee of 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 all or part of the closed session. Seconded and Carried.

The Executive 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 personnel matters ensued.

MOTION 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.

The Executive Committee sat in recess.

July 23, 2015 Session

The Executive Committee reconvened at 5 pm on July 23, 2015, at the offices of the Presbytery of Philadelphia. Earlier in the day, members of the board and the staff visited four local ministries: First Presbyterian Church Germantown, Freedom School; The Common Place; Beacon New Church Development; and Christ’s Presbyterian Church.

Hunter Farrell offered an update on the Educate a Child initiative.

Following the update, the Chair recognized a need for additional conversation in closed session.

MOVED that the Executive Committee convene in closed session as the Executive Committee of 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 all or part of the closed session. Seconded and Carried.

The Executive 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 personnel matters ensued.

MOTION 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. Staff members rejoined the room, and Yoho led those assembled in a closing devotional and prayer.

The Executive Committee sat in recess.

July 24, 2015 Session

The Executive Committee reconvened at 9 am at the offices of the Presbytery of Philadelphia. Ephraim opened our time with group devotional and prayer.

Staff and board members discussed the April 2015 Board meeting evaluation and offered feedback on improving the structure of upcoming board meetings.

The board discussed the importance for cultural proficiency and humility training. Common agreement was shared about the importance of the training, the need for training that was sensitive to the history and culture of the Presbyterian Church (U.S.A.), and an intention to provide the training annually if possible. Shinn, Kim-Kort, and Herring agreed to work with Rhashell Hunter to plan for the September 2015 meeting.

Creech led the committee through the PMA Review Committee draft report conversation, and received comments that might be used for a response to their work.

The Executive Committee decided to ask the Nominating and Governance Subcommittee to proposed recommendations regarding board structure and role, corresponding to the PMA Review Committee observation.

MOTION to adjourn. Seconded and carried.

Gamm closed the meeting with prayer at 12:05 pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Rev. Chad Herring". The signature is stylized and cursive.

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board of the
General Assembly of the Presbyterian Church (U.S.A.)
Conference Call
August 28, 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	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 Lawrence Sanders – Member-at-large David Shinn – Chair, Worshiping Communities Committee Kevin Yoho – Chair, Leadership Committee
MEMBERS EXCUSED	Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
<i>Leadership Cabinet</i>	Terri Bate – Senior Director, Funds Development Ministry Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support Rhaskell 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
<i>Recorder</i>	Susan Abraham – Staff, Office of the Executive Director
<i>Others</i>	Martha Clark – Staff, Legal Services Ruth Gardner – Staff, Human Resources Denise Hayden – Staff, Office of the Executive Director Leslie Scanlon – Presbyterian Outlook
<u>ACTION – 1-EC-082815</u> BOARD MEETING AGENDA	The Executive Committee VOTED to approve the proposed agenda for the September 2015 Board meeting as presented (Appendix 1).
<u>ACTION – 2-EC-082815</u> EXECUTIVE COMMITTEE	The Executive Committee VOTED to approve the proposed agenda for the September 2015 Executive Committee agenda as presented

MEETING AGENDA

[\(Appendix 2\)](#).

ACTION – 3-EC-082815
ASSIGNMENT OF BUSINESS
TO COMMITTEES

The Executive Committee **VOTED** to approve the assignment of business to committees with the following revision ([Appendix 3](#)):

- List “A.211 Charles H. Cook Foundation Update,” currently listed under the Finance Committee, under the Leadership Committee as well.

The Corporate Property, Legal, and Finance Committee and the Leadership Committee will meet jointly to act on “C.104 How Federal Student Loan Forgiveness in 2017 Affects Undergraduate and Graduate Loans Offered by Financial Aid for Service.”

ACTION – 4-EC-082815
STONY POINT REQUEST

This item was referred to the next meeting of the Executive Committee of the Corporation.

BOARD RESTRUCTURING

Chad Herring reported on behalf of the Nominating and Governance Subcommittee on the work done on “Board Restructuring.” The Subcommittee has had extensive conversations on the subject but did not have any proposals for a new structure as yet.

The Executive Committee clarified that the Nominating and Governance Subcommittee is delegated the task of reviewing the size, structure and scope of the Board. The Subcommittee was directed to bring a proposal for restructuring of the Board, based on their findings, back to the Executive Committee.

CULTURAL HUMILITY
TRAINING PLANS

Rhashell Hunter reported that the planning team is on track with plans for the Cultural Humility training at the Board meeting on Thursday, September 24th. A team of staff and Board members will lead the training. In addition to Hunter, staff will include Sera Chung, Associate for Gender and Racial Justice, and Mark Koenig, Director of Presbyterian Ministry at the United Nations.

ACTION – 5-EC-082815
CONVENE IN CLOSED
SESSION

The Executive Committee **VOTED** to convene in closed session at 2:41 p.m. to discuss personnel, litigation, and property matters with only voting members of the Executive Committee and Ruth Gardner.

ACTION – 6-EC-082815
RISE FROM CLOSED
SESSION

The Executive Committee **VOTED** to rise from closed session at 3:10 p.m.

The chair reported the following action was taken in closed session:

To give Presbyterian Mission Agency Temporary Co-Managers Barry Creech and Earline Williams each a one-time, \$5,000 performance bonus to be paid no later than December 31, 2015, and to give them each an additional seven days of paid leave to be taken by the end of the second quarter in 2016.

PRESBYTERIAN MISSION AGENCY BOARD

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Appendix 2

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting was adjourned with prayer by Gamm at 3:11p.m.

Respectfully Submitted,

Marilyn Gamm

Chair, Presbyterian Mission Agency

Board

Draft – Not Yet Approved

**Minutes of the Executive Committee of the
Presbyterian Church (U.S.A.), A Corporation
Conference Call
September 9, 2015**

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
Mihee Kim-Kort – Member-at-large
Melinda Lawrence 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 Barry Creech – Temporary Co-Manager and Director for Policy, Administration and Board Support
Kathy Francis – Senior Director, Communications
Chip Hardwick – Director, Theology, Formation and Evangelism
Earline Williams – Temporary Co-Manager and 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
Ruth Gardner – Staff, Human Resources
Denise Hayden – Staff, Office of the Executive Director
Lisa Robbins – Staff, Human Resources
Leslie Scanlon – Presbyterian Outlook

ACTION – 1-EC-090915
STONY POINT
CONFERENCE CENTER
EMERGENCY ROOF
REPLACEMENT Chad Herring presented the item on behalf of the Property, Legal and Finance Committee. The Executive Committee acting as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, **VOTED** to approve the following resolutions from the Committee ([Appendix 1](#)):

RESOLVED, that the Presbyterian Church (U.S.A.), A Corporation (“Corporation”) approves advancing the amount of One Hundred and Twenty Thousand Dollars (\$120,000) from the capital reserve budget to pay on behalf of Stony Point Conference Center for emergency roof replacements, said advancement being conditioned upon the replenishment of these advanced funds as follows:

Repayment shall be made annually, on or before December 31st, in equal amounts over a 10 (ten) year period. If excess revenue from Stony Point Conference Center annual operations is available, those funds will be set aside to reduce the advance balance, and will be remitted to the Corporation in the 1st quarter of the following year.

Further resolved to direct PMA Director of Theology, Formation and Evangelism, PMA Director of the Treasury, and the Co-Directors of Stony Point Conference Center to bring revisions to Milestones to include capital advances by the September 2015 Board Meeting.

Funds will be released by the Corporation to the vendor(s) which perform the roof work as the contracted work is completed, inspected, and signed off by the PMA Director of Theology, Formation and Evangelism and the Co-Directors of Stony Point Conference Center.

ACTION – 2-EC-090915
EXTENSION OF
EXECUTIVE
COMMITTEE’S
TEMPORARY LEADERSHIP
ACTIONS

The Executive Committee acting as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation, **VOTED** to approve the following resolution (**Appendix 2**):

RESOLVED, in the interest of maintaining continued temporary leadership and during the search for the Interim Executive Director, that the binding effect of the actions of the Executive Committee taken to appoint Barry Creech and Earline Williams the temporary co-managers of the Presbyterian Mission Agency, is extended, and these actions remain in full force and effect until the earlier of the commencement of work of an Interim Executive Director or the February 2016 Presbyterian Mission Agency Board meeting.

ACTION – 3-EC-090915
CONVENE IN CLOSED
SESSION

The Executive Committee **VOTED** to convene in closed session at 2:09 p.m. to discuss personnel, property, and litigation matters with only members of the Executive Committee to attend the closed

PRESBYTERIAN MISSION AGENCY BOARD

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session, and with the following individuals to attend portions or all of the meeting:

1. Ruth Gardner
2. Lisa Robbins

**ACTION – 4-EC-090915
RISE FROM CLOSED
SESSION**

The Executive Committee **VOTED** to rise from closed session at 3:23 p.m. No actions were taken in closed session. Gamm announced that the Executive Committee called a meeting for Monday, September 14 at 5:00 p.m. EDT via teleconference.

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 3:24 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Presbyterian Mission Agency Board
Executive Committee

Called Meeting Full Record

September 14, 2015 – 5:00 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 Church (USA), A Corp., met by conference call on September 14, 2015, at 5:05pm, EDT.

The meeting was called to order with prayer by Presbyterian Mission Agency Board Chair Marilyn Gamm.

Gamm appointed Chad Herring clerk pro-tem for this meeting, and called the roll:

Present:

James Ephraim

Marilyn Gamm

Chad Herring

Mihee Kim-Kort

David Shinn

Melinda Lawrence Sanders

Jo Stewart

Joining the call later in the meeting:

Kevin Yoho

Absent from the call:

Marsha Anson

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 session as the Executive Committee of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel matters with only voting members of the Executive Committee to attend all or part of the closed session.

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 personnel matters ensued.

MOTION to arise from closed session. Seconded and carried.

PRESBYTERIAN MISSION AGENCY BOARD

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Gamm called the meeting back to order and announced that no actions were taken in closed session.

MOTION to adjourn and close with prayer. Seconded and carried.

Gamm closed the meeting with prayer at 6:50pm EDT.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Chad Herring". The signature is fluid and cursive, with a large initial "C" and "H".

Chad Herring
Clerk Pro-Tem
Executive Committee
Presbyterian Mission Agency Board

ITEM H.102
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: Appointments by the Presbyterian Mission Agency Board Chair

Recommendation:

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

A. Nominating and Governance Subcommittee, Class of 2017:

- 1. Mark Brainerd**
- 2. Jeffrey Joe**

Background:

According to the charter of the Board Nominating and Governance Subcommittee, members of 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.”

Other Members:

- Mihee Kim-Kort ‘16
- Marianne Rhebergen ‘16
- Andrew Barron ‘17
- Melinda Lawrence Sanders ‘17

B. Personnel Subcommittee, Class of 2017

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

Background:

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.

Other Members:

- Jo Stewart, Chair
- Kenneth Godshall, At-large Member '17

C. Restricted Funds Oversight Subcommittee, Class of 2017

1. Susan Osoinach

Marci Glass – appointed as chair.

Background:

From the *Presbyterian Mission Agency Manual of Operations*:

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.

Other Members:

2. Alan Ford, Co-opted Member '16
3. Kevin Yoho '16
4. Marci Glass '16

D. Foundation Work Group

1. Josephene Stewart – re-appoint until September 2016

Background:

At the April 2013 meeting, the Board **VOTED** to approve an amendment to item 1 of the Framework section of the Executive Committee's December 3, 2008 action establishing the Presbyterian Mission Agency (f/k/a General Assembly Council)/Foundation Work Group ("Work Group") so that the Work Group will consist of the chair of each entity's board as well as one (1) additional board member from each entity as appointed by the entity's chair.

**ITEM H.103
 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	X	H. Executive Committee	

Subject: Celebration of Holy Communion

Recommendation:

- 1. That the Executive Committee approve the following request from the Board of Pensions:**

The Board of Pensions on behalf of the Presbyterian CREDO program requests permission to serve communion at Presbyterian CREDO conferences offered on the following dates:

2016 CREDO Conference dates	
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)

Background:

Each team is comprised of eight faculty members. All officiants and servers are ordained Teaching Elders and Ruling Elders in the Presbyterian Church (U.S.A).

As history, Presbyterian CREDO was begun in 2005 by adopting and adapting the model of CREDO from the Church Pension Group of the Episcopal Church. As of June, 2015, we have offered 60 conferences for over 1,600 of our clergy and Presbytery staff. Each conference is eight days in length, and the rhythm of each day includes worship, plenary sessions, workshops, individual consultations, some fun activities, and time for reflection and discernment. Conferences are designed to offer renewal for participants and an opportunity to be attentive to the workings of the Holy Spirit within them. We focus on four component areas: Spiritual Development, Vocation, Health and Finance.

- 2. That the Executive Committee approve the celebration of Holy Communion at the following events sponsored by Racial Ethnic & Women's Ministries this fall. An ordained teaching elder will administer communion at each of these events.**

- **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**

Background:

Racial Ethnic & Women's Ministries holds a number of leadership training events as well as consultations each year. These leadership events focus on developing racial ethnic, new immigrant, women and young adult transformational leaders. The ministry area does this through training and coaching events and leadership development institutes. Communion is served during these events.

3. That the Executive Committee approve the requests from the Office of Mid-Council Relations to celebrate Holy Communion at the:

- **Polity Conference, Opening Worship on Sunday, October 11.**
- **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.**

FOR INFORMATION:

The chair and vice-chair approved the request to serve Holy Communion, administered by the Rev. Lakeisha Bradshaw and the Rev. Denise Anderson, at the Racial Ethnic Executive Leadership Institute at the Montreat Conference Center on August 21, 2015.

Background:

Racial Ethnic & Women's Ministries held its Racial Ethnic Executive Leadership Institute at the Montreat Conference Center on August 19-21. The event provides racial ethnic women and men with an opportunity to enhance their leadership skills, to network and to be intentional about pursuing leadership roles and positions in the Presbyterian Church (U.S.A.). Many of the participants were nominated by mid council leaders.

Racial Ethnic & Women's Ministries sponsors two to three leadership institutes each year. The leadership institutes identify, inspire, equip and connect racial ethnic persons, new immigrants, women and young adults to serve in leadership positions in the Presbyterian Church (U.S.A.). These events strengthen and nurture the gifts of racial ethnic persons, new immigrants and women and inspire them to greater leadership roles in the church.

**ITEM H.104
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: Changes to the *Presbyterian Mission Agency Manual of Operations*

Recommendation:

- A. That the Executive Committee approve the proposed changes to Appendix 2B of the *Presbyterian Mission Agency Manual of Operations* and submit the changes to the Board for information.**

Recommended Changes (Additions are underlined, deletions are shown with a strike through)	Rationale
<p>Appendix 2B: "General Assembly Ministries"</p> <p>I. Mission Ministries:</p> <p>A. Evangelism and Church Growth</p> <p>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.</p> <p><u>B.A. _____</u> Compassion, Peace and Justice</p> <p>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</p>	<p>At the June 25th meeting, the Executive Committee approved the Executive Director's recommendation to:</p> <p>Merge the Evangelism and Church Growth Ministry Area and the Theology, Worship and Education Ministry Area into a new Theology, Formation and Evangelism Ministry Area.</p> <p>The coming together of these two ministry areas allows for programs and staffs which support leadership development, Christian formation/discipleship, the formation and reformation of worshiping communities, evangelism, and theological rigor to learn from and partner with each other.</p> <p>The revisions proposed in Appendix 2B in the <i>Manual of Operations</i>, reflect the changes previously approved by the Executive Committee, and do not require Board approval.</p>

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.

<p><u>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.</u></p> <p>E. <u>D.</u> World Mission</p> <p>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.</p>	
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B. That the Executive Committee forward the proposed changes to the *Presbyterian Mission Agency Manual of Operations* to the Presbyterian Mission Agency Board with a recommendation for approval.

<p>Recommended Changes (Additions are underlined, deletions are shown with a strike through)</p>	<p>Rationale</p>
<p>IV. Citation of Major Documents, page 3</p> <p>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</p>	<p>The Mission Policy Guide is a resource that contains brief descriptions of major actions of the General Assembly (GA) from 1973 through the current GA. It 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</p>

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Executive Director’s Office

Appendix 5

<p>available by request.</p> <p>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.</p> <p>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.</p> <p>C.B. “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).</p> <p>D.C. Current Mission Work Plan.</p> <p>E.D. Organization for Mission.</p> <p>F.E. Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.</p>	<p>format until four years ago when it became an online product with the database accessible through the website.</p> <p>A lot of work each year went into keeping it current with GA actions. However, we were not sure of the impact of that effort. 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. Work without impact gets stopped, so we stopped the Mission Policy Guide.</p> <p>Actions taken by GA are available on the web at http://index.pcusa.org. It covers 1987-2012 Minutes, and OGA will be adding 2014 soon.</p>
<p>Appendix 1C: “Presbyterian Mission Agency Board Committees and Task Forces”</p> <p>I.B.2.a “Leadership Committee”</p> <p>Relationships</p> <p>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.</p> <p>1) Board-related committees</p> <p> a. None</p> <p>2) Missional relationships:</p> <p> a. Presbyterian Council for Chaplains and Military Personnel – PCCMP</p> <p> b. Association of Presbyterian Church Educators – APCE</p> <p> c. Association of Presbyterian Colleges and Universities – APCU</p>	<p>The Presbyterian Mission Agency has had a long and vibrant relationship with the Association of Presbyterian Colleges and Universities (APCU), celebrated most recently with the approval of a missional relationship agreement in 2012.</p> <p>This relationship was not noted in the Manual of Operations, with other missional relationships, and the linkage between APCU and the Leadership Committee was not clearly stated. This amendment remedies both concerns.</p>

Item H.205 Information

Subject: Comments on Overtures

As an entity of the General Assembly, the Presbyterian Mission Agency Board is permitted to provide communications and resource material to General Assembly commissioners as they consider items of business. These communications and resource material are referred to generically as “comments.”

Mission Agency Board Comments may be made on overtures, or on any other business that comes to the General Assembly, except for business submitted by the Mission Agency Board.

Comments:

- may not introduce new business.
- are always in relation to specific items of business, and may not express general concerns.
- are typically used to provide additional information to commissioners about existing work done by the Mission Agency, so that commissioner consideration of business proceeds with a full awareness of work that is already being done.
- may also advise commissioners of particular constraints on the work of the Mission Agency, so that commissioners are aware of the implications that would follow if a particular item of business were to be approved.
- are not voted upon by the General Assembly, instead they are read as commissioners consider the items at hand. Commissioners vote only on the recommendations.

Process:

- As overtures are published by the Office of the General Assembly, the Executive Director’s Office makes preliminary assignments to offices within the Presbyterian Mission Agency. Reports from other agencies or task forces and advocacy/advisory committees are reviewed in the Executive Director’s Office, unless the subject matter is directly related to a particular office.
- These offices make determinations on whether a comment from the Mission Agency might be useful to General Assembly commissioners and advisory delegates.
- If it is determined that a comment would be useful, then the office drafts a comment for review by the Executive Director’s Office.
- As comments are reviewed by the Executive Director’s Office, requests for clarification and/or additional comments may result.
- Once approved by the Executive Director’s Office, the comments are forwarded to the April meeting of the Presbyterian Mission Agency Board prior to the General Assembly.
- Comments are then reviewed in Mission Agency Board committees based on their content. Subjects outside the purview of a particular committee are reviewed by the Executive Committee.

- These committees make recommendations regarding the comments to the Presbyterian Mission Agency Board. Once approved, the comments are forwarded to the General Assembly. (Note, while Mission Agency practice has been for the Mission Agency Board to approve all comments prior to submission to the General Assembly, in some of the other agencies, comments are a staff function.)

**The rules for “comments” derive from this excerpt from
the Standing Rules of the General Assembly (A.4.)**
(Underlines are for particular emphasis in this presentation.)

4. Communications and Resource Material

**Provide
Comment
or Advice**

a. Communications and resource material provide comment or advice on business already under consideration by the assembly and shall neither contain nor constitute business to be considered by the assembly. Communications may be directed to the General Assembly

(1) by entities of the General Assembly that desire to comment on a single item of business coming before the General Assembly from any source other than their own entity, but which do not introduce new business.

(2) by organizations in which the Presbyterian Church (U.S.A.) holds membership, and

(3) by other denominations in correspondence with the General Assembly.

**Forty-five
Day
Deadline**

b. All communications intended for consideration by the General Assembly shall be forwarded to the Stated Clerk, postmarked no later than forty-five days before the convening of the General Assembly.

**Resource
Materials**

c. Resource material (except for previously published books), including advice and counsel memoranda from advocacy and advisory committees, shall be prepared as necessary by entities of the General Assembly and shall not exceed 1,000 words on each item of business referred. This material shall be submitted to the Stated Clerk, postmarked no later than forty-five days before the convening of the assembly meeting, who shall then publish (print or electronic) and distribute the material to all commissioners prior to the assembly.

**Advice and
Counsel
Memoranda**

d. Advice and counsel memoranda are resources prepared by the Advisory Committee on Social Witness Policy, Advocacy Committee for Racial Ethnic Concerns, and the Advocacy Committee for Women’s Concerns for the purpose of providing information about existing policy, current work on specific topics, recent developments, and other factors useful to commissioners as they consider issues before the assembly.

ITEM H.207 INFORMATION

Subject: Communications Ministry

It's been one year since the Strategic Communications Plan for the Presbyterian Mission Agency was finalized. The plan was the result of seven months of research during which we reached out to some 400 constituents throughout the church. Below are a few highlights as we work to implement the plan.

➤ **New Presbyterian Mission Agency Website**

Simple and intuitive – that's been the mantra for the new PMA website. With over 100,000 pages to wade through on the current website, it's been a massive project. Individual and group meetings have been held with all of the ministry areas to gain input. A local firm – Digital Business Solutions – is developing the site, with input from our in-house IT team. We are about to enter the design phase, followed by development. The new site will feature a robust search engine, built-in redundancies and “responsive design” that will enable easier viewing on mobile devices. Storytelling is the driving factor for the site, with inspiring stories of mission told on every page using strong photos. Keep in mind that this is an overhaul of the PMA site only. A separate effort is under discussion with regard to the PC(USA) home page.

➤ **Social Media**

Over the last year, we have increased our social media efforts in several ways to spread awareness of the work being done within the Presbyterian Mission Agency and the Church. Our most active social media channels have a combined potential reach of 4.4 million people per month. We are also exploring how to best utilize social channels such as Periscope and Snapchat in order to reach the younger demographic in the Church.

➤ **Communications Workshops**

Did you know we now offer communications workshops at mid council meetings? During the research phase for the PMA Communications plan, we heard repeatedly about the need for help in this area. The workshops cover communications planning, media relations and social media. Workshops have already been held (or are upcoming) in Arizona, Nebraska, Washington DC and Pennsylvania. We are also rebuilding the Presbyterian Communicators Network to open channels to mid councils.

➤ **Internal Communications Campaign**

The PMA Communications Plan calls for changing communications “from the inside out.” The purpose of this approach is to change how we communicate *inside* the Presbyterian Center so that it's reflected in communications *outside* of the building. The campaign uses humor to encourage face-to-face communication with “E-mail-free Fridays,” storytelling and

simpler language with fewer acronyms and less insider lingo.

➤ **Focus on Storytelling**

We're telling more stories of mission impact than ever before. We're on track to post more than 800 stories in 2015, twice the number posted in 2014. Our mission stories are posted via the Presbyterian News Service and then shared across social media channels. Once complete, the new website will be our hub for storytelling. The goal is to write a story once and then utilize it in multiple ways.

➤ **Digital Communication**

As part of the overall Communications plan we conducted an e-newsletter audit. In February 2015 we reduced the number of monthly newsletters from 84 to 26 by combining those that were related. It's been well received by our readers. We started the year with 76,798 newsletter subscribers. Today we have 114,324 subscribers.

➤ **Publications**

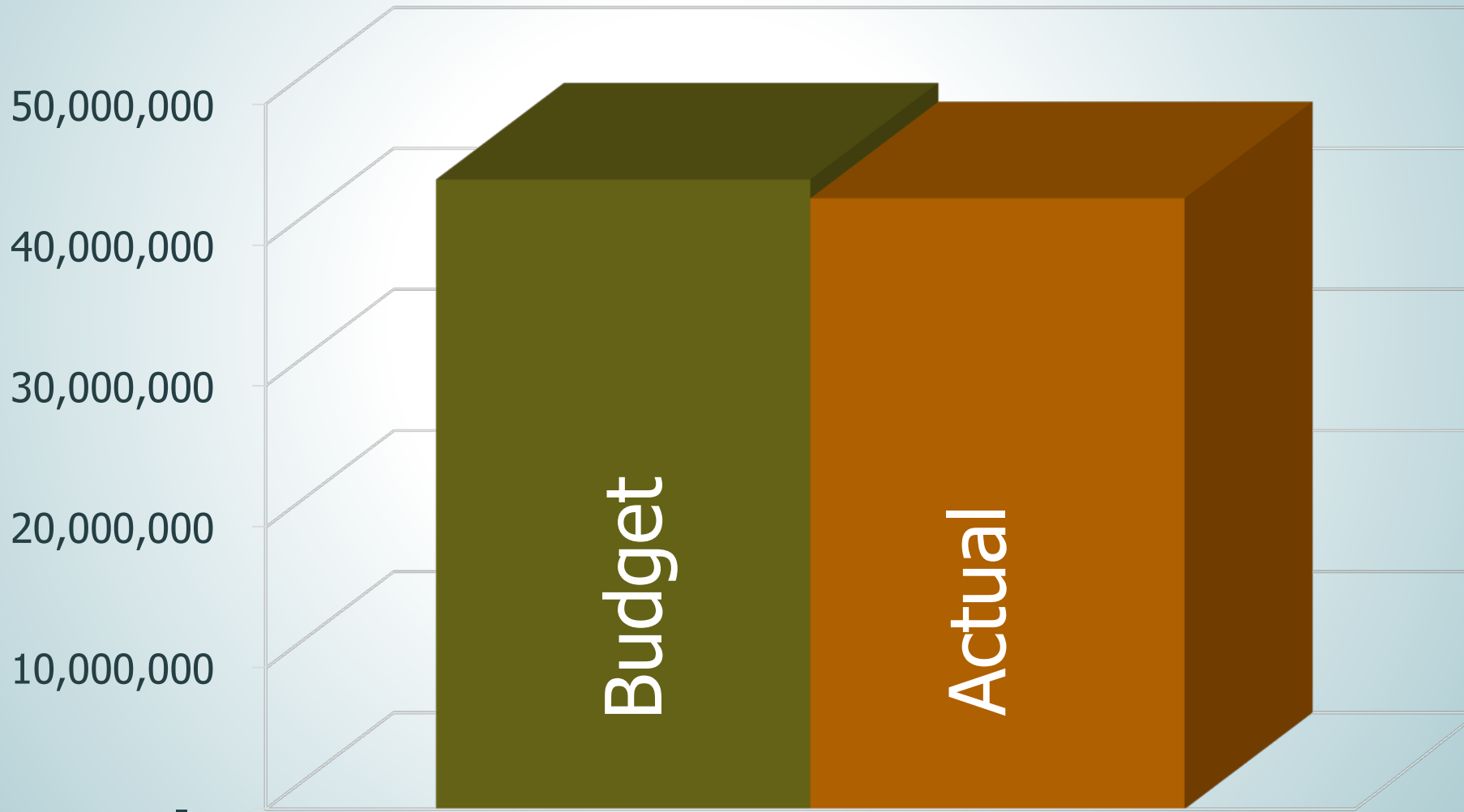
Presbyterians Today transitioned this year to a bimonthly publication. By publishing every other month, we free up capacity of writers and editors to work on other key resources such as the Calendar, the Mission Yearbook and our storytelling hub on the new website. The Mission Yearbook will be an online-only free digital resource starting in 2016.



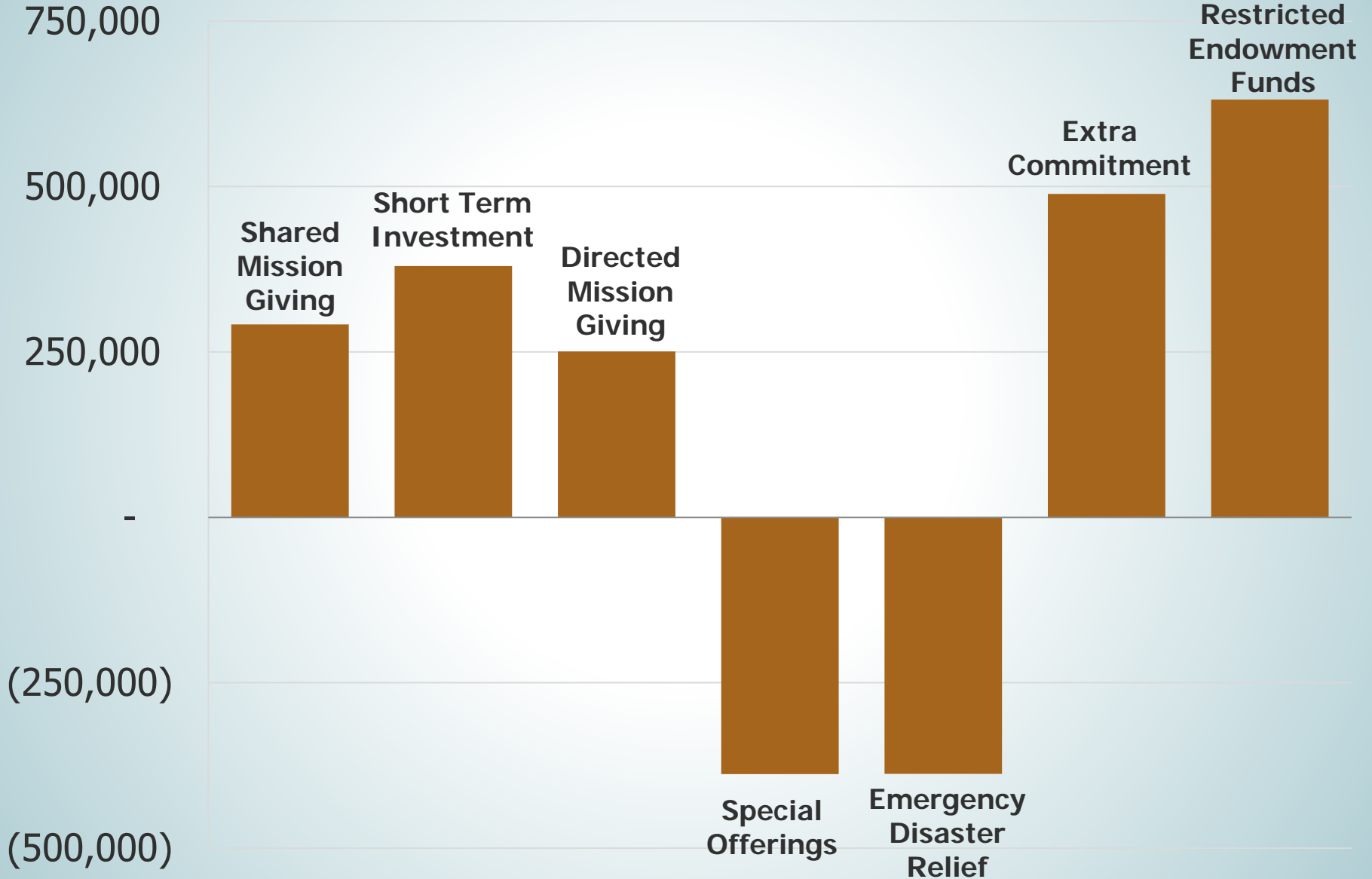
Financial Update September 2015



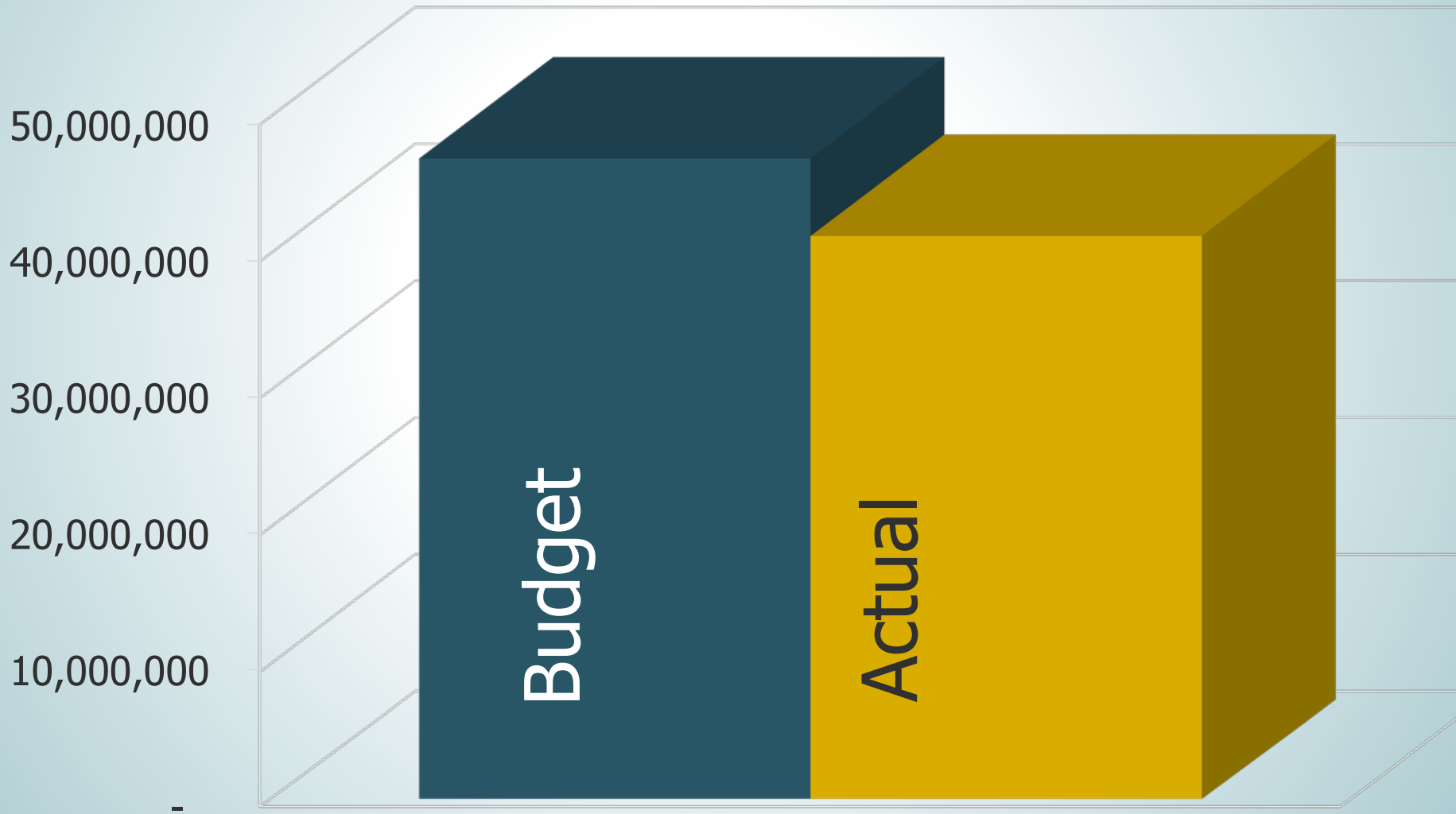
Presbyterian Mission Agency August 31, 2015 - Receipts



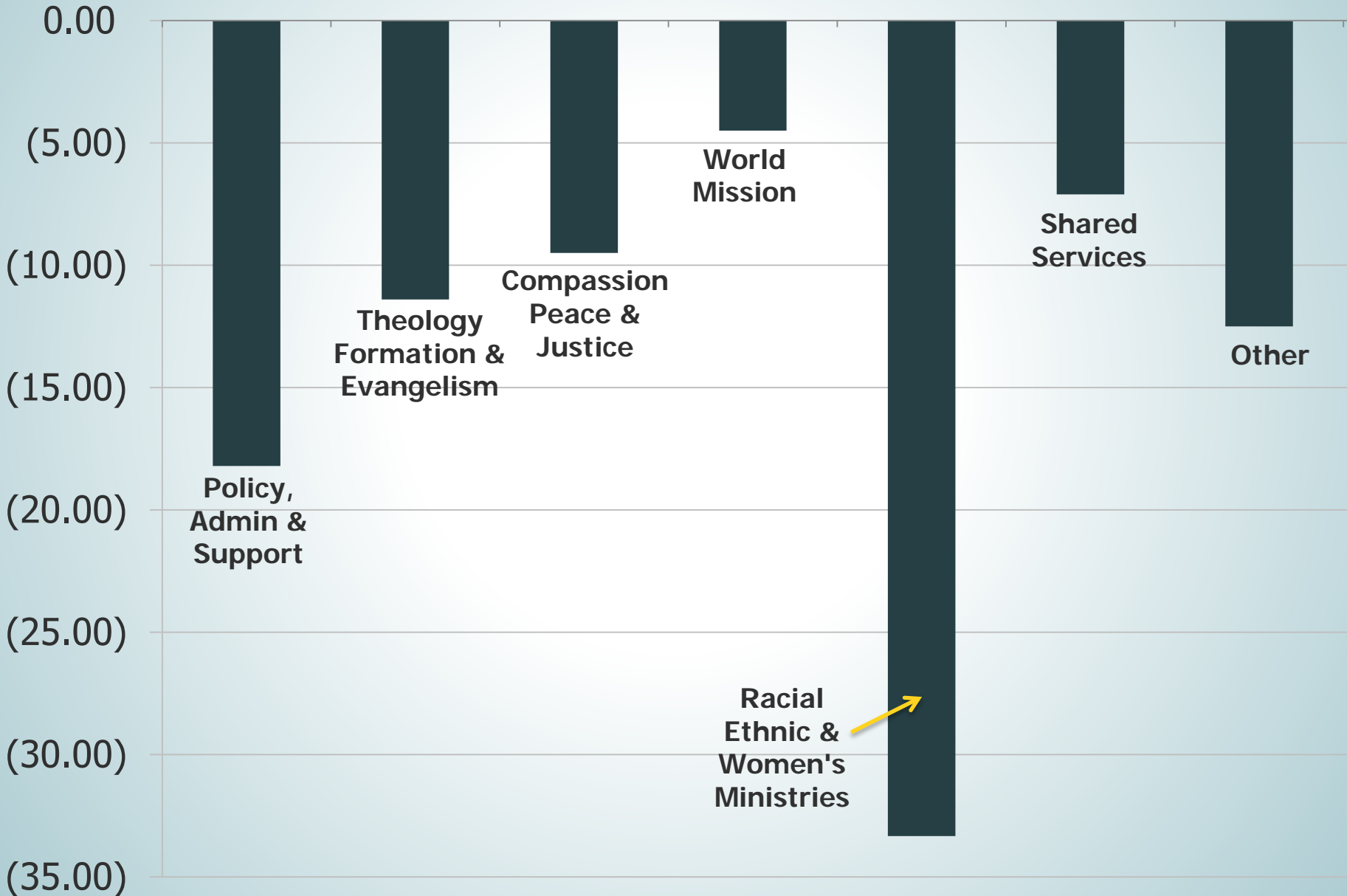
Receipts Budget Variance



Presbyterian Mission Agency August 31, 2015 - Expenditures

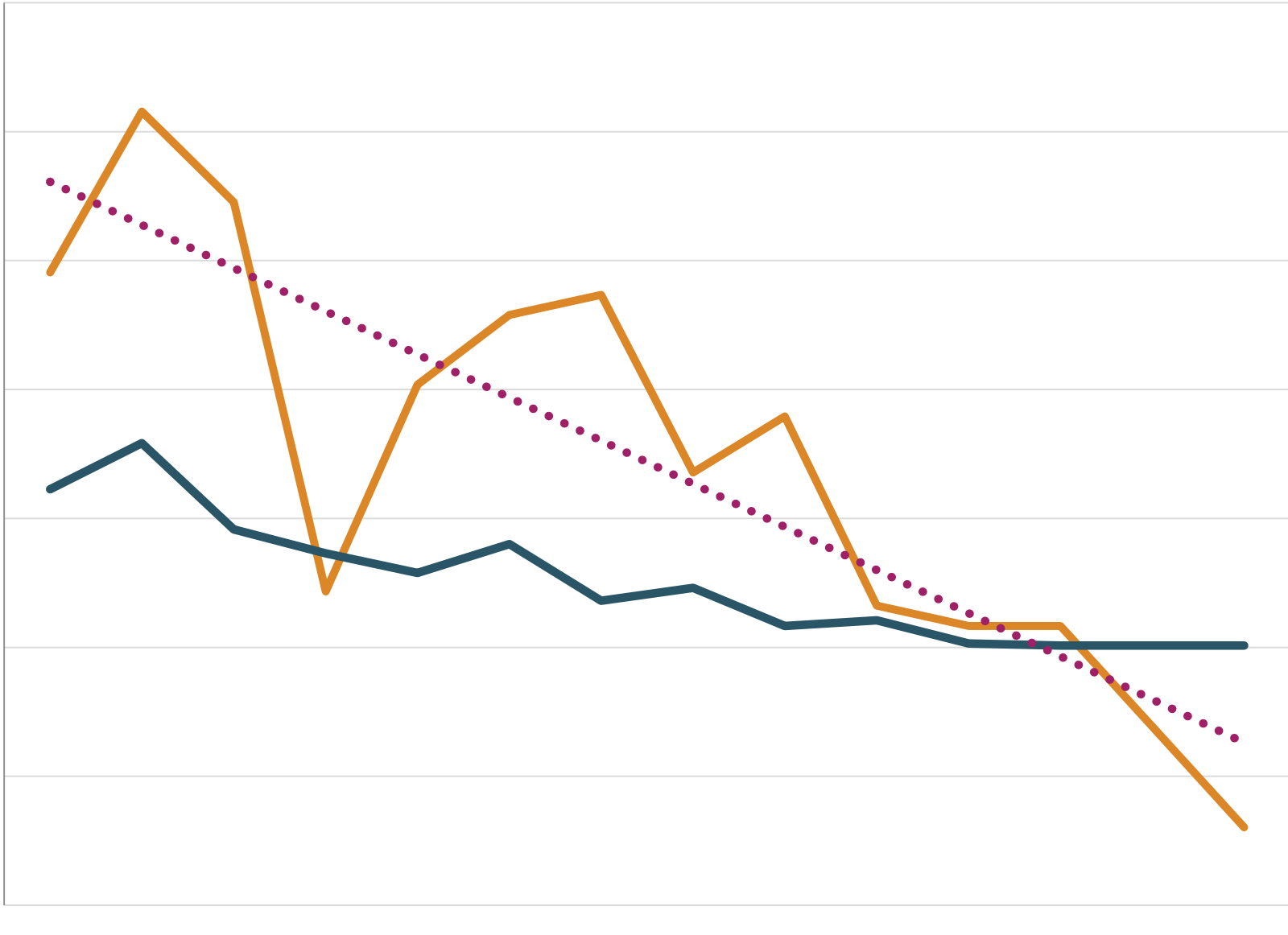


Expenditures Budget Variance



Presbyterian Mission Program Fund – 10 Year History 2015-2016 Budget and 2017-2018 Projections

\$30,000,000
\$25,000,000
\$20,000,000
\$15,000,000
\$10,000,000
\$5,000,000
\$-
\$(5,000,000)



2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
(Budgeted) (Projected)



PRESBYTERIAN MISSION AGENCY BOARD
September 23-25, 2015
Restricted Funds Oversight Subcommittee

Appendix 9

ITEM H.105
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: 2015 General Assembly Mission Restricted Funds Grants

Recommendation:

That the Presbyterian Mission Agency Board (“PMAB”) Executive Committee forward the attached list of General Assembly Mission restricted funds grants to the PMAB with a recommendation for approval.

Background:

The 209th General Assembly (1997) approved a process whereby all councils could apply directly for the use of certain restricted General Assembly funds. The report further provided that funds “identified as consistent with the ongoing mission of a General Assembly entity [assigned funds] . . . are generally not on the table for partnership consideration.” Those remaining funds that are unassigned are made available using an extensive process that is mailed to all councils and is posted on the Presbyterian Church (U.S.A.) website each year by March 1.

The Restricted Funds Oversight Subcommittee (“RFOS”) is charged with providing oversight and guidance of the application process, reviewing applications for unassigned restricted funds, and making funding recommendations to the PMAB through the Executive Committee.

This year moneys were available from five (5) unassigned restricted funds with a total amount of \$268,482 available for the application process. Most of the available funds are in a single fund (\$237,401) that is restricted to training of ministers for preaching and teaching the Bible in the Western U.S. The amounts available from the remaining funds ranged from \$3,586 to \$18,556.

Mid councils, with five (5) synods not submitting any proposals for potential grants in the synod, recommended 17 applications for these restricted funds to the RFOS. The RFOS carefully reviewed each application and found that, while most of the proposals qualified for consideration, some applications could not be considered because the proposed program description did not fit the donor’s restriction(s) and/or meet the requirements of the grant application process.

Of the 17 applications, seven (7) proposals (see attached list) were selected for funding, totaling \$247,840, which the RFOS recommends to the Executive Committee and the PMAB for approval.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Restricted Funds Oversight Subcommittee

Item H.105

Appendix 9

2015 General Assembly Mission
Restricted Funds
Grant Recommendations

Synod	Presbytery	Applicant	Fund Number	Fund Restriction	Amount Granted
Rocky Mountains	Western Colorado	First Presbyterian Church; Durango, CO	54120	For medical work and health care among Navajos	2,045
Southwest	Santa Fe	White Rock Presbyterian Church; Los Alamos, NM	54120	For medical work and health care among Navajos	2,045
Lakes and Prairies	Northern Plains	Northern Plains Presbytery on behalf of Bdecan Ministry Team; Grand Forks, ND	54201	For education of Native Americans; historical use benefitted tribes in North Fork, California	1,500
Puerto Rico	-	Synod of Puerto Rico; Mayaguez, PR	59239	Mission program with preference given to advocacy for environment and evangelism	4,850
Alaska-Northwest	-	Presbytery of Inland Northwest; Spokane, WA	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	153,551
Southern California and Hawaii	-	Los Ranchos Presbytery; Anaheim, CA	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	23,850
Southwest	-	Presbytery de Cristo; Phoenix, AZ	70047	Train ministers for preaching and teaching the Bible, Western U.S. area	60,000
Total Amount Granted					\$ 247,840

**ITEM H.204
FOR INFORMATION**

Subject: Special Offerings Review Task Force Interim Report

The Special Offerings Review Task Force was commissioned by the Presbyterian Mission Agency. We have been given several tasks, by the *Organization for Mission* and the General Assembly:

1	Provide for review and evaluation of the causes supported by churchwide special offerings, and consider new causes in light of established criteria.
2	Review performance, accountability, and accumulation of reserves on an annual basis and forward its findings to the Presbyterian Mission Agency (PMA)
3	Send findings and active questions to the successor task force.
4	Make an annual report to the PMAB, and final recommendations to the 222nd General Assembly (2016)
5	Examine the role of Special Offerings within the larger communication and funds development contexts of the denomination
6	Encourage and expand the role of the Special Offerings as a connective tissue of the church
7	Identify what Special Offerings can do best and what steps need to be taken in order to enable them to do that well,
8	Clarify and simplify the process for considering programs and causes to be included in Special Offerings
9	Respond to the PMAB referral regarding the regarding the Historically Presbyterian Racial Ethnic Educational Institutions report.
10	Consider the allocation of Racial Ethnic Leadership Development funds for 2018-2022
11	Work with Communications and Funds Development staff on an ongoing basis in promotion and implementation of the findings of the Special Offerings Task Force

The Special Offerings Review Task Force has, in the last twelve months

- Held a conference call June 6, 2015
- Held a conference call August 11, 2015
- Will meet face-to-face September 22-24, 2015

Our final report and recommendations will be presented to the PMAB at its February 2016 meeting, and then at the 222nd General Assembly (2016).

**ITEM P.201
FOR INFORMATION**

**PRESBYTERIAN MISSION AGENCY REVIEW COMMITTEE
PRELIMINARY DRAFT OUTLINE OF REPORT
APRIL 22, 2015**

WE CELEBRATE...

1. DEDICATED, HARDWORKING, TALENTED STAFF WHO CONTINUE SERVING UNDER DIFFICULT CIRCUMSTANCES
2. INCREASE IN NUMBERS AND RACIAL-ETHNIC DIVERSITY OF NEW WORSHIPPING COMMUNITIES
3. WORLD MISSION EQUIPPING LOCAL CHURCHES
4. CREATIVE WAYS TO PROVIDE SUPPORT FOR AND THE EXPANSION OF YOUNG ADULT VOLUNTEER PROGRAM
5. WORLD MISSION WELL-RESPECTED AROUND THE WORLD
6. IMPACT OF TRIENNIUM
7. SYSTEMS IN PLACE TO DISCOVER PROBLEMS AND WILLINGNESS TO ADDRESS
8. HELPFUL DIRECTIONAL GOALS
9. NEW GRACE AND GRATITUDE CURRICULUM IN ENGLISH AND SPANISH
10. NEW COMMUNICATION PLAN
11. RELATIONAL MINISTRY OF RACIAL/ETHNIC AND WOMEN'S CONCERNS
12. IMPACT OF PRESBYTERIAN DISASTER ASSISTANCE

WE OBSERVE...

1. THE NEED TO LIVE INTO THE CHURCH WE HAVE BECOME/ARE BECOMING
2. COLLABORATION, COMMUNICATION, PEACE AND HEALTH ARE DISRUPTED BY:
 - CULTURE OF ANXIETY, FEAR, DISTRUST AND CONFLICT AVOIDANCE
3. A NEED TO BE INFORMED BY CULTURAL HUMILITY
 - DIRECTIONAL GOAL FOR PMA STAFF
 - INFORM THE CHURCH AS A WHOLE
4. THE TENDENCY FOR PMA STAFF TO EMPHASIZE OUTCOMES AND OUTPUTS WHILE ORGANIZATIONAL CULTURE, PROCESS & MANAGEMENT ARE DEFICIENT
5. NEED FOR STRENGTHENING SPIRITUAL LEADERSHIP FOR AND AMONG THE STAFF
6. MISSION AND PRIORITY DECISIONS SEEM TO BE RESOURCE DRIVEN
7. AN ACROSS-THE-BOARD EMPHASIS ON ORGANIZATIONAL INTEGRITY IN ALL INTERVIEWS
8. A NEED FOR INCREASED TRANSPARENCY, COLLABORATION, CLARITY
9. A DESIRE FOR RECONFIGURATION/RE-ENVISIONING OF BOARD STRUCTURE AND ROLE
 - NEED TO ALIGN BOARD GOVERNANCE STRUCTURE WITH FIDUCIARY AND STRATEGY ROLES
10. A DESIRE FOR A MORE INTEGRATED VISION OF ALL 6 AGENCIES

**ITEM H.200
FOR INFORMATION**

Subject: July 31, 2015 Year to Date World Mission Funds Development Report

A. Mission Co-Worker Sending and Support

	2015 Annual GOAL	2014 YTD July 31, 2014	2015 YTD July 31, 2015	Variance 2014 vs. 2015
Individuals:	\$2,515,000	\$1,170,225	\$1,479,321	\$309,096 126%
*Church Support:	<u>\$4,800,000</u>	<u>\$2,299,542</u>	<u>\$2,607,478</u>	<u>\$307,936</u> 113%
Total Revenue:	<u>\$7,315,000</u>	<u>\$3,469,767</u>	<u>\$4,086,799</u>	<u>\$617,032</u> 118%
<i>*(DMS, ECO cash gifts from churches)</i>				
Expenses:	\$1,705,600	\$1,007,589	\$901,499	(\$106,090) 89%
Total Cash to Need:	<u>\$5,609,400</u>	<u>\$2,462,178</u>	<u>\$3,185,300</u>	\$723,122 129%

Summary:

Our overall revenue for the sending and support of mission co-workers for the seven months of 2015, through July 31 of \$4,086,799 is \$617,032 higher than last year's revenue for the same time period, and is \$525,827 over our projected revenue amount through July 31, 2015. Our year to date fund raising expenses of \$901,499 are 97% of the year to date projection of \$933,222 causing a variance of \$31,723. Year to date cash to WM sending and support of mission co-workers is \$3,185,300. This is \$723,122 over the same period in 2014 and is over our projection for this time period by \$557,550.

Background:

Individuals

Direct response: Our combined individual goal for revenues from individuals this year is \$2,515,000. Through July 31, 2015 we have received \$1,479,321 from individuals. This is 126% of the amount received for the same period last year and is a variance of \$309,096. We have sent six World Mission appeals and although many of our major donors use the direct response envelopes to send their gifts, we have attributed \$308,983 to the direct response effort. This represents 3,694 gifts with an average gift size of \$113.01 and includes 410 gifts made through our return thank you program which brought in \$62,187.47. Our average gift size is excellent as industry standard for average gift in direct response efforts is \$35.00. In addition to the six US postal mailings, we sent one email appeal as a follow up in our spring match challenge which brought in \$7,425. Expenses for our individual efforts of \$616,203 are 99% of the projected YTD expenses of \$621,709 and reflect a difference of \$5,506.

In the early part of this year we worked with our direct mail vendor to strategize and discuss ways we could lower the quantity of mail and reduce the overall 2015 expense budget, while ensuring that we would not reduce revenue. Analyzing donor trends we were able to refine our mailing audience by targeting donors who are "most likely" to give a gift and excluding those "least likely" to give a gift. We made revisions to the initial 2015 plan which will result in a significant reduction in quantity mailed as well as budget reductions.

For our **major donor program** our 2015 revenue of \$943,193 is 99% of the YTD total raised in 2014, causing a negative variance of (\$8,915) when compared to the same time period last year. This revenue total came from 239 donors who made 857 gifts. Expenditures of \$413,073 are 96% of the projected expenses of \$432,052 for this period and show a variance of \$18,980. (Of the total attributed to our major donor relationship work, \$211,504 was received in direct mail envelopes, but not included in the direct mail revenue.)

In the major donor total it's important to note that we received a \$1,000,000 gift from a Presbyterian in Florida to build churches and schools and to strengthen the Evangelical Theological Seminary in Cairo's outreach into Egypt and six other Middle Eastern nations with relevant, Reformed theological education in Arabic. The Florida donor's generous gift made headlines and inspired a couple in California to make a commitment of \$100,000 to this work. We are expecting \$50,000 of this gift to come before the end of August. Although the entirety of these gifts do not go to mission worker sending and support, we know that each of these donors were motivated to give because of the impact of the overall program and project, including mission worker sending and support.

We have continued our work to increase the number of donors who are making monthly recurring gifts. This is an opportunity for growth. Specifically, we have sent every new recurring donor a letter of thanks with contact information for changes they may want to make. Also, more people are becoming recurring donors through online giving. Last year at this time we had 179 donors who were giving recurring monthly gifts for mission worker sending and support. As of July 31, 2015 we have 249 donors who are making 260 gifts per month, amounting to \$14,555 per month. Over the course of the year, these donors will give \$174,660 to the sending and support of co-workers.

Churches – (Church support combines Directed Mission Support (DMS) and Extra Commitment Opportunities (ECO). It also includes mid-council giving.

Our July 31, 2015 YTD church support revenue of \$2,607,478 is 113% of the support received last year for the same period. This is a variance of \$307,936. The church support number includes donations from churches made to DMS, (\$1,845,623) and sending and support ECO (\$748,528.) Our YTD expenditures totaled \$285,297 and were 92% of the budgeted expense amount of \$311,513, causing a (\$26,216) variance.

We had been working with Kirk in the Hills Presbyterian Church on a plan to include a Presbyterian World Mission component in their capital campaign. After many conversations with them and with our partners at CEPAD in Nicaragua, Kirk in the Hills made a \$600,000 commitment to Presbyterian World Mission. We received the first gift of \$200,000 in July, in time to announce the congregation's generosity at the World Mission dinner gathering at Big Tent. Ten percent of this gift will help fund mission co-worker support, while the other 90% will fund the program and construction goals of CEPAD in Nicaragua. Tying in a gift to World Mission as part of a capital campaign is a model of congregational support that we would like to replicate throughout the church.

B. Other projects/programs

For the South Sudan Education initiative we received \$383,292 from January – July 31, 2015. In addition to the South Sudan project, we have added the Grow the Church in Egypt project, and received \$600,000 for this initiative, as already mentioned. The mission worker student enrichment scholarship fund had an additional \$50,000 invested.

**World Mission Fund Raising
Sending and Support
Income Statement
July 31,2015**

Appendix 12

	2014 vs 2015				Month to Date Goal vs Actual				Year to date vs Year Goals			
	YTD July 31, 2014	YTD July 31, 2015	2014 vs 2015 Sending and Support	% of Difference	YTD Goal as of July 31, 2015	YTD July 31, 2015	Goal vs Actual Sending and Support	% of Goal	Goal/Budget	YTD July 31, 2015	Goal vs Actual Sending and Support	% of Goal
Revenue												
*Individuals	1,170,225	1,479,321	309,096	126%	1,346,934	1,479,321	132,387	110%	2,515,000	1,479,321	(1,035,679)	59%
**Churches	2,299,542	2,607,478	307,936	113%	2,214,038	2,607,478	393,440	118%	4,800,000	2,607,478	(2,192,522)	54%
Total Revenue	3,469,767	4,086,799	617,032	118%	3,560,971	4,086,799	525,827	115%	7,315,000	4,086,799	(3,228,201)	56%
Expenses												
Major Gifts	479,712	413,073	(66,639)	86%	432,052	413,073	(18,980)	96%	765,290	413,073	(352,217)	54%
Church Support	312,305	285,297	(27,008)	91%	311,513	285,297	(26,216)	92%	559,652	285,297	(274,355)	51%
Direct Response	215,572	203,130	(12,442)	94%	189,657	203,130	13,472	107%	380,658	203,130	(177,528)	53%
Total Direct Expenses	1,007,589	901,499	(106,090)	89%	933,222	901,499	(31,723)	97%	1,705,600	901,499	(804,101)	53%
Net Funds Available to WM	2,462,178	3,185,300	723,122	129%	2,627,749	3,185,300	557,550	121%	5,609,400	3,185,300	(2,424,100)	57%

*Individuals												
Direct Response	218,117	308,983	90,866	142%	578,405	308,983	(269,422)	53%	1,080,000	308,983	(771,017)	29%
Major Gifts	952,108	943,193	(8,915)	99%	768,529	943,193	174,664	123%	1,435,000	943,193	(491,807)	66%
Other Individual Gifts		223,515	223,515			223,515	223,515			223,515	223,515	
RE/FE - ECO Difference		3,630	3,630			3,630	3,630			3,630	3,630	
Total Individuals	1,170,225	1,479,321	309,096	126%	1,346,934	1,479,321	(94,758)	110%	2,515,000	1,479,321	(1,035,679)	59%

**Church Support												
DMS	1,640,848	1,779,206	138,358	108%	1,638,388	1,779,206	140,818	109%	3,552,000	1,779,206	(1,772,794)	50%
ECO (sending/support)	658,694	814,945	156,251	124%	575,650	814,945	239,295	142%	1,248,000	814,945	(433,055)	65%
Other		14,078				14,078				14,078		
RE/FE - DMS Difference		(751)				(751)				(751)		
Total Church Support	2,299,542	2,607,478	307,936	113%	2,214,038	2,607,478	380,113	118%	4,800,000	2,607,478	(2,192,522)	54%

Project Funding

South Sudan Education & Peace Building (E052172-1)	383,292
Egypt Project (E052179-1 & E052179-3)	600,000
Student Enrichment Scholarship (E052475)	50,000
Partnership Facilitator/Delegation Coordinator, Nicaragua (E200391)	20,000
CEPAD Ministries (E347002)	180,000

Total Funds Received for World Mission

5,320,091



Update on Program Evaluations

Prepared for:

**Executive Committee
Presbyterian Mission Agency Board**

September 23, 2015

Prepared by:

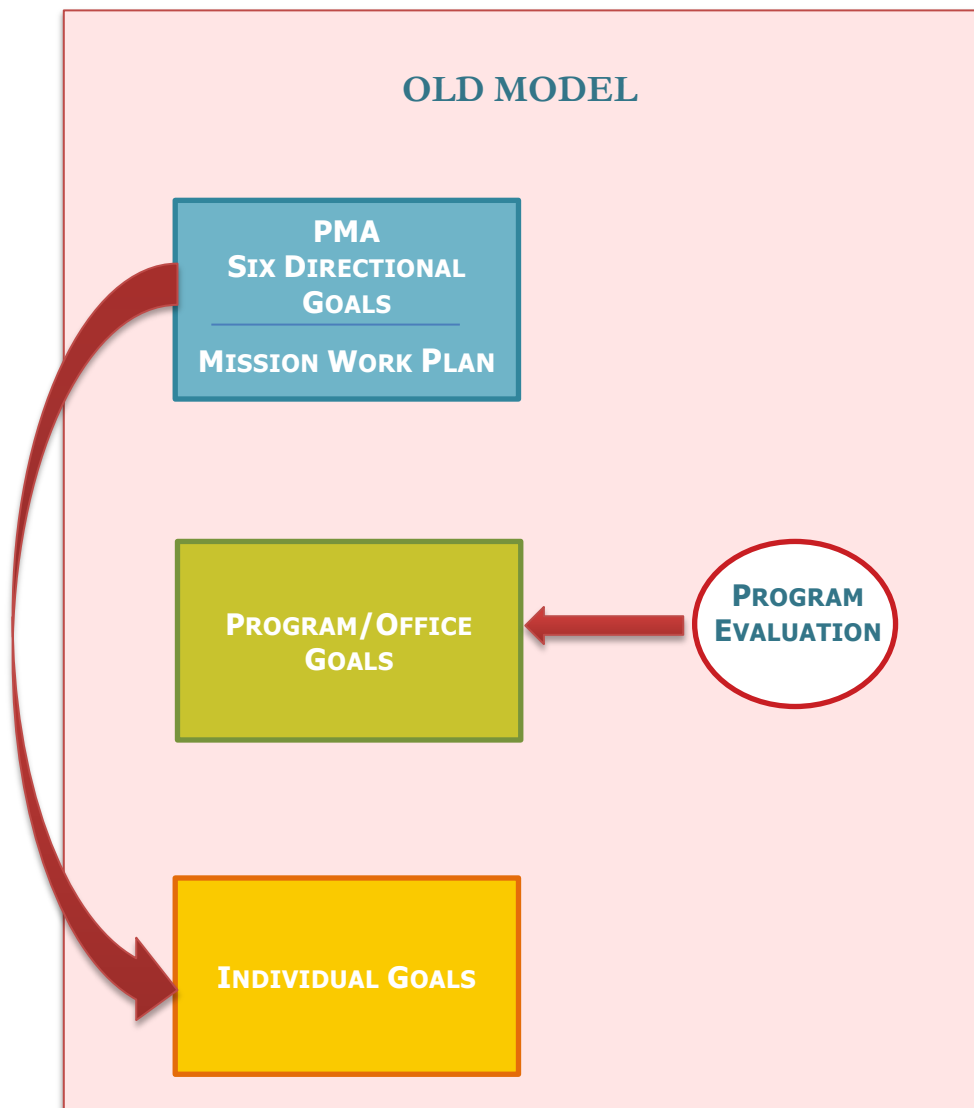
**Rob Fohr
Executive Director's Office
Presbyterian Mission Agency**

Louisville, KY

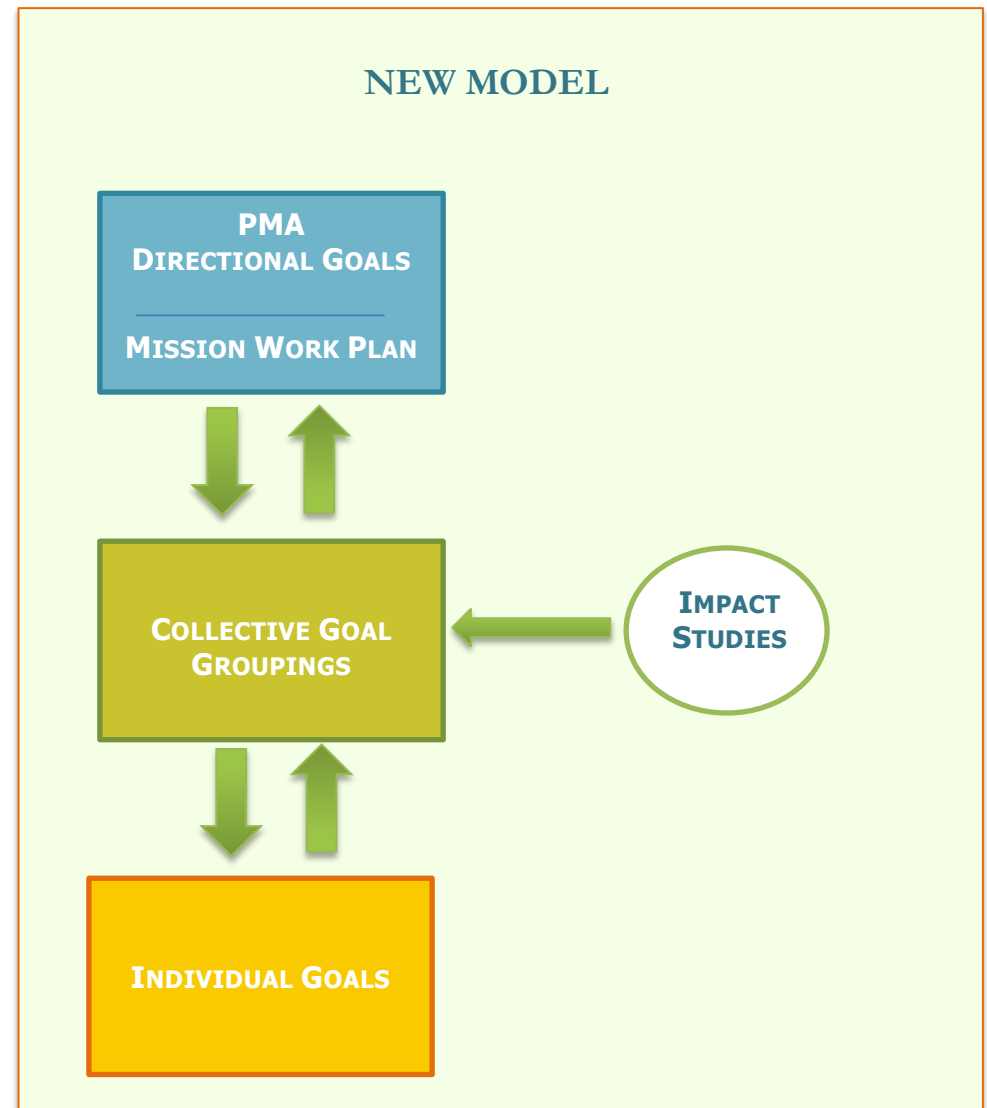
Goal Relationships

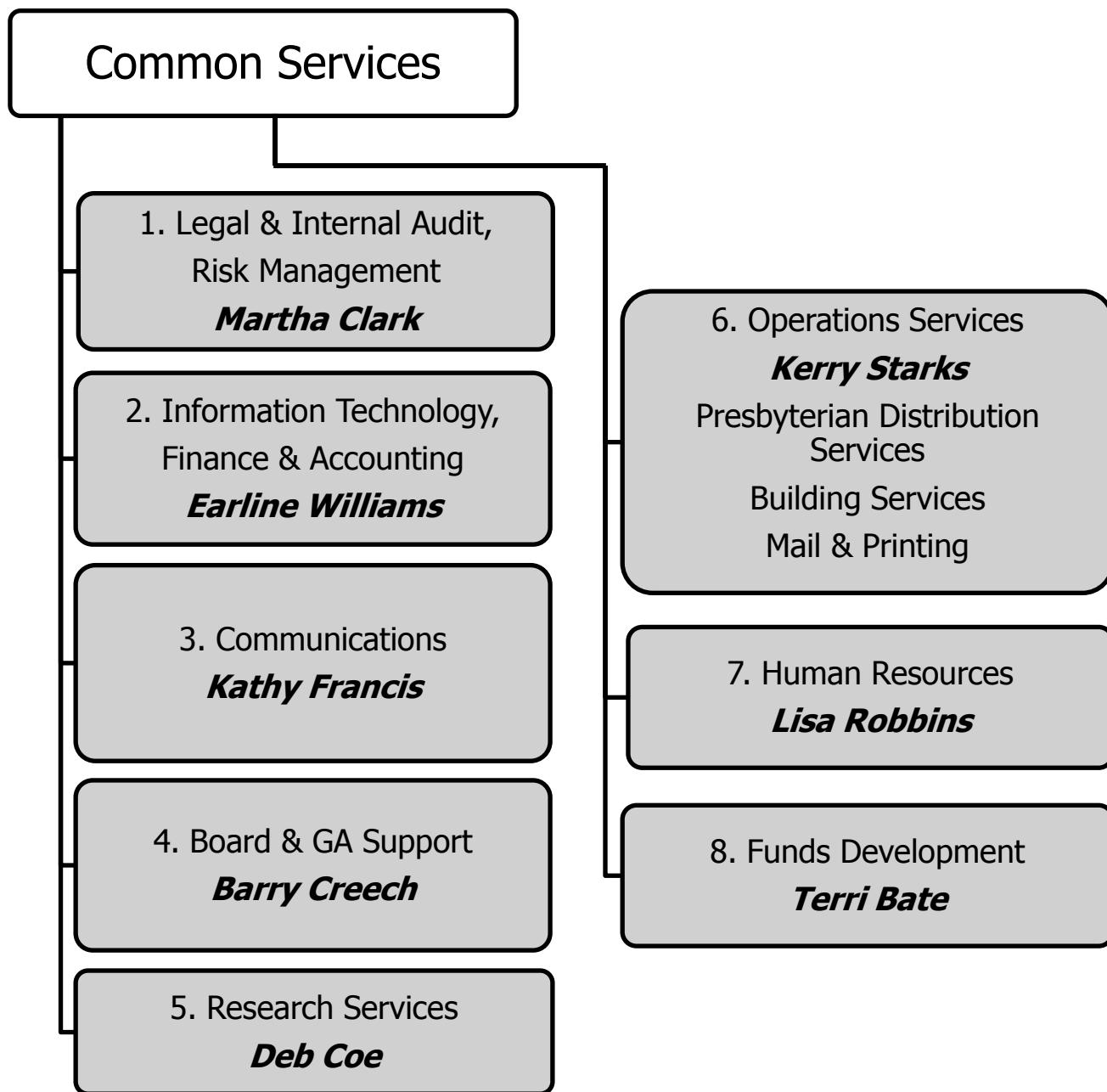
How do directional goals, collective goals, and individual goals interrelate?

OLD MODEL



NEW MODEL

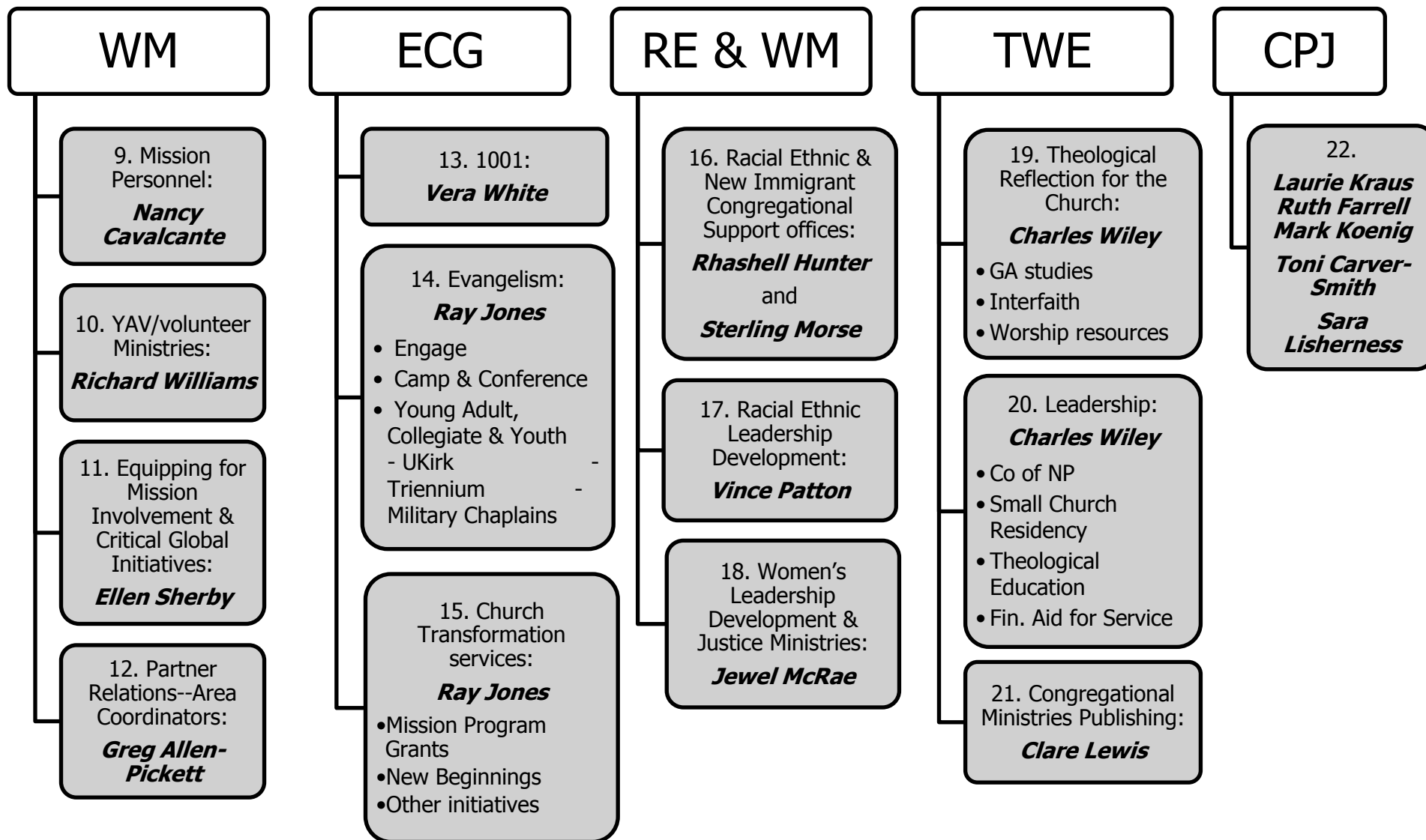


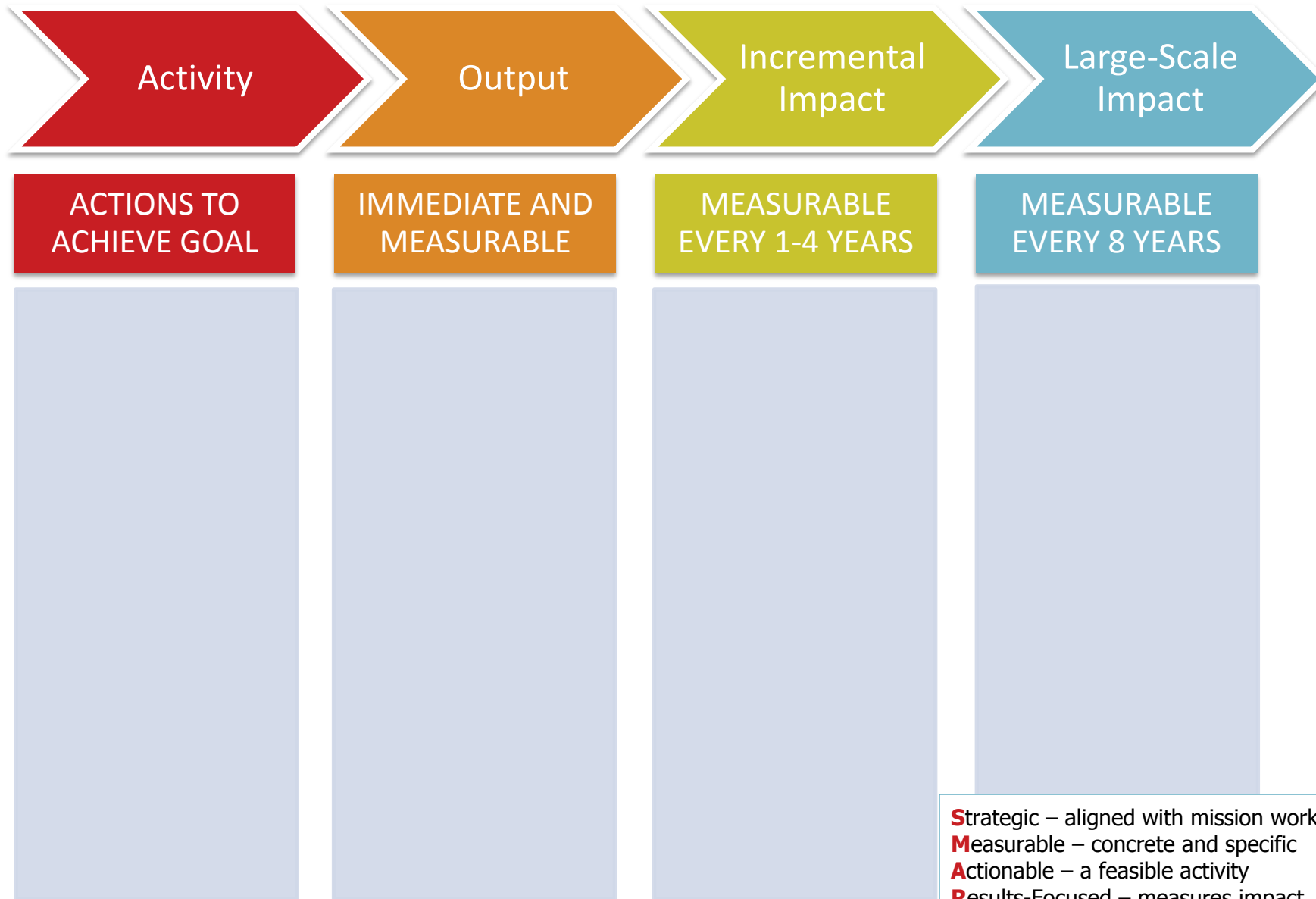




COLLECTIVE GOAL GROUPINGS FOR MISSION

Recommended "point persons" for each grouping





Strategic – aligned with mission work plan
Measurable – concrete and specific
Actionable – a feasible activity
Results-Focused – measures impact, not activity
Timed – timeframe for measuring output



Impact Assessments
Inputs, Process, and Products



INPUTS PART A:

1) Staff – 3-5 page report produced by point person, director, and other appropriate staff will include:

- a) A quantitative assessment of progress towards incremental goals: (Reach/Engagement---e.g. # of individuals, congregations, mid-councils, and level of engagement)
- b) Narrative Report:
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats, with **more emphasis on Opportunities and Threats**)
 - Course Corrections (any changes to original collective goals)

2) Research Study – Produced by Research Services

- a) Customized research study will be designed to be as objective as possible based on both incremental and long-term collective goals

3) Resources—Produced by Finance/Accounting and HR

- a) Breakdown of funding streams and expenditures (Finance/Accounting)
- b) Staff Full Time Equivalent (FTE)

INPUTS PART B:

4) Strategy Coordination Leadership Team (SCLT) “Peer Review” – Produced by SCLT Members

- a) A two-member team (duo) comprised of one Leadership Cabinet member and one non-Leadership Cabinet member of the SCLT will review a summary report (produced by Research Services) of “Part A” inputs and produce a report of observations for the entire SCLT to consider at semi-annual retreats.
- b) Peer Review “duos” will only review a collective goal grouping with which they have no direct oversight. It is recommended that the “duos” meet with the director, point person, and/or other appropriate staff before they complete their “observations” report. A “duo” will be expected to conduct one “peer review” per year.



Definitions of Terms for Goal Setting and Measuring Impact



Activity: what you do or produce in order to achieve a goal (examples: curriculum, conference, program, services).

Collective goal: a goal that is established by a collective goal grouping (see below) to carry out the Mission Work Plan.

Collective goal grouping: a grouping of Mission Agency staff that is based on shared goals; in many cases, it will reflect organizational structure.

Directional goal: a statement describing the Mission Agency's broader, global programmatic aspirations; it acts as a beacon or light to guide the long-term direction of the Mission Agency rather than an attainable end which Mission Agency's actions alone might accomplish. A Directional Goal is used to design and give direction to an objective.

Impact study: conducted in collaboration with Research Services to evaluate progress on impact (both incremental and large-scale) of collective goals.

Incremental impact: the impact of an activity that can be measured within the first one to four years of engaging in the activity. (e.g. - the effects of attending a conference on someone's life a year or two later).

Large-scale impact: the impact of an activity that can be measured after the first seven to ten years of engaging in the activity. This kind of impact is broader in scope than incremental impact. (e.g. - if a program is designed to help to alleviate poverty in a region of the world, we would look at census statistics for that region to see if poverty has indeed gone down during the period since the program was initiated).

Point person: a staff person who is assigned to be the principal individual responsible for gathering and providing information to facilitate the goal setting and progress study process for their collective grouping. This may be a program coordinator or other person.

Objective: a statement that clearly describes what efforts or actions are intended to attain or accomplish the *Directional Goal*.

Output: the immediate and measurable product of the activity (e.g. - how many people or congregations participated)

SMART goal: a goal that is Strategic (aligned with the Mission Work Plan); Measurable (concrete and specific); Actionable (a feasible activity); Results-focused (measures impact, not activity); Timed (there is a planned timeframe for measuring output and impacts)

ITEM H.106
ACTION ITEM

<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: Response to April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the PMA

Recommendation:

The Executive Committee recommends that the Presbyterian Mission Agency Board:

- 1. Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly 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 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.”**

Background:

During the April 2015 Presbyterian Mission Agency Board meeting the following motion was proposed:

To Direct the Executive Committee to conduct a re-examination of the mission, priorities, and structure of the Presbyterian Mission Agency, including the following:

- a. Consultation across the church;
- b. Consultation with COGA to explore a merger of the two agencies;
- c. Coordination of this effort with the staff-led Mission Work Plan project for 2017-2020 and the PMA and OGA agency review committees.

After conversation, the following action was taken:

Refer motion to Strategy Advisory Group and Executive Committee, in consultation with the Strategy Working Group, to come back to the September 2015 Board Meeting with a

PRESBYTERIAN MISSION AGENCY
Executive Committee
September 23-25, 2015

recommendation on a process to consider a church wide conversation on the mission, priorities and structures of the Presbyterian Mission Agency.

In response to this referral, the Strategy Advisory Group took the lead for the Presbyterian Mission Agency Board in developing a research and listening plan that would inform the development of a two-year Mission Work Plan (the details of this plan will be presented as part of an update on the work of the Strategic Advisory Group). The Committee on the Office of the General Assembly (COGA) also formed a committee to consider their response and any action they should take. While the Presbyterian Mission Agency Board's work was focused (per the referral), COGA approached from a broader perspective looking at denominational purpose (considering who we are as the basis for determining how best to organize).

We believe both of actions are complementary, necessary and can form the basis for dialogue at the 222nd General Assembly (2016). PC(USA) is in a period of transition that requires prayer, dialogue and discernment. We all share in this responsibility.

We are uncertain regarding the specific organizational actions that can be taken at the upcoming General Assembly. Bullet 3 addresses a way forward that uses the information collected, the dialogue of the General Assembly and established practices (the all-agency review) to consider and advise on an organizational structure that aligns with decisions around denominational purpose.

Draft – Not Yet Approved

**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

Leadership Cabinet 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

Recorder Susan Abraham – Staff, Office of the Executive Director

Others 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

ACTION – 1-EC-111915 The Presbyterian Mission Agency Board Executive Committee **VOTED** to
FIRST-CYCLE 2015

**DEVELOPMENT, RISKY,
EXPERIMENTAL, ADAPTIVE
MISSION (DREAM) GRANTS**

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)

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.

SEPTEMBER BOARD
MEETING EVALUATION
RESULTS

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**

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.

**ADJOURNMENT AND
CLOSING PRAYER**

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

ACTION ITEM

Subject: First-Cycle 2015 Developmental, Risky, Experimental, Adaptive Mission (DREAM) Grant

Recommendation: That the Presbyterian Mission Agency Board Executive Committee approve the following applicants as the First-cycle 2015 DREAM Grant recipients. These applicants were selected and recommended by the DREAM Team members at their September 17, 2015 meeting to receive a one-time grant of up to \$10,000.

Background: In September 2009, the Presbyterian Mission Agency Board (then known as the General Assembly Mission Council), formally acted to end the program known as National (Domestic) Mission Partnership Funding (NMPF) at the end of 2013. This action was taken with the knowledge that the funding stream for the program was rapidly declining and was no longer sustainable.

However, \$500,000 in residual funds remained from the NMPF program that the GAMC determined to utilize. Therefore, the GAMC funded an initiative called the Developmental, Research, Experimental, Adaptive Mission (DREAM) Fund, which was to begin in 2014. These monies were earmarked for use in consonance with the original, historic principles of the NMPF, which are outlined in the instructions.

Since the Partnership Funds had originally been allocated to four synods – Alaska-Northwest, Boriquén En Puerto Rico, Rocky Mountains, and Southwest – it was recommended that the DREAM Fund should be utilized to continue funding work in those synods.

The DREAM Fund Committee met in 2014, the first year of the program, and made eight awards. The committee then decided to open up the process to all 16 synods of the denomination as they had made possible the funding stream through the years.

The committee encourages proposals from mid councils that wish to inspire and support, but not limited to, the following types of *new and creative* ministry ventures:

- Rural, remote, or urban churches that are establishing ministries that will enable them to better accomplish mission in an appropriate context;
- Ministries that are charged with reaching, loving and teaching college age or young adults so that they may be lifelong followers of Jesus Christ;
- Congregations that are effectively becoming more multi-ethnic in character;
- Ministries with Racial/Ethnic and New Immigrant populations that are thriving and wish to accomplish even more;
- Emerging leadership models for mid councils that create safe space for innovation.

Utilizing the above guidelines, the following 7 grants were approved for a total of \$66,000 by the committee.

Agafilm, Pacific Presbytery, Synod of Southern California and Hawaii - \$6,000

Agafilm is an initiative dedicated to foster a greater a sense of Koinonia between the members of the community of Christ. Agafilm will achieve this by inviting members of any congregation in the local area, and also inviting film critics, journalists, and bloggers to share in the breaking of bread and to watch a film together. While it sounds quite simple to host a dinner and a movie at a church for fellowship, Agafilm means to delve deeper in these films, providing a new kind of space for both movie-lovers, and lovers of Christ.

Creation Lab, Chicago Presbytery, Synod of Lincoln Trails - \$10,000

The creation Lab is an arts and creativity incubator with a focus on faith and Church vitality. It is meant to be an experiment in collaboration, in sharing space, tools and resources, and in cultivating both the courage and the imagination to try new and creative things in the life of the Church.

Hands and Hear Respite Care, Florida Presbytery, Synod of Southern California and Hawaii - \$10,000

Caregivers are persons that provide a substantial amount of unpaid care for a relative, a friend or other adult individual with care and/or support needs. Respite care provides short breaks for caregivers and the people for whom they care, helping them find the balance between caring for others and caring for themselves. This new initiative will be a half-day once a week adult day care program in conjunction with an existing faith community ministry, Caregiver Support group.

Neighborhood Hubs, Denver Presbytery, Synod of Rocky Mountains - \$10,000

In our society that is increasingly uncivil and un-neighborly, Columbine United Church (CUC) believe that God is calling us to create bridges across the distant and anonymous spaces and places we inhabit and occupy. We believe that God is calling us to expand our reach, our touch, and our connections. We believe the neighborhoods, schools, workplaces and recreation circles our members occupy are the very spaces where God gives our people the ministry of reconciliation (2 Corinthians 5:18), and that the first step of this ministry is the act of reestablishing ourselves as neighbors, or what we call “neighboring.

La Nueva Iglesia En La Calle Bard/New Church on Bard, Presbytery of Santa Barbara, Synod of Southern California and Hawaii - \$10,000

The dream initiative “La Nueva Iglesia En La Calle Bard” or “The New Church on Bard” is the result of the collaboration of Westminster Church and Word of Life Church which both share a church campus at 755 Bard Road in Port Hueneme, California. Previous to Easter Sunday, 2015 the two churches had been worshipping separately on two different church campuses. However, since Easter 2015 the two congregations have been worshipping together every Sunday morning and have been conducting joint mid-week Christian Education nights.

SFTS – CRE Training, Glacier Presbytery, Synod of Rocky Mountains - \$10,000

In Glacier Presbytery, we have had Commissioned Ruling Elders (CREs) who have served in congregations with varying degrees of success and failure. In order to empower people for a successful ministry they need to be better prepared. Our CRE training has been outsourced through a variety of providers including online classes, Montana Association of Churches and from a Presbyterian affiliated college. The training has been spotty in many areas. We decided to develop an effective and rigorous training to provide excellent continuing education. We determined that a related seminary would best provide the expertise and staffing needed to pursue this dream. We want a hands-on experience for our CRE candidates allowing them the opportunity to learn and to make relationships with colleagues.

Twin Cities Houses of Hospitality, Twin Cities Presbytery, Synod of Lakes and Prairies - \$10,000

**Presbyterian Mission Agency Board
Executive Committee
November 19, 2015
Appendix 1**

The Twin Cities Houses of Hospitality is an intentional community for young adults who are engaged in a year of service with AmeriCorps, Teach for America, and other service organizations. The young people live together, share meals, provide service to the broader community, and explore their personal spiritual development and vocational discernment. Twin Cities Houses of Hospitality provides living spaces at below market rents, as well as program support that nurtures the connections between a life of faith, service, justice and vocation.

ACTION ITEM

Subject: Appointment by the Presbyterian Mission Agency Board Chair

Recommendation: That the Executive Committee ratify the Presbyterian Mission Agency Board Chair's appointments of the following persons to a Committee of Counsel representing the Presbyterian Mission Agency:

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

Background:

At its February 18 – 19, 2000 meeting, the General Assembly Council (“GAC”) approved an action related to Procedures for GAC committees of counsel. (Action 34-200) These procedures relate to cases brought pursuant to the *Book of Order's* Rules of Discipline. This action provided that “[t]he GAC Chair shall appoint committees of counsel as necessary. These committees shall have a maximum of three (3) members but may have fewer as determined by the GAC Chair.”

The above listed Committee of Counsel is representing the Presbyterian Mission Agency in a matter before the General Assembly Permanent Judicial Commission filed by The Session of the Rutgers Presbyterian Church, New York, NY.



6100 Colwell Blvd., Suite 100, Irving, Texas 75039-3112
Telephone: (214) 630-4502 (800) 678-4502 Fax: (214) 637-6324
E-mail: communications@gracepresbytery.org

Appendix 3

October 27, 2015

Rev. Marilyn Gamm
Chair, Presbyterian Mission Agency Board
100 Witherspoon St.
Louisville, KY 40202-1396

Dear Marilyn,

I hope this letter finds you well and flourishing in your ministry in Riverside Presbytery.

I write today to suggest 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.

The journey to this unanimous decision by Grace Presbytery came after two years of litigation and the conviction that these resources were given to us by God to be used for ministry both in our region and around the world. We believe that this witness could be instrumental not just in funding mission co-workers and young adult volunteers, but also urge congregations and other presbyteries to consider unexpected gifts they receive.

The money is invested with Texas Presbyterian Foundation and the interest will be available to support the two projects. We are working with Hunter Farrell on the selection of mission co-workers. Hunter is a member of Grace Presbytery, and also Sharon Bryant who is a mission co-worker in Thailand.

At our meeting, we had the opportunity to have Hunter and Richard Williams from the Young Adult Volunteer program. And, a highlight was the presence of GA Moderator Heath Rada, whose enthusiasm for the Presbytery's decision was contagious.

I hope the PMAB will consider inviting us and I look forward to hearing from you.

Sincerely,

Janet M. DeVries
General Presbyter

cc: Gerry Tyer, Stated Clerk
Paul Williams, Moderator
Ben Dorr, Council Moderator
Tony De La Rosa, PMAB

Presbyterian Mission Agency Board Meeting Evaluation Summary September 2015

Evaluation conducted by PC(USA) Research Services
Introduction, formatting and overview by Barry Creech

The September 2015 Board Meeting Evaluation was the second one completed using a new model developed by Research Services. Board members (voting and non-voting) were asked to evaluate a series of statements, first in general about the board, and then about their own participation in the work of the board. The questions were then repeated with respect to their committee and their participation in the work of the committee. Each question allowed the member to make additional comments to support their response or suggest improvements.

At the 2015 Executive Committee retreat, one member asked that questions be added to measure member satisfaction and energy following the meeting. Since these questions are new, there is no historical comparative data on these items.

Summary of Results

The Presbyterian Mission Agency Board met on September 23-25, 2015 at the Crowne Plaza Hotel, Louisville, Kentucky. In attendance were board members, corresponding members and Presbyterian Mission Agency staff. This meeting, like other recent meetings, had some scheduling changes, but not as extensive as the September 2015 meeting. A web-based evaluation was emailed to members, and they were made aware, on the final day of the meeting. A total of 58 emails were sent without any bounces. The email campaigns were separated as voting and non-voting members. Over the next two weeks, two automatic reminders were sent with an immediate thank you being sent upon receipt of the completed survey.

Responses were received from 23 voting members and 2 non-voting members.

This compares to April 2015 results from 16 voting members and 7 non-voting members.

April 2015 results are used as a baseline, with comparisons of the average current response for each question to the previous survey. The average for this instrument (on a five point scale) is **3.8**. The average overall response to the April 2015 survey was also **3.8**, so at a macro level, satisfaction is roughly similar to the April 2015 meeting. For individual questions, consult the column with red, green or yellow -- green indicates a higher score than April, yellow is a matching score with April, and red is lower than April.

In the first column of results, responses are arranged in the category they were given. Responses to the left are positive and responses on the right are negative. The golden bar marks the highest score for that question. The **weakest scores** on the instrument were found on these questions:

- The Board uses the agency's mission as a standard for decision-making.
- The agenda clearly reflects the agency's mission.
- The agenda is well-planned so that all work can be accomplished.
- The frequency of meetings is sufficient to meet board objectives.
- At the conclusion of the meeting I feel energized. (a new question for this survey)
- The Justice Committee chair clarifies the committee's purpose and tasks.

The highest scores were

- The Worshiping Communities chair is well-prepared for the meeting, assists the committee in staying with the agenda, and demonstrates good listening skills.
- The Executive Committee chair ensures that each member has the opportunity to be heard.
- The Leadership chair ensures that each member has the opportunity to be heard.
- The corresponding members listen to different points of view. (opinion of two corresponding members)

Overview of Results

Topics	Agree ----- Disagree 5 4 3 2 1 Top response in orange	N	Average response and comparison to April 2015
I. Responses from Voting Members			
A. Regarding the mission of the agency			
1. The Board understands and embraces the Presbyterian Mission Agency's mission.		22	3.5
2. The Board uses the agency's mission as a standard by which decisions are made.		21	3.1
B. Regarding the agenda			
3. The agenda clearly reflects the agency's mission.		22	3.0
4. The meeting agenda is well planned so that all work can be accomplished.		22	3.1
C. Board member behavior			
5. Board members come prepared to the meetings		22	3.5
6. All board members participate in discussions.		22	3.3
7. The board encourages and acknowledges different points of view.		22	3.7
D. Board meeting frequency			
8. The frequency of board meetings is sufficient to meet its objectives.		22	2.8
E. The Board Chair...			
9. is well prepared for the meeting		21	4.3
10. assists the Board in staying with the agenda.		21	4.0
11. ensures that each board member has the opportunity to be heard.		21	4.1
12. is skilled at managing different points of view.		21	3.6
13. redirects the board when it has lost its focus.		21	3.4
14. demonstrates good listening skills.		21	4.1
15. allocates sufficient time for discussion		21	3.2
16. effectively delegates responsibilities among board members		20	3.5
F. Regarding my behavior:			
	7 6 5 4 3 2 1		
17. I am well prepared for the meetings		22	5.6
18. I listen to different points of view		22	6.0
19. I model good listening skills		22	5.9
20. I participate in the discussions		22	6.4
21. I accept and perform the responsibilities assigned to me.		22	6.4
22. I am publicly supportive of the board's decisions		22	6.4
	5 4 3 2 1		
23. At the conclusion of the meeting, I feel energized.		22	3.1
24. At the conclusion of the meeting, I feel satisfied.		22	3.3
G. The Finance Committee chair ...			
• is well prepared for the meeting		6	4.3
• clarifies the committee's purpose and tasks		6	4.0
• assists the committee in staying with the agenda		6	4.2
• ensures that each committee member has the opportunity to be heard		6	4.3
• manages different points of view skillfully		6	4.2
• redirects the committee when it has lost its focus		6	3.8
• demonstrates good listening skills		6	4.2
• allocates sufficient time for discussion		6	4.0

Topics	Agree ----- Disagree 5 4 3 2 1 Top response in orange	N	Average response and comparison to April 2015
<ul style="list-style-type: none"> delegates responsibility among the committee members effectively 		6	3.8
H. The Executive Committee Chair...			
<ul style="list-style-type: none"> Is well prepared for the meeting 		3	4.3
<ul style="list-style-type: none"> Clarifies the committee's purpose and tasks 		3	3.7
<ul style="list-style-type: none"> Assists the committee in staying with the agenda 		3	4.3
<ul style="list-style-type: none"> Ensures that each committee member has the opportunity to be heard 		3	4.7
<ul style="list-style-type: none"> Manages different points of view skillfully 		3	4.3
<ul style="list-style-type: none"> Redirects the committee when it has lost focus 		3	4.3
<ul style="list-style-type: none"> Demonstrates good listening skills 		3	4.3
<ul style="list-style-type: none"> Allocates sufficient time for discussion 		3	4.3
<ul style="list-style-type: none"> Delegates responsibilities among the committee members effectively 		3	3.3
I. The Worshiping Communities Committee Chair...			
<ul style="list-style-type: none"> Is well prepared for the meeting 		7	4.9
<ul style="list-style-type: none"> Clarifies the committee's purpose and tasks 		7	4.3
<ul style="list-style-type: none"> Assists the committee in staying with the agenda 		7	4.6
<ul style="list-style-type: none"> Ensures that each committee member has the opportunity to be heard 		7	4.4
<ul style="list-style-type: none"> Manages different points of view skillfully 		7	4.1
<ul style="list-style-type: none"> Redirects the committee when it has lost focus 		7	4.4
<ul style="list-style-type: none"> Demonstrates good listening skills 		7	4.6
<ul style="list-style-type: none"> Allocates sufficient time for discussion 		7	4.1
<ul style="list-style-type: none"> Delegates responsibilities among the committee members effectively 		7	4.3
J. The Leadership Committee Chair...			
<ul style="list-style-type: none"> Is well prepared for the meeting 		3	4.3
<ul style="list-style-type: none"> Clarifies the committee's purpose and tasks 		3	4.0
<ul style="list-style-type: none"> Assists the committee in staying with the agenda 		3	3.7
<ul style="list-style-type: none"> Ensures that each committee member has the opportunity to be heard 		3	4.7
<ul style="list-style-type: none"> Manages different points of view skillfully 		3	4.3
<ul style="list-style-type: none"> Redirects the committee when it has lost focus 		3	4.0
<ul style="list-style-type: none"> Demonstrates good listening skills 		3	4.0
<ul style="list-style-type: none"> Allocates sufficient time for discussion 		3	3.7
<ul style="list-style-type: none"> Delegates responsibilities among the committee members effectively 		3	4.3
K. The Justice Committee Chair...			
<ul style="list-style-type: none"> Is well prepared for the meeting 		4	3.8
<ul style="list-style-type: none"> Clarifies the committee's purpose and tasks 		4	3.0
<ul style="list-style-type: none"> Assists the committee in staying with the agenda 		4	4.0
<ul style="list-style-type: none"> Ensures that each committee member has the opportunity to be heard 		4	4.0
<ul style="list-style-type: none"> Manages different points of view skillfully 		4	3.8
<ul style="list-style-type: none"> Redirects the committee when it has lost focus 		4	3.3
<ul style="list-style-type: none"> Demonstrates good listening skills 		4	4.0

Topics	Agree ----- Disagree 5 4 3 2 1 Top response in orange	N	Average response and comparison to April 2015
<ul style="list-style-type: none"> Allocates sufficient time for discussion 		4	4.0
<ul style="list-style-type: none"> Delegates responsibilities among the committee members effectively 		4	3.3
L. In general, what improvements can be made for the board meetings			
II. Responses from non-voting members			
A. Regarding the mission of the agency			
1. The Board understands and embraces the Presbyterian Mission Agency's mission.		2	3.5
2. The Board uses the agency's mission as a standard by which decisions are made.		2	3.0
B. Regarding the agenda			
3. The agenda clearly reflects the agency's mission.		2	3.0
4. The meeting agenda is well planned so that all work can be accomplished.		2	2.5
C. Board member behavior			
5. Board members come prepared to the meetings		2	3.5
6. All board members participate in discussions.		2	3.0
7. The board encourages and acknowledges different points of view.		2	3.5
D. Board meeting frequency			
8. The frequency of board meetings is sufficient to meet its objectives.		2	2.0
E. The Board Chair...			
9. is well prepared for the meeting		2	4.5
10. assists the Board in staying with the agenda.		2	4.0
11. ensures that each board member has the opportunity to be heard.		2	4.0
12. is skilled at managing different points of view.		2	3.5
13. redirects the board when it has lost its focus.		2	3.5
14. demonstrates good listening skills.		2	3.5
15. allocates sufficient time for discussion		2	2.5
16. effectively delegates responsibilities among board members		2	3.0
F. Regarding my behavior:			
17. I am well prepared for the meetings		2	6.0
18. I listen to different points of view		2	6.5
19. I model good listening skills		2	5.5
20. I participate in the discussions		2	4.5
21. I accept and perform the responsibilities assigned to me.		2	5.0
22. I am publicly supportive of the board's decisions		2	5.0

DRAFT: Not yet Approved

**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.
- Leadership Cabinet* 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
- Recorder* Susan Abraham – Staff, Office of the Executive Director
- Others* 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
- ACTION – 1-EC-011316** The Executive Committee **VOTED** to postpone this item to closed session.
ELECTION OF PRESIDENT

PRESBYTERIAN MISSION AGENCY BOARD

February 3-5, 2016

Executive Committee

H.101

ACTION – 2-EC-011316
BOARD MEETING AGENDA

The Executive Committee **VOTED** to approve the proposed agenda for the February 2016 Board meeting with the following amendments (**Appendix 1**):

Thursday, February 4, 2016

- 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.

ACTION – 3-EC-011316
EXECUTIVE COMMITTEE
MEETING AGENDA

The Executive Committee **VOTED** to approve the proposed agenda for the February 2016 Executive Committee agenda as presented (**Appendix 2**).

ACTION – 4-EC-011316
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
BOARD RESTRUCTURE

Creech led the Executive Committee through the report of the PMA Review Committee (**Appendix 4**).

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.

ACTION – 5-EC-011316
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:

1. Tony De La Rosa
2. Earline Williams
3. Barry Creech
4. Lisa Robbins
5. Martha Clark
6. Mike Kirk

ACTION – 6-EC-011316
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.

PRESBYTERIAN MISSION AGENCY BOARD

February 3-5, 2016

Executive Committee

H.101

**ACTION – 7-EC-011316
AMEND PRIOR ACTION
CALLED BOARD MEETING**

That the Executive Committee **VOTED** to amend its prior action calling a 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

Draft – January 13, 2016

ITEM P.100
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
The Brown Hotel
335 W. Broadway
Louisville, KY 40202
502-583-1234

AGENDA

PRESBYTERIAN MISSION AGENCY OFFICE –

Tuesday, February 2, 2016

1:00 p.m. – 5:00 p.m. Audit Committee –

Wednesday, February 3, 2016

8:30 a.m. Board Executive Committee –

12:00 p.m. –2:30 p.m. Board Executive Committee Lunch and Joint Meeting with COGA

–

3:00 p.m. Board Opening Plenary –

- Welcome and Call to Order

Marilyn Gamm

3:05 p.m. • Opening Worship with Communion and Offering

3:35 p.m. • Recitation of Board Covenant

Marilyn Gamm

- Roll Call

- Approval of Board Minutes

- September 23-25, 2015

- November 3, 2015

- December 2, 2015

- January 6, 2016

- Adoption of Agenda

3:45 p.m. Report of the Chair

Marilyn Gamm

3:55 p.m. Report of the Interim Executive Director

Tony De La Rosa

4:05 p.m. Greetings from the Moderator

Heath Rada

4:20 p.m. 2017-2018 Mission Work Plan

Wendy Tajima &

Mark Brainerd

5:30 p.m. Board Nominating and Governance Subcommittee Report
One – J.001

Melinda Sanders

- Election of Chair and Vice-Chair

- Other Nominations

5:45 p.m. Recess

Dinner in Committees

Thursday, February 4, 2016

7:00 a.m. Group Breakfast

8:30 a.m. – Noon Board Committee Meetings

- Finance –

- Leadership –

- Justice –

- Worshiping Communities –

Noon	Group Lunch –	
1:30 p.m.	Board Reconvenes in Plenary - Opening Devotion	
1:45 p.m.	Grace Presbytery	<i>Jan DeVries</i>
1:55 p.m.	Corporate Report – E.001	<i>Marilyn Gamm</i>
2:10 p.m.	Executive Committee Report – H.002 (Including Special Offerings Review Task Force Report and Mission Work Plan)	<i>Marilyn Gamm</i>
3:15 p.m.	Break	
3:30 p.m.	Executive Committee Report – H.002 (contd.)	<i>Marilyn Gamm</i>
4:45 p.m.	Finance Committee Report – A.001	<i>Chad Herring</i>
5:30 p.m.	Recess	
6:00 p.m.	Group Dinner –	
7:30 p.m.	Board Reconvenes in Plenary - Audit Committee Report – G.001	<i>Kears Pollock</i>
7:40 p.m.	Worshipping Communities Committee Report – D.001	<i>David Shinn</i>
8:30 p.m.	Recess	

Friday, February 5, 2016

7:00 a.m.	Breakfast on Your Own	
9:00 a.m.	Board Reconvenes in Plenary - Opening Devotion	
9:05 a.m.	Greetings from the Stated Clerk	<i>Gradye Parsons</i>
9:20 a.m.	Pillars of the Church – P.200	<i>Terri Bate</i>
9:25 a.m.	Nominating and Governance Subcommittee Report Two – J.002	<i>Melinda Sanders</i>
9:35 a.m.		
9:45 a.m.	Justice Committee Report – B.001	<i>James Ephraim</i>
10:05 a.m.	Leadership Committee Report – C.001	<i>Nancy Ramsay</i>
10:25 a.m.	Break	
10:40 a.m.	Communications Update	<i>Kathy Francis</i>
10:50 a.m.	Comments on Overtures	<i>Barry Creech</i>
11:00 a.m.	Board Meeting Evaluation	
11:15 a.m.	Closing Worship and Adjournment	
Noon	LUNCH ON YOUR OWN	

Draft – January 12, 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 –
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

8:45 a.m.	Executive Director’s Office Report to the 222nd GA (2016) – H.103	<i>Barry Creech</i>
	Corresponding Members to the 222nd 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	
12:15 p.m. – 2:30 p.m.	LUNCH AND JOINT MEETING WITH COGA	

Presbyterian Mission Agency Board Executive Committee

Business and Information Items

February 3-5, 2016

ITEM #	BUSINESS ITEM	FROM MINISTRY AREA/ COMMITTEE
FINANCE COMMITTEE (A)		
A.100	Finance Committee Agenda	
A.101	Finance Committee Minutes – September 2015, November 2015 GoToMeeting, and January 2016 GoToMeeting	
A.102	Adjusted 2016 PMA Budget	Shared Services
A.103	Shared Services Report to 222 nd General Assembly (2016)	Shared Services
A.104	PILP Report to 222 nd General Assembly (2016)	PILP
A.105	Minority Vendor Policy Revision	Shared Services
A.106	PMPF Subcommittee Action to develop strategy about Unrestricted Reserves and consider revision of the 1990 GA Action	Shared Services
JUSTICE COMMITTEE (B)		
B.100	Justice Committee Agenda	
B.101	Justice Committee Minutes – September 23-25, 2015	
B.102	Dunggi Property (Lahore, Pakistan) Proceeds Redesignation	WM
B.103	Compassion, Peace & Justice Ministry Response to Referrals	CPJ
B.104	CPJ Response to Referral Report with Recommendations – Fossil Fuel	CPJ
B.105	World Mission Response to Referrals	WM
B.106	National Low Income Housing Coalition (NLIHC) – Addition to the Approval Affiliates List	CPJ
B.107	National Action Network (NAN) – Addition to the Approved Affiliates List	CPJ
B.108	Presbyterian Disaster Assistance Mid-Council Engagement Guidelines	CPJ
B.109	RE&WM Response to Referral Report with Recommendations –Churchwide Conversation on Race, Ethnicity, Racism, and Ethnocentricity	RE&WM
LEADERSHIP COMMITTEE (C)		
C.100	Leadership Committee Agenda	
C.101	Leadership Committee Minutes – September 23-25, 2015	
C.102	TFE Response to Referrals – Referrals in Progress	TFE
C.103	RE&WM Response to Referral Report with Recommendations – Empowered & Hopeful: Women of Color Consultation Report	RE&WM
C.104	Approval of Women of Faith Award Nominees	RE&WM
C.105	Presbyterian Women – Organization for Mission Amendment	RE&WM
WORSHIPING COMMUNITIES COMMITTEE (D)		
D.100	Worshipping Communities Committee Agenda	
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Presbyterian Mission Agency Board Executive Committee
Business and Information Items
February 3-5, 2016

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Report of the Committee to Review the Presbyterian Mission Agency
<http://pc-biz.org/Explorer.aspx?id=6323>

Recommendation

Recommendation 1

The Committee to Review the Presbyterian Mission Agency recommends that the 222nd General Assembly (2016) do the following: [Note: We recognize that approval of some of these recommendations may make others unnecessary.]

- 1. That the General Assembly delay the appointment of the All Agency Review scheduled for 2016 and instead direct the Moderators of the 220th, 221st, and 222nd General Assemblies (2012), (2014), and (2016), in consultation with the General Assembly Nominating Committee (GANC), to name a committee of fifteen people to explore the possibility of a merger between the Presbyterian Mission Agency (PMA) and the Office of the General Assembly (OGA).**
 - a. The committee shall be made up of ruling and teaching elders with broad geographic, racial, ethnic, and gender diversity.**
 - b. The committee membership will include a representative from both the PMA Review Committee and the OGA Review Committee, a representative from both the current Presbyterian Mission Agency Board (PMAB) and the Committee on the Office of the General Assembly (COGA), and at least one mid council staff person.**
 - c. The PMA and OGA will each appoint a staff person to serve as staff support for the committee.**
 - d. The committee's work will be informed by other churchwide conversations on the future of the church and its structure.**
 - e. The assembly will allocate sufficient resources so that this committee can meet regularly and consult with other PC(USA) constituents, as well as others who could provide insight into the process.**
 - f. Recommendations for any missional and structural changes will be brought to the 223rd General Assembly (2018).**

Recommendation 2

- 2. That the General Assembly direct the Moderator of the 222nd General Assembly (2016), in consultation with the GANC, to name a committee of eight people to review the responsibilities of the Presbyterian Mission Agency Board (PMAB) and provide a plan for restructuring the Board so that it can be better able to do the adaptive work necessary to provide leadership and guidance for the PMA and the church, today and into the next generation.**

Recommendation 3

- 3. That the General Assembly direct the directors of the Presbyterian Mission Agency, the Office of the General Assembly, the Presbyterian Investment and Loan Program, Inc. (PILP), and the Presbyterian Publishing Corporation (PPC) to appoint a staff committee to explore the best ways for Shared Services (finance and accounting, information technology, payroll, communication, translations, human resources, legal and risk management,**

internal audit, building services, mail and print, Presbyterian Distribution Service, and the Hubbard Press) to serve those four agencies.

- a. The committee shall be made up of equal staff representation from the four agencies using the Shared Services.**
- b. The committee shall bring recommendations to the 223rd General Assembly (2018).**

Rationale

Executive Summary

Responding to the call to join God's mission for the transformation of creation, the Presbyterian Mission Agency (PMA) equips, inspires, and connects the church to share the love of God in Jesus Christ. God has blessed the church with many talented and faithful servants at the PMA who feel called to minister with the church in their various capacities. Their hard work is all the more admirable in light of recent transitions and controversies.

Though the PMA has produced good work, it is evident that there are significant weaknesses in a number of areas, including: strategic decision-making and priority-setting; organizational culture and work environment; and collaborative efforts with other General Assembly agencies. This report outlines what we gleaned from interviews, correspondence, and promotional materials. We believe that what we observed permeates PMA organizational structure and culture and should not be considered isolated to particular situations or departments.

In addition to the recommendations above, the Committee to Review the Presbyterian Mission Agency directs the Presbyterian Mission Agency to consider the following:

1. That the PMA develop internal educational opportunities for staff to become better informed about the other five agencies in order to foster creative collaboration.

In our interviews it was apparent that PMA staff is in need of a broader understanding of the work of the other agencies to foster greater collaboration. While we understand there are existing staff development days, these have not been sufficient to provide the information and opportunities for building relationships that staff need.

2. That the PMA develop and implement a plan to educate all donors about how their donations are allocated, including a clear breakdown of what percentage goes directly to mission funding and what percentage is applied to administrative costs. This information should be easily accessible.

The review committee had great difficulty obtaining information regarding the allocation of mission funds. We discovered it is a variable amount between 5 percent and 22 percent for donor designated contributions. It seems that it is not fully understood by the program staff or senior leadership. Allocating for administrative costs is a common standard and is a standard measure of efficiency of a charity. We believe transparency in education and communication related to these allocations also provides an incentive for PMA to keep these costs as low as possible.

3. That the PMA provide a chaplain for the Presbyterian Center.

After several years of what many characterized as an environment of anxiety and grief related to precipitous and/or impending layoffs, almost constant restructuring and organizational shifts all

on top of general life events, the review committee found staff at every level in need of spiritual support. As a church agency, the PMA has a serious responsibility and unique opportunity to create a work environment that fosters health for the whole person. The chaplain would provide spiritual care for people of all faith traditions.

4. That PMA engage in regular cultural humility training provided by outside consultants for PMAB and staff.

Recent events (including culturally stereotypical and offensive printed materials for Special Offerings and the confusing “Ask Me Why You Matter” campaign) highlight the systemic lack of cultural humility and awareness at the agency. We recommend ongoing and regular education for *all* personnel led by experienced professionals in this discipline not employed by the agency. We view this as a necessary first step toward expanding cultural humility that can then lead to models for the wider church.

Rationale for Recommendation 1

The review committee has done its work during a time of calls for churchwide introspection, including an invitation by the General Assembly Moderator to explore the church’s identity, a conversation led by COGA on the future of the church, as well as many other concurrent dialogues. In addition, transitions in both the PMA and OGA leadership offers a unique opportunity to envision new ways of leading the church.

The committee found significant duplication and siloing within the Presbyterian Mission Agency and between the PMA and OGA. This has contributed to the ongoing confusion regarding who speaks for the denomination and bears the primary responsibility for communicating the church’s message to its constituents and the world.

This moment in our church’s history presents us with a unique opportunity to become a more nimble organization that can better serve the mission of the denomination. We believe that the proposed committee would be the best way forward in crafting and clarifying the future structure of the church.

Rationale for Recommendation 2

It was apparent to the review committee that the current Board size (57) and structure are unwieldy and outdated. While this served as an important transitional body, the current composition hinders the body from the adaptive change required for today.

While both technical tasks and strategic vision are within the purview of the PMAB, the strong emphasis on oversight and compliance has moved the Board into a narrower, hands-on prescriptive approach with many layers of accountability and decision-making. This has come at the expense of both the broader strategic work of vision-casting and the necessary commitment to communicating that vision.

Rationale for Recommendation 3

Currently, Shared Services is housed with the Presbyterian Mission Agency and is accountable to the PMA Executive Director. However, the department serves OGA, PILP, PPC, and PMA. We heard about expensive duplication of shared services in all four of the agencies. In addition, we heard of difficulties in sharing services without shared supervisory authority.

Rationale Overall

I. INTRODUCTION

The Committee to Review the Presbyterian Mission Agency was charged by the 221st General Assembly (2014) to evaluate the relationship of the PMA with the mission of the whole Presbyterian Church (U.S.A.). We were guided by the Agency Review Manual, prepared by the Office of the General Assembly (OGA), which is based on the agency review committee guidelines in the *Manual of the General Assembly: Organization for Mission*. Over a period of more than sixteen months, beginning in Fall 2014, we met in person on three separate occasions, communicated via email and conference calls regularly, and interviewed more than sixty-five individuals. These interviews were with PMA staff, Board members, mid council representatives, staff of other General Assembly agencies, and other stakeholders. We also consulted with the Committee to Review the Office of General Assembly. Because there was a significant amount of existing data from previous surveys, we decided not to conduct yet another formal survey for this review.

We began our review by reading a self-study document prepared for us by PMA staff and the PMAB. We were very thankful for this document and the work that went into it. The report did a very good job of orienting us to the PMA and of documenting the PMA's work in response to the recommendations of the last PMA review committee. The report also highlighted the breadth and quality of the PMA's mission around the world. Our committee also reviewed additional documents provided by the PMA as well as reports from the General Assembly.

It is important to note that during the course of our work PMA experienced significant challenges and controversies, all of which were highly publicized by church-related press and in social media. The agency discovered that some staff assigned to the 1001 New Worshipping Communities initiative had established a separate, nonprofit organization to receive funds to support that initiative. A routine audit of the 2013 Presbyterian Youth Triennium showed larger losses than had previously been reported. The Special Offerings department released promotional materials for the One Great Hour of Sharing offering that were culturally insensitive. In addition, since our review work began, the Executive Director of the PMA has resigned and the PMAB has named an Interim Executive Director. While it was not this committee's responsibility to address these specific incidents, we did look closely at how the culture and systems within PMA might have allowed these incidents to occur.

The committee members include:

Teaching Elder Debra Avery, Oakland, California, San Francisco Presbytery;
 Teaching Elder Eric Beene, Savannah, Georgia, Savannah Presbytery;
 Ruling Elder Tacey Braithwaite, Sioux Falls, South Dakota, South Dakota Presbytery;
 Teaching Elder Eliana Maxim, Seattle, Washington, Seattle Presbytery;
 Teaching Elder Nancy Muth, Wyndmoor, Pennsylvania, Philadelphia Presbytery;
 Teaching Elder Ken Page, Phoenix, Arizona, Grand Canyon Presbytery;
 Ruling Elder Stephen Proctor, Dillsburg, Pennsylvania, Carlisle Presbytery;
 Ruling Elder Chris Rhodes, Santa Rosa, California, Redwoods Presbytery;
 Ruling Elder Barbara Sarjeant, Orangeburg, South Carolina, Charleston Atlantic Presbytery;
 Ruling Elder Elizabeth Swee, Moorhead, Minnesota, Northern Plains Presbytery;
 Ruling Elder James Tse, Woodhaven, New York, New York City Presbytery;
 Teaching Elder Perry Wootten, Mt. Kisco, New York, New York City Presbytery.

II. A BRIEF OVERVIEW

A. *Accolades*

Throughout this process, our committee found much to be affirmed in the work and ministry of the PMA. The PMA is determined to share the good news of Jesus Christ by demonstrating a true and meaningful commitment to those in need in every area of life and the world, regardless of economic or social strata, including providing assistance in times of disaster, offering guidance to congregations, assisting displaced persons, helping the unemployed, supporting youth in developing faith, and raising the level of education. Not only is the PMA doing good work, but successes are communicated broadly throughout the denomination.

The use of denominational magazines, news reports, annual reports, promotional materials, websites, social media, and many other sources makes it possible for everyone to learn about the many successes of the PC(USA). We were provided with many well-written articles and colorful images describing the wonderful works of ministry and mission accomplished on behalf of the whole church. Our committee celebrates the scope of the ministries and the successful outcomes of the work of PMA. We are also encouraged by new initiatives of the PMA communications staff to better share the stories of the accomplishments of the PMA and encourage greater commitment by the whole church to the work of PMA.

B. *Mission and Values*

To focus the broad range of work the PMA is tasked with completing, PMA executive staff and PMAB members have developed and clearly articulated statements on the mission and core values of the PMA. The PMA's mission is "to 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." The PMA lives out this missional expression through the core values of Collaboration, Accountability, Responsiveness, and Excellence. The materials provided to us by the PMA for the review make clear that these statements of the organizational mission and values are meant to serve as the guideposts for the agency's work.

C. *Staff*

Our committee was impressed by the quality of the PMA staff. The PMA has many talented and faithful employees doing ministry in Louisville, deployed across the United States, and around the world. We want to emphasize that the staff we interviewed are passionate about their jobs, have a deep love of Christ and the work of the church, and feel called to serve. It is apparent that PMA staff members are highly qualified for the work they do. This shows in the high quality of the materials and programs that are developed and presented. In addition, PMA staff should be commended for their high level of commitment, especially when significant upheaval and controversy has been the norm.

Despite the many successes, the clearly articulated mission and values, and the great talent and commitment of PMA staff, we found some important areas of concern. Our concerns center in three areas:

- A lack of a clearly communicated *strategic* direction for the PMA among staff and PMAB members.
- Poor coordination with other agencies of the General Assembly.
- An organizational culture and work environment characterized by anxiety, distrust, and a clear lack in the areas of spiritual leadership, transparency, and cultural humility.

III. PMA STRATEGY OBSERVATIONS

In our research, we found that there was a frequent disconnect between decision-making and priority-setting and operational strategy. In some cases, though Mission and Values were clearly articulated, in the execution of the work, there seemed to be no strategic plan guiding overall priority setting and decision making. This seemed to contribute to tension among staff and may have served to dilute the overall effectiveness of the PMA.

A. *Resource-Driven*

The entire PC(USA) recognizes that the membership and the resulting revenue of the church have been declining. The PMAB and staff have communicated internally and externally about the financial limitations at PMA and the expected shortfalls in the near future. The reality of decreasing resources requires the denomination to be more aware of and concerned about balancing the need to demonstrate fiscal responsibility with the importance of sustaining current programs and leaning into the ongoing challenge of creating programming that leads us into the future. However, as our work progressed, it seemed clear that there has been a shift from attending to the strategic priorities that emerge from the Mission and Values to an overwhelming focus on decision-making driven solely by the availability of resources.

Though it may be that some denominational programs will not be sustainable in our more resource-constrained church, it is critical for the church to become more open to inspiration rather than allowing financial desperation to dictate the terms of change. Inspiration needs to be rooted in missional identity and shared values. Though more limited financial resources characterize the current context for decision-making, it is imperative that the PMA be more intentional about attending to the Mission and Values as a first priority as strategic decisions are made.

B. *Communication*

Our committee found that PMA communications also do not reflect strategic decision-making. This is not to imply that there is a lack of information being shared. In fact, from a messaging standpoint, there is a blizzard of information that comes from the PMA. The overwhelming amount of information provided for denominational use hinders clarity about the mission and work of the PMA. For instance:

- At the time of our study, there were more than 100,000 pages on the denomination's website. Staff has primarily maintained the information in their respective departments. We understand that each area within the PMA has a compelling story and that each area needs to respond to requests for information and resources that come from mid councils and congregations. Unfortunately, while important content continues to be added, information is rarely removed and the indexing of each additional page has created a labyrinthine agglomeration of data, which is barely accessible even through a Google search.
- Beyond the official website, there are a number of stand-alone sites that are maintained outside of the PMA's administration. For example, the 1001 Worshiping Communities site utilized a tool that was not part of the range of tools utilized by the IT staff, making it difficult for them to provide support. Issues of standardization of platforms and the need for security are obvious.
- In addition to the PMA's communication through websites, there are more than 100 electronic newsletters. According to the Communications staff, fifteen of those electronic newsletters are on the issue of hunger alone. At the time of our interviews with staff, attempts to consolidate these publications had been unsuccessful.

We believe that the PMA has good intentions behind the desire to share more information. However, there is a lack of clarity around vision and focus. A collaborative communication plan developed by communication experts and with consensus of leaders is essential for the PMA to be better equipped to communicate its strategic direction and align vision and values across the denomination.

Finally, there is a lack of a unified, strategic denominational voice in the public arena. In ecumenical, interfaith, and secular engagement, there are multiple voices offering a multiplicity of identities. This lack of a single person empowered to speak as the “voice” of the General Assembly was raised in previous agency reviews. While the Stated Clerk was named as the person empowered in that role, with the volume of communication coming from the PMA touching on such a breadth of issues, it is easy to see why some would be confused about that role.

C. Board Involvement

Our committee understood that the primary responsibility for setting strategic direction for the PMA rests with the Presbyterian Mission Agency Board (PMAB). However, we do not believe the PMAB has a good understanding of the big picture that includes both the work of the PMA and the PMAB’s role in that work. In actual practice, we observed that missional goals seem to be set by a subset of PMA staff.

The PMAB has changed significantly in its responsibilities, structure, and composition in recent years. Previously, the General Assembly Council was comprehensive of all agencies of the denomination and had broad authority to act on behalf of the General Assembly between meetings. It was a large body meant to be representative of the whole church. In recent years, how the six agencies are structured and relate to each other and the General Assembly have changed. When the General Assembly Council was eliminated, the PMAB was created. It is clear to us that the current configuration of the PMAB is not effective. Board members, staff, and other stakeholders we interviewed shared the following insights:

- There is a lack of clarity in the church at large as well as among Board members related to the scope of their work.
- There is significant pressure to “be all things to all people.”
- The size of the PMAB is too large, with a total of forty-seven voting and ten non-voting members.
- The process by which Board members are nominated and assigned lacks the focus and intentionality required to assure that the PMAB is flexible enough to accomplish their work.
- There is confusion regarding specific responsibilities and lines of accountability between the PMAB and the advisory committees, including the Advisory Committee on Social Witness Policy, the Advocacy Committee for Racial Ethnic Concerns, and the Advocacy Committee for Women’s Concerns, and how they relate to other agencies including the General Assembly.
- The inclusion of Shared Services (Information Technology, Finance and Accounting, Building Services, etc.) within the PMA creates problems because, while they provide services to several agencies, they are accountable only to PMA.

PMAB members told us that they believe it would be helpful to them to reconfigure and envision the structure and role of the PMAB in order to align Board governance with strategic and fiduciary roles. In the past two years, to overcome a feeling that the Board was unable to achieve more than routine approval of the recommendations of staff and others, the PMAB has spent time in training on their governance role. Members of the Board told us of their desire to be more engaged in their roles, particularly in setting priorities for their work and using their time together as a Board more wisely.

IV. ORGANIZATIONAL CULTURE

We observed a tendency for PMA staff to emphasize their many successful outcomes and outputs while attention to organizational culture, processes, and management are inconsistent. In our interviews, PMAB leaders and senior management maintained that recent controversies are isolated incidents and not evidence of any systemic problems in the agency. However, our committee believes that there is a direct relationship between systemic organizational culture and these incidents.

A. Work Environment

In interviews and conversations, the PMA staff, PMAB members, and other stakeholders repeatedly told us that even though there are clear successes in mission and ministry, these successes have been accomplished despite an organizational culture that is heavy-handed and a management style that has made for a highly stressful and sometimes even unhealthy work environment. In recent years, a secular corporate model has emerged as the primary organizational form. In that shift, it seems that the PMA has lost what is essential and unique to this organization: an ecclesial identity, a foundation in the Form of Government, and a sense of corporate spirituality. This has been seen not only in frequent downsizing actions, but also in the handling of specific personnel concerns connected with recent controversies connected to PMA work.

The organizational culture has not only hindered the best intentions and efforts of staff, but also come at a spiritual cost. We consistently heard concerns about the following:

- Low morale and often unbearable anxiety among staff and PMAB members.
- Cumbersome and unresponsive hierarchy with more layers of management than are appropriate for an organization the size of the PMA.
- Failure to include staff in decision-making processes that affect the programs they manage.
- A “silo mentality” fostered by poor internal communication, competition for scarce resources, and interdepartmental distrust.
- The perception that staff members are not trusted by management.
- Responsibility for accomplishing significant work without the authority to make and implement decisions.
- A sense that some individual staff members have special status allowing them to bypass processes and systems designed to assure accountability.
- Inconsistent leadership training and skills for managers and supervisors.

We believe that outcomes are important and should be properly acknowledged and affirmed. But the long-term success of the PMA, as an organization committed to following Jesus Christ, is dependent on healthy relationships fostered in a culture that rewards collaborative behavior and nurtures health and wholeness for the whole person. This is especially true in a time of significant change.

B. Anxiety and Distrust

In our interviews, our committee discovered that the overarching problem of the current culture of anxiety, fear, distrust, and conflict avoidance was a significant factor in the difficulties within the PMA. The incidents involving the 1001 New Worshipping Communities program, the Youth Triennium, and the production of Special Offering materials that many found to perpetuate disturbing stereotypes, both illustrated and perpetuated that anxiety and distrust. Several people that we interviewed even used the term PTSD to describe the mood at PMA before and, especially, after those incidents. Others referred to distrust between staff and leadership. Several times, comments made in interviews provided evidence of this low-trust, high anxiety environment, such as:

- We don't want to consult the bean counters in accounting—we just want to get things done.
- We built a “rogue website” because we don't believe the tech department is capable of creating something that will meet our needs.
- We don't want to consult with the advisory committee or program area because that would be a pain.
- We don't want to go through the legal department, so we'll just use a website to provide legal advice.

We often heard the objection that collaboration can make for slow decision making. For example, when some departments have worked outside of established systems to set up stand-alone websites, the staff in those departments told us they did so because they needed to be more nimble and responsive. While it is true that in the past administrative departments such as accounting or legal have slowed down or advised against programming and working with advisory committees can be ponderous, it is also true that these consultative processes provide necessary checks and balances and offer appropriate checkpoints for program staff. We do not believe that transparency, collaboration, and clarity need to be sacrificed for the sake of speed and decisiveness. Given current realities, it is clear to us that it is important for PMA to encourage this kind of departmental collaboration in order to avoid the kinds of problems that we have seen at PMA over the past year.

C. *Spiritual Life*

As a faith-based organization, the PMA has a unique opportunity and responsibility to create a work environment that fosters health for the whole person. The PMA's open hiring policy means people of different faith backgrounds work together. However, the values inherent in Reformed spirituality can provide a starting point from which diverse spiritual practices can emerge and be part of the overall plan for employee support. Though some individuals in the organization are living into this potential, there seems to be a general lack of spiritual leadership among the staff. Three areas in particular were noted:

- **Spiritual Care:** After several years of what many characterized as an environment of precipitous and/or impending layoffs, almost constant restructuring and organizational decision making driven more by budget demands than ministry needs, staff at every level are in need of pastoral care. Currently, there is no overarching program for the spiritual care of PMA employees.
- **Worship Life:** Chapel attendance is low. In fact, some staff reported fear that chapel attendance signals a light workload, which could trigger elimination of their position. Other staff shared that they had been actively discouraged from attending chapel by supervisors. To be sure, chapel attendance cannot be required. However, staff members should be encouraged to engage in specific times of prayer and praise as part of community life.
- **Reformed Theology and Presbyterian Polity:** PMA staff comes from a variety of faith backgrounds. While this diversity is a gift, it also presents a unique challenge with regard to how staff represents the unique witness of Presbyterian theology, history, and polity.

D. *Transparency*

In our interviews, we found a significant lack of trust and silo behavior across all departments. This is part of a “vicious cycle” that is both derived from and contributes to a lack of transparency. It is apparent that collaborative efforts have suffered when individuals and departments have felt outside of the loop in the decision-making process. It is no surprise that those working in this kind of environment have become wary and protective of their own interests rather than reach out to work with others. We observed that open communication is particularly lacking when the lack of resources has threatened existing programs.

While it is understandable that staff would be reluctant to communicate bad news, transparency in difficult times is all the more important. In addition, lack of transparency often contributes to a sense that there is a corresponding lack of self-understanding. A clear example of this was seen in the PMA's own self-study, which was provided for our committee. Though there is plenty to celebrate, there no section that details growing edges. This concerned us. In order to foster a culture of trust and transparency, PMA will need to demonstrate a willingness to share all news even when disclosure is unflattering.

Our committee believes that there is a sincere desire among PMA staff and PMAB members to be more transparent and engaging. Because of this, culture has shifted some. For instance, there was a greater openness to input from all staff and departments in the budget planning in the past two years. However, we discovered other areas in which transparency actually seems to be discouraged. For example, it is very difficult for a donor to the Presbyterian Church (U.S.A.) to fully understand what portion of their donation is allocated to administrative costs and what portion actually goes to mission. We were unable to get a firm answer to this question, even in our multiple interviews.

E. *Cultural Humility*

Cultural humility has been defined as the ability to maintain an interpersonal stance that is “other oriented” (or open to the other) in relation to aspects of cultural identity that are most important to the person. The PMAB has a high commitment to the mandate of racial and ethnic inclusiveness at the national level. Cultural proficiency and competency is underscored through agency training and responsible engagement. The PMA has also made some efforts to develop a more culturally inclusive staff, and we encourage them to deepen this effort in PMA and at all levels of the church.

However, our committee observed a need for further expansion and affirmation of cultural humility within the PMA. This assessment is confirmed by the admission of Board members that the PMAB as a whole has a long way to go in regards to cultural awareness and humility. In several interviews with staff, we also heard that privileged staff (often Caucasian) operate outside of policies with no communication with other departments. In addition, when racial ethnic staff raised concerns it was disregarded. That was certainly the case with the decision to use racially biased materials for the One Great Hour of Sharing Offering. Even though there was some consultation over racial ethnic concerns, the decision to go ahead with the objectionable materials was made unilaterally and ignored those concerns.

Because racial ethnic concerns are at the heart of denominational values and vision, collaborative efforts should always include the advice and/or participation of people of color. Further, when that advice is sought, decision-makers, particularly those who are white, need to be aware that they may lack cultural perspective. For example, we noted that the only resources produced by PMA in languages other than English are those that the PMA staff, not the communities of color who are the recipients of those resources, deem important to be translated. The privileged determine what the rest need to know. This lack of cultural perspective often makes it impossible for the experience and knowledge of people of color to be truly known and understood.

At every level of the denomination, we need to hire and call people of all races. In addition, white staff members need to be especially aware of the seen and unseen effects of privilege on collaboration. Our committee believes that in our efforts to be a more inclusive church it is essential that the PMA staff lead us by example in deepening personal cultural humility and integrating it into every aspect of the church.

V. COORDINATION WITH OTHER AGENCIES

Our committee's investigation of the overall work of the PMA revealed that there is a paucity of coordination with the other agencies. This has resulted in a lack of integration and uncertainty regarding their common purpose. This lack of coordination leads to competition and distrust between the agencies rather than appreciation and collaboration. We noted frequent themes of siloing not only within different program areas within PMA but also among the six different agencies of the PC(USA). Such stories included:

- The PMA has launched a number of new fundraising initiatives on its own in the last several years. While this may be an appropriate and necessary endeavor in the times we live in, it seems to us that this kind of effort would be much better undertaken in partnership with the Presbyterian Foundation, which has significant expertise in this area.
- The Office of the General Assembly bid out a computer programming services contract for \$200,000. PMA's tech department had been providing those services, but OGA was dissatisfied because they were unable to provide oversight and accountability. PMA was invited to be one bidder among several on the contract, but the PMA bid expressed no interest in meeting the OGA's request for changes in programming support and accountability.
- In March 2015, the PMA produced an issue of *Presbyterians Today* entitled "The Presbyterian Resource Guide for Ministry." It is an excellent issue, full of helpful resources from PMA. However, we were told that a few weeks before publication, OGA noticed that the issue being produced did not include anything about OGA's resources for ministry. OGA was given a page or two at the last minute, which was the immediate response to this concern.
- In July 2015, the PMA launched an antiracism awareness campaign "Ask Me Why You Matter." The campaign was rolled out at Big Tent 2015 after three months of development and minimal collaboration with other denominational agencies. This was glaringly apparent when there was no communication between the PMA staff working on the campaign and the General Assembly appointed committee on churchwide conversation on race, racism, ethnicity, and ethnocentrism.

Approaching the issue of collaboration among all six agencies from a review of only one agency, we are not completely able to fathom whether and/or to what extent this disconnect exists between all the agencies. The perceived and perhaps intentional disconnect between the agencies concerns us. Situations such as these highlight missed opportunities to draw on shared "in-house" expertise and denominational wisdom.

It is clear from the interviews we conducted that the staff sincerely desire better coordination and communication between the PMA and the other agencies of the PC(USA). We did learn that concerns about better coordination and collaboration have been discussed and reviewed on a number of occasions. However, it is clear to us that these periodic reviews and discussions did not always bring about action. It should be noted that the 2010 PMA Review Committee also called for a closer collaboration between the six agencies. We acknowledge that efforts have been made to respond to this goal, including quarterly meetings of agency heads (two of which include the PMAB chairs); the identification and pursuit of joint projects between agencies; collaboration on the six-agency annual report; collaboration on the Big Tent conference, etc. However, we believe that more needs to be done in this area in order to ensure greater efficacy of ministry and mission.

VI. CONCLUSION

There is no doubt that something new is happening in the Presbyterian Church (U.S.A.). Congregations and mid councils are pursuing new models for planning, staffing, and funding ministry. As a church, we can be inspired by the growing cultural diversity found in local congregations. We can work to support

each other as we learn to live into the reality of smaller congregations with limited financial resources and unlimited possibility for mission in their communities. We can celebrate the emerging energy for collaboration within creative ecumenical and entrepreneurial partnerships both within and among our congregations. Even in the midst of this reality of such great change in the life of our denomination, there is still significant passion and excitement around evangelism, social justice, biblical scholarship, world mission, and church planting.

We believe it is essential for the future of our denomination that the PMA embrace the change that is already among us. We pray that the PMA will begin to make the adaptive organizational changes needed to serve in this new reality. This is not simply another appeal for restructuring endeavors. Our opportunity now is change on a deeper systemic level. It is our strong hope that in addressing the strategic, spiritual, and functional challenges presented in this report, the PMA will be better able to lead the church in creatively, strategically, and adaptively leaning into the future God is bringing us with energy, intelligence, imagination, and love.

PRESBYTERIAN MISSION AGENCY BOARD
REDUCTION IN FORCE PROCESS AND SELECTION CRITERIA
January, 2016

Section 216 of the Employee Handbook states that a reduction in force (RIF), reorganization and/or position eliminations may occur due to "...change in objectives, reorganization, or a change in financial outlook or conditions..." of the organization.

Program or common service areas or activities may be eliminated, outsourced, reduced, shifted or reorganized. Before regular full-time and part-time positions are affected, temporary and vacant positions should be selected for position elimination where possible. As set forth in the Employee Handbook at Section 103, separations "...will be administered without [unlawful] discrimination based upon race, color, national origin, gender, age, marital status, sexual orientation, creed, protected disability status, citizenship status, genetic information, uniformed service (e.g., U.S. Armed Forces or National Guard) or status as a Vietnam Era or special disabled veteran in accordance with applicable federal, state and local laws, or veteran status, or religious affiliation (except where a category is a bona fide occupational qualification), or any other characteristic protected by law."

Objective selection criteria have been developed with the approval of the Executive Committee of the Presbyterian Mission Agency Board to be used to determine which positions will be impacted by the reduction-in-force. Recommendations for position elimination, outsourcing, reducing positions, shifting positions, and reorganizations will be made by segments of the Office of the Executive Director, the Deputy Executive Director and by the respective ministry (including common service) areas using this policy and selection criteria. Decisions on staffing will be made in consultation with the Director of Human Resources and the Legal Services Office. A written rationale for the elimination, reduction or shifting of each position must be prepared to support the recommendation. If work is shifted to an existing position, the job description will be updated to reflect any material changes in job duties and responsibilities and the grade level of the position reevaluated.

The following outlines the position elimination selection process and criteria.

A. Mission, Programs, and Activities Not in Alignment with Mission Work Plan.

1. Identify missions, programs, and activities that are not in alignment or that have weak alignment with the 2017-2018 Mission Work Plan, that have weak funding and/or that have little impact despite alignment and funding.
2. Eliminate these identified missions, programs, and activities.
3. Identify the positions that staff these identified missions, programs, and activities.

- 1 a. Eliminate these positions.
- 2 b. Generally, if 50% or more of a position’s functions are eliminated, shifted or
- 3 reduced, the position should be eliminated.
- 4
- 5 **B. Programs, Services, and Activities Eliminated, Outsourced, Reduced, Shifted**
- 6 **and/or Reorganized Due to a Change in Financial Outlook or Conditions.**
- 7
- 8 1. Identify programs, services or activities to be eliminated, outsourced, reduced,
- 9 shifted or reorganized.
- 10
- 11 2. Identify the positions that staff these identified programs, services, and
- 12 activities.
- 13 a. Eliminate these positions.
- 14 b. Generally, if 50% or more of a position’s functions are eliminated, outsourced,
- 15 shifted or reduced, the position will be eliminated.
- 16
- 17 **C. Unnecessarily Duplicative or Redundant Work.**
- 18
- 19 1. Identify programs, services, and activities not being eliminated, outsourced,
- 20 reduced, shifted or reorganized, and review for work that is unnecessarily
- 21 duplicative or redundant.
- 22
- 23 2. Identify positions performing unnecessarily duplicative or redundant work.
- 24 a. In general, if identified positions performing unnecessarily duplicative or
- 25 redundant work are in different job grades, the position in the lower job
- 26 grade should be eliminated. Exceptions may be made if there is a
- 27 documented performance issue with the employee in the higher job grade or
- 28 qualification or skill concerns.
- 29 b. If identified positions performing unnecessarily duplicative or redundant
- 30 work are in the same job grade, the selection decision must be made based
- 31 on the following:
- 32 1) job performance as documented by the most recent performance
- 33 evaluation; then
- 34 2) individual experience, qualifications for the job and need for specific skills;
- 35 then
- 36 3) the above two items being equal, then selection is made based on length
- 37 of service in the job grade.
- 38 c. Generally, if 50% or more of a position’s functions are unnecessarily
- 39 duplicative or redundant, the position will be eliminated.
- 40
- 41
- 42
- 43