

**ITEM H.103**  
**FOR ACTION**

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

**Subject: Executive Director's Office Report to the 222nd General Assembly (2016)**

**Recommendation:**

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

This report contains:

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

Reports to be added pending actions of this (February) PMAB meeting:

- 1. PILP Nominees
- 2. 2017-2018 Presbyterian Mission Agency MissionWork Plan
- 3. Changes to the Organization for Mission

Executive Director's Office  
Report to the 222nd General Assembly (2016)

**I. Reports with Recommendations**

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

*Pending approval by GANC. Recommendation will be part of the Board Nominating and Governance Subcommittee report on Friday, February 5.*

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

Class of 2018:

Dean Thompson – Presbyterian Mission Agency Board

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

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

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

*Rationale*

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

E. 2017-2018 Presbyterian Mission Agency Work Plan

*To be inserted. Pending approval by the PMAB.*

F. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) approve the following changes to the *Organization for Mission*:

*To be inserted following approval by the PMAB.*

G. The Presbyterian Mission Agency Board recommends that the 222nd General Assembly (2016) approve the revised *Presbyterian Mission Agency Manual of Operations*. [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

PRESBYTERIAN MISSION AGENCY

MANUAL OF OPERATIONS

**I. Introduction**

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

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

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

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

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

**II. Composition of the Board**

- A. Membership:

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

1. Voting Members

- a. Elected Membership (36)

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

- b. Ex-officio Members (4)

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

2. Non-Voting Members - with voice:

- a. Corresponding Members (15)

- Stated Clerk of the General Assembly
- Executive Director of the Presbyterian Mission Agency

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

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

## b. Ecumenical Advisory Members (2)

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

## 3. At-large Committee Members

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

## A. Inclusiveness and Diversity

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

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

## B. Areas of Service:

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

## III. Role of the Presbyterian Mission Agency Board

The Presbyterian Mission Agency Board shall have the following responsibilities

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

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

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

#### IV. Citation of Major Documents

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

~~A. Mission Policy Guide: Text of policies is available in the Minutes of prior General Assemblies. The guide is prepared by the Presbyterian Mission Agency.~~

~~B.~~A. Churchwide Equal Employment Opportunity and Affirmative Action Plan Approved by General Assembly. The plan is available from the Presbyterian Mission Agency Office of Human Resources.

~~C.~~B. "Policies Regarding Public Statements by the Board" approved by the Presbyterian Mission Agency Board (Appendix 3).

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

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

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

#### V. Presbyterian Mission Agency Staffing

- A. The Presbyterian Mission Agency Board fulfills its work, in part, through staff led by the Executive Director. For the Presbyterian Mission Agency staff organization, refer to Appendix 2.
- B. The Presbyterian Mission Agency Board, upon recommendation of the Executive Director, is authorized to restructure the staff organization, always in alignment with the mission direction of the General Assembly. Any such organizational changes will be reported to the next General Assembly.

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

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**February 3-5, 2016**

**Executive Committee**

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

**Rationale:**

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

The Mission Policy Guide was a resource that contained brief descriptions of major actions of the General Assembly (GA) from 1973 through the current GA. The Policy Guide was intended to assist persons doing research on actions of the General Assembly by directing them to the appropriate General Assembly Minutes for the full official action. It was available in print format until four years ago when it became an online product with the database accessible through the website. A lot of work each year went into keeping it current with GA actions. After the 2014 GA, we made the decision to continue doing the work but to take down the online link in order to determine if it was widely used. We went over a year, and had only one request from someone within the Executive Director's Office. This told us that no one was using it, and that the impact of all that work to update it each year was negligible. Actions taken by GA are available on the web at <http://index.pcusa.org>. It covers 1987-2014 Minutes.

## II. Final Responses to Referrals

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

\*\*Recommended contract clause:

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

3. *2014 Referral: Item 04-10. Commissioners’ Resolution. On Declaring That Zionism Unsettled Does Not Represent Views of PC(USA). The 221st General Assembly (2014) Declares That Zionism Unsettled Does Not Represent the Views of the Presbyterian Church (U.S.A.) and Directs All Presbyterian Church (U.S.A.) Entities*



*to Express This Statement in All Future Catalogs, Print or Online Resources (Minutes, 2014, Part I, pp. 13, 62, 296–98; p. 186 of the print copy).*

*Response:* Immediately following the 221st General Assembly (2014) a statement was prepared for inclusion in copies of the resource in line with the directive in this General Assembly action. On June 27, 2014, the Stated Clerk of the General Assembly and the Executive Director of the Presbyterian Mission Agency took the further step to discontinue promotion and distribution of “Zionism Unsettled” by the denominational offices in order to most clearly support and communicate the decisions of the General Assembly.

(<http://www.pcusa.org/news/2014/6/27/zionism-unsettled-no-longer-sold-pcusa-website/>)

4. *2014 Referral: Item 08-07. Fairness in Ministerial Compensation: Incentives and Solidarity, a Response to Two Referrals. Recommendation 1. Request the Presbyterian Mission Agency to Review Churchwide Ministerial Salary Data as Context for Its Review of Presbyterian Mission Agency Salaries—From the Advisory Committee on Social Witness Policy (Minutes, 2014, Part I, pp.14, 41–42, 495–503; p. 222 of the print copy).*

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

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

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

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

**III. Final Response to Referrals with Recommendations**

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

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

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

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

*Response:* This referral is answered by Item # \_\_\_\_\_, “Living Missionally,” being presented to the 222<sup>nd</sup> General Assembly (2016).

(Item # to be inserted by OGA)

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

**The Presbyterian Mission Agency recommends that the 222nd General Assembly (2016) approve the proposed changes and updates to the Churchwide Equal Employment Opportunity and Affirmative Action plan.**

- a. Approve the revised Churchwide Equal Employment Opportunity and Affirmative action Plan, now titled “Toward Inclusiveness in Employment: The Presbyterian Church (U.S.A.) Churchwide Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies.”**
- b. Direct the six agencies of the Presbyterian Church to comply with the updated Presbyterian Church (U.S.A.) Churchwide Plan for Equal Employment Opportunity and Affirmative Action.**

***Rationale:***

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

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

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

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

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

Proposed Changes to the Churchwide Plan

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

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

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

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

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

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

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

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

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

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

**PRESBYTERIAN CHURCH (U.S.A.)**

**SECTION ONE: POLICY -TOWARD INCLUSIVENESS IN EMPLOYMENT**

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

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

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

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

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

We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God’s original creation, God has not broken relationships with humanity. People of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see the incarnation of God’s great plan of reconciliation—a plan that restores broken



relationships with God and with God's people. The gospel story is permeated with illustrations of Jesus' reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God's favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God's inclusiveness, we must work together to ensure access and fairness are accessible to and enjoyed by all. Jesus' love for all is God's love. In Jesus' resurrection the rule of God over all people is announced and inaugurated.

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

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

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

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

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

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

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

## II. GOVERNING BODY COUNCIL RESPONSIBILITIES

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

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

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

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

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

### A. Committees on Representation

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

~~The Book of Order (G 9.0105) requires the establishment of committees on representation by each governing body above the session and states that: “The committee on representation shall advise the governing body on the~~

~~employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a churchwide plan for equal employment opportunity (G-13.0201b)."~~

## **B. The General Assembly and Its Agencies**

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

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

## **C. Mid Councils**

### **Synods and Presbyteries**

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

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

## **D. Ministry Committees**

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

consider the presbytery’s counsel on the merits, suitability, and availability of those considered for the call.”(G-2.0803).

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

**D. Committees on Ministry**

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

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

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

1. ~~Equal employment opportunity~~ and affirmative action goals and objectives, which are continuously updated and reviewed.
  1. ~~\_\_\_\_\_~~
  2. ~~Personnel policies, practices, and procedures, which as a minimum will include:~~
    - ~~Involvement of persons from the~~ Identified Categories~~Identified Categories\*~~ identified groups in search and recruitment procedures;
    - ~~\_\_\_\_\_~~
    - ~~Search and recruitment procedures to locate and consider for employment persons regardless of their inclusion in the~~ Identified Categories~~Identified Categories\*~~ race, sex, age, or disability;
    - ~~\_\_\_\_\_~~
    - ~~Selection, promotion, and upgrading procedures and career development activities to preclude and to correct patterns of discrimination on the basis of~~ their inclusion~~s~~ in the Identified Categories~~Identified Categories\*~~ that disproportionately screen out individuals.
  3. ~~race, sex, age, or disability;~~
  4. ~~Career development activities without regard to race, sex, age, or disability;~~
  5. ~~Development of realistic position descriptions based upon job related qualifications and standards to insure that the description does not contain qualifications or selection criteria based on inclusions in an Identified Category~~ race, sex, age, or disability that disproportionately screen out individuals;
  6. ~~Public advertisement of openings in selected media and contact of specific agencies, organizations, and associations;~~
  7. ~~3. A~~Annual workforce review and analysis to determine:
    - a. if (a) patterns of discrimination exist and (b) if the hiring practices are bringing the church to a greater level of inclusiveness; and

- b. Identification of the point of accountability and responsibility for the implementation and continuous review of the equal employment opportunity and affirmative action program.
- ~~8. Commitment as a purchaser to contract or purchase goods and services whenever possible from businesses that have committed themselves to the goal of equal employment opportunity and which are willing to cooperate with Project Equality, Incorporated. Such cooperation includes utilizing the Project Equality process so that whenever a reasonable choice exists validated meeting facilities are used and suppliers listed in the Buyers Guide and Supplements are selected.~~
- ~~9.4. Commitment as an investor, to invest whenever possible in businesses that are committed to equal employment opportunity and affirmative action.~~

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

### 1. Mid Councils ~~Synods and Presbyteries~~

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

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

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

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

### B. Congregations

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

### C. Church-Related Institutions

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

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

#### IV. CONCLUSION

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

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#### SECTION TWO: PLAN TOWARD INCLUSIVENESS IN EMPLOYMENT:

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

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

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

#### I. RESPONSIBILITIES OF THE GENERAL ASSEMBLY’S COMMITTEE ON REPRESENTATION

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



**II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY COUNCIL AGENCIES**

In addition to its their responsibilities as an employing unit employers, the General Assembly Council Agencies has have a leadership role in coordinating the churchwide plan. These responsibilities include the components delineated below:

**A. Oversight of Equal Employment Opportunity Implementation.**

Each General Assembly Council agency shall:

(a) develop and implement an overall plan for coordinating the equal employment activities of the General Assembly Level within their agency;

(b) share a copy of that plan to be in the files of the General Assembly Committee on Representation; and

(b c) recommend report periodically to the General Assembly: (1) equal employment opportunity goals; (2) annual summaries prepared by the General Assembly Council encompassing, but not limited to the their equal employment opportunity performance of the agencies of the General Assembly, related schools, theological institutions, and synods; and (3 2) proposed corrective action when necessary.

(d) participate in periodic consultation with the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly. **II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY AGENCIES**

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

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

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

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

Each General Assembly agency shall:

(a) develop and implement an overall plan for coordinating equal employment and affirmative action activities within their agency

(i) in support of the church's commitment to inclusiveness and participation, as stated in F-1.0403 of the Book of Order, and

(ii) provide for full participation and access to representation in decision-making and employment practices as stated in G-3.0103; and

(iii) ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment and affirmative action; and

(iv) initiate special actions required to "provide for full participation and access to representation in decision-making and employment practices (G-3.0103); and

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

(b) share a copy of that plan with the General Assembly Committee on Representation;

(c) report periodically to the General Assembly: (1) annual summaries encompassing, but not limited to their equal employment opportunity affirmative action performance; and (2) proposed corrective action when necessary.

(d) participate in periodic consultation with the applicable advocacy committees and the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly.

**C. Operational Implementation**

**Each agency shall:**

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

**D. Celebration of Progress**

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

**E. Resolution of Discrimination Grievances**

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

**F. Operational Implementation**

**1. PURCHASING**

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

**2. DISSEMINATION**

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



**~~B. Support and Advocacy~~**

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

**~~C.B. Celebration of Progress~~**

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

**~~D. Consultation with Employing Units~~**

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

**~~E. Consultation with Synods~~**

~~Following consultation with synods regarding the election of an executive (G-9.070 I) the General Assembly Council shall provide an evaluation of the inclusiveness of this process to the next General Assembly.~~

**~~F. Participation in the Review of Chief Administrative Officers~~**

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

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

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

**~~H.C. Resolution of Discrimination Grievances~~**

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

**~~I.D. Operational Implementation~~**

**~~1. PURCHASING~~**

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

**~~2. DISSEMINATION~~**

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

### III. RESPONSIBILITIES OF CHIEF ADMINISTRATIVE OFFICERS

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

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

### IV. RESPONSIBILITIES OF EMPLOYING UNITS GENERAL ASSEMBLY AGENCIES

#### A. Designation of an Equal Employment Opportunity Officer

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

#### B. Development of Policies and Implementation Plans

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

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

#### C. Operational Implementation

~~Each agency employing unit shall:~~

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

3. ~~Advise prospective employees of the church's equal employment opportunity policies through advertisements, publications, and other public statements.~~

#### **V. RESPONSIBILITIES OF SPECIFIC AGENCIES**

The responsible General Assembly agency or agencies shall:

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

#### **VI-VI. HIRING PROCEDURES**

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

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

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

#### **VII-VI. EVALUATION, REVIEW AND ANALYSIS**

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

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

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

## GLOSSARY

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

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

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

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

~~Discriminate~~ Discrimination - to deny equal opportunity treatment in any phase of employment because a person is a member of one of the ~~Identified Categories~~ Identified Categories\*. ~~on the basis of race, sex, age, or disability. Marital status is an additional protected group in the calling of pastors, while disability is not so included.~~

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

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

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

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

~~Good Faith Efforts the “faithful and sincere” efforts to achieve accepted goals through the implementation of specific steps.~~

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

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

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

~~Nonexempt Staff the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Persons employed in nonexempt positions shall be paid overtime wages for hours worked in excess of 40 hours per week.~~

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

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

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

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

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

(Item # to be inserted by OGA)

## 2. Living Missionally

### Recommendation:

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

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

### Rationale

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

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

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

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

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

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

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

#### IV. Reports without Recommendations

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

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

All Ministries and the Executive Director's Office were requested to disclose information on how many task forces, work groups, ad hoc committees, and similar bodies were currently at work in their area. Seventy-three (73) such groups are currently operating. Fifty-seven (57) of the groups were reported as having ongoing responsibilities. The other sixteen (16) groups have set completion dates with a written report expected by the Presbyterian Mission Agency Board or the General Assembly. Whenever it is possible, the Presbyterian Mission Agency Board assigns tasks to an existing part of its structure. All persons serving on a board, committee, task force, or work group with an expected life of more than two years are selected through the General Assembly Nominating Committee process.

###### 1. *Compassion, Peace & Justice*

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

*Advisory Committee on Social Witness Policy - In all but (7.), the liaison member of ACSWP serving on each team will continue to track the posting, publishing, and other implementation of reports after the General Assembly, but the teams themselves will be dismissed with thanks for their volunteer service.*

- (1) Peace Discernment Steering Team—Provisional Report to 221st General Assembly (2014) (A confirming vote is projected to take place in 2016, but the Steering Team will not be active or receive funding during the 2014 and 2016 period.)
- (2) Tax Reform Study Team—Report to the 221st General Assembly (2014)
- (3) Advisors for Unbound: An interactive journal of Christian Social Justice, both from the church more broadly and from staff in the building. Face-to-face meetings of outside church advisors only at GA and Big Tent, with staff advisors meeting periodically in Presbyterian Center.
- (4) Two-State situation in Israel Palestine: This is a five person study team which reports to the 222nd General Assembly (2016).
- (5) Cuba Study Ad Hoc Committee: This Committee includes the most members of ACSWP, plus 4 representatives of the Presbyterian Reformed Church of Cuba, 4 representatives of the Cuba Partners Network, and staff from both World Mission and ACSWP. This group will report to the 222nd General Assembly.
- (6) Drug Policy Reform Task Force: This seven member task force will report to the 222nd General Assembly.
- (7) Sustainable Development and Precautionary Principle: This six person team will request an extension of their time to report to the 223rd General Assembly.
- (8) End of Life Concerns: This eight member study team will report to the 222nd General Assembly.
- (9) Human Trafficking: This eight member study team will report to the 222nd General Assembly.

###### 2. *Racial Ethnic & Women's Ministries/Presbyterian Women*

Women of Color Consultation Planning Committee [ended in November 2015 after the consultation];  
Consultation on Developing Regional Racial Ethnic Ministries Planning Team [ended in May 2015 after the

consultation]; Churchwide Conference on Race, Ethnicity, Racism, and Ethnocentricity Planning Team [ends with the 222nd General Assembly (2016)]; Churchwide Antiracism Policy Revision Team [ends with the 222nd General Assembly (2016)].

Ongoing responsibilities: National Black Presbyterian Caucus, National Hispanic Latino Presbyterian Caucus, Native American Consulting Committee, National Council of Korean Presbyterian Churches, Coordinating Committee on Korean American Presbyteries, Korean English Ministries (EM) Network, National Middle Eastern Presbyterian Caucus, National Asian Presbyterian Council, President's Roundtable of the Racial Ethnic Schools and Colleges, Presbyterian Women Churchwide Coordinating Team, National Cambodian Presbyterian Council, National Chinese Presbyterian Council, National Filipino Presbyterian Council, National Taiwanese Presbyterian Council, National Thai Presbyterian Council, National Vietnamese Presbyterian Council, National Burmese Presbyterian Council, National Indonesian Presbyterian Council, National Laotian Presbyterian Council, African Immigrants Network, Southeast Asian Network, Racial Ethnic Caucuses and Councils, Presbyterian Intercultural Network, Presbyterian Intercultural Young Adult Network, National Black Presbyterian Women, National Hispanic Latina Presbyterian Women, National Asian Presbyterian Women, National Korean Presbyterian Women, African Presbyterian Women, Native American Presbyterian Women, Native American Presbyterian Men, National Hispanic/Latino Presbyterian Men, National Asian Youth Council, National Korean Youth Council, American Indian Youth Council, National Taiwanese Presbyterian Young Adult Council Taiwanese English Ministries Network. . Mission Development Resource Committee, Domestic Mission Task Force DREAM Team.

*3. Theology, Formation, and Evangelism*

Ongoing responsibilities: Stony Point Center Governing Board and Committee on Theological Education.

Reporting to the 222<sup>nd</sup> GA (2016): Urban Roundtable task force

*4. World Mission*

Ongoing responsibility: Human Trafficking Work Group, Mission Personnel and Partner Security Task Force, U.S. Advisory Committee/Jinshian Memorial Program, Women's Stop Sexual Violence Roundtable, Training Leaders for Community Transformation Advisory Team

*5. Executive Director's Office*

Presbyterian Mission Agency Self-Study Steering Committee – ended in spring 2015. Mission Work Plan Strategy Work Group – ends in spring 2016.

On-going responsibility: The Mid Council Advisory Board is a representative group of Mid Council leaders who meet with Presbyterian Mission Agency staff leaders to discuss ways that the Mission Agency and the Mid Councils can work together in partnership; Presbyterian Mission Agency and Presbyterian Foundation Working Group was formed to strengthen the working relationship between the two agencies.

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

On-going responsibility: Women of Color Joint Working Group

*6. Funds Development Ministry*

Special Offerings Advisory Task Force – Report to the 222nd General Assembly (2016).

*7. Shared Services*

Ongoing responsibilities: Ghost Ranch Governing Board



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

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

In accordance with the above, the Presbyterian Mission Agency Board Executive Committee reports the following changes to the Appendices of the *Manual of Operations*, as approved by the Presbyterian Mission Agency Board between the 221st General Assembly (2014) and the 222nd General Assembly (2016): [Text to be deleted is shown with a strike-through; text to be added or inserted is shown as italic.]

**APPENDIX 1A**

**Presbyterian Mission Agency Board Organization**

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

**I. Responsibilities of the Board**

The responsibilities of the Presbyterian Mission Agency Board are listed in Section III of this Manual.

**II. Board Meetings**

A. Stated/Regular Meetings—Recommendations regarding the scheduling of meetings of the Presbyterian Mission Agency Board shall be prepared by the Presbyterian Mission Agency Board Executive Committee and brought to the Board for approval.

B. Special/Called Meetings—Upon the written request of at least ten (10) voting members of the Board, the chair shall call a meeting. Written notice of the meeting shall be provided, specifying the subject matter to be considered, to all members of the Board at least fifteen (15) calendar days in advance of the meeting date. All members of the Presbyterian Mission Agency Board shall be notified of the resulting decisions as soon as possible after the meeting.

C. Quorum

The quorum for all Presbyterian Mission Agency Board Meetings and its committees shall be 40% of voting members.

D. Development of the Agenda

1. The Executive Director, in conjunction with the Board Chair, shall develop the agenda for meetings of the Board. Groups who wish to be placed on the agenda may communicate their requests to the Presbyterian Mission Agency Board chair (or designee) or the Executive Director (or designee). Any member of the Board may propose an item for consideration prior to Board action to adopt the agenda.

2. Each agenda shall include an opportunity for members of the Board to renew their covenant with the Presbyterian Mission Agency Board, stating:

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

a) 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.

b) 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.

c) 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.

- d) Worship and pray with joy and appreciation for God's guidance in doing this work.

**E. Closed Meetings**

Closed meetings shall be held in accordance with the General Assembly Open Meeting Policy (see Appendix 4). In closed meetings, only voting members of the Board, at-large members of the Finance Committee, and the Audit Committee, and other persons explicitly invited by the Board are to be present. The Board will determine, by majority vote, if its members wish to deliberate in a closed meeting. Minutes kept of a closed meeting may be approved only in a closed meeting. All present in a closed meeting are honor-bound to keep confidential all discussions occurring during the closed meeting. Ordinarily, when the use of a closed meeting can be anticipated, the Board chair or Executive Director will provide advance notice to the Board that a closed meeting is recommended and the reason for closing.

**F. Recording Secretary**

The Executive Director of the Presbyterian Mission Agency, or designee, shall be the Recording Secretary of the Presbyterian Mission Agency Board.

**G. Elected Member Job Description**

**1. Expectation:**

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

**2. Attendance:**

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

**3. Member Responsibilities:**

In addition to adherence to the Board covenant, to be faithful and accountable in the following ways:

- a) Active involvement in a Presbyterian Church (U.S.A.) congregation and commitment to a personal discipline of spiritual growth
- b) Knowledge of and commitment to the mission, goals, and policies of the Presbyterian Church (U.S.A.), Presbyterian Mission Agency and its Board.
- c) Openness to new vision and direction emerging within the life of the church
- d) Informed and honest participation, including appropriate inquiry, in all meetings of the Presbyterian Mission Agency Board and its related committees to fulfill the member's duties of

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loyalty, care, and of providing fiduciary, generative, and strategic leadership necessary for guiding and directing the Presbyterian Mission Agency's work.

- e) Attendance and participation in all events on the agenda of board meetings.
  - f) Faithful discipleship regarding stewardship, confidentiality, and leadership roles, acting in the best interests of the Presbyterian Mission Agency.
  - g) Positive and active interpretation of the work of the Presbyterian Mission Agency to congregations and councils of the church through presentations and other communications.
  - h) Provide and promote financial support through gifts to some or all of the following: congregation or presbytery, and the Presbyterian Mission Agency (including any of its ministries).
  - i) Provide constructive feedback in response to surveys and evaluations relating to the Presbyterian Mission Agency Board.
4. Resignation

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

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



## APPENDIX 1B Officers of the Board

### I. Chair

#### A. Duties:

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

#### B. Term:

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

### II. Vice-Chair

#### A. Duties:

1. Assume the responsibilities of the chair when called upon or when the chair becomes vacant.
2. Serve as a member of the Executive Committee.
3. Serve as chair of the Personnel Subcommittee.
4. Serve as a corresponding member of the Committee on the Office of the General Assembly.

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**Executive Committee**

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

**B. Term:**

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

**APPENDIX 1C**

**Presbyterian Mission Agency Board Committees and Task Forces**

**I. Presbyterian Mission Agency Board Committees**

A. Mission Administration Committees

1. Executive Committee

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

a) Membership

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

b) Scheduling of Meetings

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

c) Quorum

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

d) Responsibilities

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

- (1) Administer and coordinate the work of the Presbyterian Mission Agency Board by:
  - (a) Planning and making arrangements for meetings of the Presbyterian Mission Agency Board.
  - (b) Monitoring the budget for the work of the Presbyterian Mission Agency Board.
  - (c) Coordinate the work of the Mission Committees.
  - (d) Provide for ongoing planning and review of the Mission Committees.
- (2) Assisting in the resolution of conflicts that may arise among Mission Committees, other Presbyterian Mission Agency Board committees, and work groups. Lead the Board to cultivate and promote the spiritual welfare of the whole church.
- (3) Facilitate effective communication within the Board and implement means of communicating the work of the Board to the church and the world-at-large.
- (4) Appoint Presbyterian Mission Agency Board voting members, which may include an at-large member of the Finance Committee, to serve at a called meeting of a Joint Budget Table for resolution of unresolved per capita budget matters. (See Appendix 10.)
- (5) Review and act upon all requests to celebrate Communion. In between regular meetings of the Executive Committee, the chair and vice-chair of the Board are authorized to review and

- approve requests to celebrate Holy Communion and report any approvals at the next meeting.
- (6) Ratify appointments made by the chair as authorized by the Presbyterian Mission Agency Board; background information shall be provided.
  - (7) Act on behalf of the Board on those matters that require immediate action between meetings of the Board.
  - (8) Report at each meeting of the Board on all its work, which is subject to review of the Board, giving reasons for action.
  - (9) Recommend action by the Presbyterian Mission Agency Board with data for informed decision-making.
  - (10) Provide the Board with an annual report of its “Ethics Policy” and interpretation as necessary. (See Appendix 6.)
  - (11) Recommend biennially to the Board the corresponding members to General Assembly.
  - (12) Act as publisher of publications produced by the Presbyterian Mission Agency.
  - (13) Act regarding personnel matters of the Presbyterian Mission Agency, with input from the Personnel Subcommittee, as follows:
    - (a) Advise and counsel the Executive Director in his or her responsibilities in “supporting the organizational health of the Board, the Ministries, and the Presbyterian Church (U.S.A.)” (*Organization for Mission, V.G.I.b.*) as well as in his or her responsibility of supervising the staff of the Presbyterian Mission Agency.
    - (b) Conduct an annual performance review of the Executive Director. (See appendix 8)
    - (c) Conduct an exit interview of the Executive Director when needed (See appendices 7 and 8)
    - (d) Implement procedures to follow when a Presbyterian Mission Agency Executive Director vacancy occurs. (See appendix 7)
    - (e) Develop, implement, and oversee the compensation policy. Implement and monitor the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (EEO/AA).
    - (f) Recommend for Presbyterian Mission Agency Board action:
      - (1') Personnel policies and procedures for the Presbyterian Mission Agency staff.
      - (2') Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action.
      - (3') Compensation guidelines within which salaries are administered.
      - (4') Salary adjustments for the Executive Director
      - (5') Other appropriate actions.
  - (14) Meet with the Committee on the Office of the General Assembly at least biennially regarding mutual concerns, issues, and input to the deliberative process. (See Appendix 9 for Guidelines.)
  - (15) Coordinate the plan for Presbyterian Mission Agency Board resourcing at the General Assembly.
  - (16) Develop a process for orientation of new Board members, with input from the Board Nominating and Governance Subcommittee.
  - (17) Provide for regular meetings with mid council personnel.
  - (18) Review Presbyterian Mission Agency materials and other agency reports being forwarded to the General Assembly.
  - (19) Review the Manual of Operations, the Organization for Mission, Mission Ministries, Shared Services Ministry, Audit, Advocacy and Advisory Committees’ manuals of operations for consistency with the Presbyterian Mission Agency Board Manual of Operations and relevance within the current context.
  - (20) Review of reports to General Assembly prepared by another General Assembly entity, task



force or committee requiring joint action, concurrence, and/or comment by Presbyterian Mission Agency Board. Such review shall ordinarily be in consultation with the appropriate offices of the Presbyterian Mission Agency.

- (21) Review the minutes of the Advocacy Committee for Racial Ethnic Concerns annually for consistency with established guidelines and report findings to the Advocacy Committees and the Board Executive Committee.
- e) Subcommittees of the Executive Committee
- (1) Board Nominating and Governance Subcommittee.
- (a) Function
- The Board Nominating and Governance committee is a sub-committee of, and therefore reports to, the Presbyterian Mission Agency Board Executive Committee. The sub-committee is responsible for ongoing review and recommendations to enhance the quality of the Presbyterian Mission Agency Board.
- (b) Membership
- The committee will have staggered terms of two years and 5-7 members. Members may serve a second term. Up to two members at any time may finish out the last year of their term on the committee after their service on the Board ends.
- (c) Nominating Responsibilities:
- (Note: When no current member of the Presbyterian Mission Agency Board has the gifts or abilities required to serve on particular boards or entities that require Board representation, the Board Nominating Committee may select nominees from past Board members. Ordinarily the term is for four years, non-renewable.)
- (1') Nominate three voting Board members, for election by the Presbyterian Mission Agency Board, to one-year at-large terms on the Executive Committee. Those so elected shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat. Ordinarily, these at-large members shall serve no more than three years as at-large members. An annual election provides for continuity, balance, and fair representation.
- (2') Nominate three voting Board members, for election by the General Assembly, to four-year non-renewable terms on the Advisory Committee on Social Witness Policy. Those so elected shall assume their responsibilities at the end of the General Assembly.
- (3') Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year non-renewable term on the Advocacy Committee for Racial Ethnic Concerns.
- (4') Nominate one Board voting member for election by the Presbyterian Mission Agency Board to a four-year, non-renewable term on the Advocacy Committee for Women's Concerns. In the interest of maintaining this relationship with a current member of the Presbyterian Mission Agency Board, when the only current Board member with the gifts and abilities required to serve on ACWC has two years remaining in her/his term on the Board, she/he may be elected for a two-year term on ACWC.
- (5') Nominate one Board voting member from the Finance Committee for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Foundation.
- (6') Nominate one Board voting member from the Finance Committee, and one Board voting member from the Worshiping Communities, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc.'s Board of Directors, subject to confirmation by the General Assembly.

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

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

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

- (ii') After completing a two-year term on a committee, members shall provide a list of committee choices in order of preference for service. In preparing nominations, the Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall consider the preference ranking and the committee needs when the continuing member is assigned to a new committee.
  - (iii) Election by the Presbyterian Mission Agency Board shall take place at the first Board meeting following General Assembly.
- (d) Governance Responsibilities:
- (1') Defining Board roles and responsibilities
    - (a') Regularly review and recommend updates to the board's description of its roles and areas of responsibility and what is expected of individual board members.
    - (b') Recommend periodic updates to the primary areas of focus for the board, and help shape the board's agenda for the next two years, based on the strategic plan.
  - (2') Supporting efforts to ensure diverse and effective Board composition
    - (a') Lead in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider to accomplish future work of the board.
    - (b') Develop a profile of the Board as it should evolve over time.
    - (c') Relate to the General Assembly Nominating Committee in the following ways:
      - (i) Identify potential Board member candidates to the General Assembly Nominating Committee based upon Board needs.
      - (ii) Make use of the General Assembly Nominating Committee whenever possible;
      - (iii) Report annually to the General Assembly Nominating Committee records of attendance and participation of Presbyterian Mission Agency Board members;
      - (iv) Work through the General Assembly process in selecting persons to serve on boards, committees, task forces, work groups, and initiative teams to . . . “ensure fair and open access from all areas of our denomination and to ensure a valid and enriching diversity within all working groups” . . . (Minutes, 1996, Part I, p. 201, para. 15.113). This procedure applies to all working groups with a life span of more than two years.
    - (d') Nominate individuals to be elected by the Board to serve in liaison roles to related entities.
  - (3') Encouraging Board development
    - (a') Provide candidates with information needed to understand the role of Board members prior to election or appointment to the Board.

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

(2) Personnel Subcommittee

(a) Description of the Subcommittee

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

- (1') Personnel policies and procedures of the Board;
- (2') Compensation guidelines within which salaries are administered;
- (3') Equal employment and affirmative action guidelines;
- (4') Recruitment and leadership development;
- (5') Any other responsibilities assigned under the Employee Handbook; and
- (6') Any other employment-related assignment from the Executive Committee or the Board.

(b) Authority

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

(c) Membership and Meetings

The Personnel Subcommittee consists of five (5) members with voice and vote: two (2) Executive Committee members and three at-large members, and the Executive Director of the Presbyterian Mission Agency a corresponding member with voice and without

vote. Each member will serve a term of two (2) years commencing at the next meeting after appointment by the Chair of the Board and expiring the earlier of two (2) years after appointment or the end of the member's term on the Board. Members may serve one additional two-year term. The Subcommittee generally meets quarterly by phone or in conjunction with the meetings of the Board. During these meetings, the Subcommittee provides reports on its activities and may make recommendations for action to the Executive Committee of the Board. The Subcommittee serves as a consultative body to the Executive Director in the Executive Director's staff management role. The Subcommittee is resourced by staff members of the Human Resources Department and the Legal/Risk Management Services Office.

(d) Purpose

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

(3) Restricted Funds Oversight Subcommittee

(a) Membership:

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

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

(b) Function:

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

(c) Meetings:

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

(d) Responsibilities:

- (1') Recommend policies and procedures for the process by which councils and General Assembly entities apply for the use of General Assembly Restricted Funds.

- (2') Provide oversight and guidance for the Presbyterian Mission Agency staff with respect to the application process.
- (3') Review the applications received and make funding recommendations to the Presbyterian Mission Agency Board, through the Board Executive Committee, taking into consideration the recommendations from any consultation among the applicants.

(2) Audit Committee

(a) Purpose:

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

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

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

(b) Composition and Membership:

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

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

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

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

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

(c) Duties and Responsibilities

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

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

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

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

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

- (1) Internal Control
  - (a') Review with management, internal auditors and external auditors the adequacy and effectiveness of policies for assessing and managing risk.
  - (b') Examine any findings of weaknesses and recommendations for the improvement of the internal controls. Monitor management's response to and implementation of internal control recommendations.
  - (c') Review with management, internal auditors and external auditors the adequacy of computerized systems controls, the security of such, and the contingency plan for processing financial information in the event of a system breakdown.
- (2) Financial Reporting  
Review with management, the internal auditors and the external auditors:
  - (a') The interim and year-end financial statements and related footnotes considering their completeness, consistency, and reflection of appropriate accounting principles.
  - (b') The external auditors' audit of the financial statements and their report thereon.
  - (c') Any significant changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred and the external auditors' judgments about the quality, not just the acceptability, of the accounting principles as applied in financial reporting.
  - (d') Management's handling of proposed audit adjustments identified by the external auditors.
  - (e') Any significant changes required in the external auditors audit plan.
  - (f') All written communications between the external auditors and management, such as any management letters or schedule of unadjusted differences.
  - (g') Any serious difficulties or disputes between management and the external auditors.
  - (h') All matters required to be communicated to the Committee under generally accepted auditing standards (SAS-61).
- (3) External Auditors
  - (a') Serve as the authority to which the external auditors report.

- (b') Appoint the external auditors to be engaged, establish the audit fees of the external auditors, and pre-approve any non-audit services provided by the external auditors.
  - (c') Review the latest internal quality-control or peer review of the external auditors' firm, any material issues raised, and the steps taken to resolve such.
  - (d') Review, at least annually, all relationships between external auditors and Presbyterian Mission Agency Board /Committee on the Office of the General Assembly and otherwise assess the independence of the external auditors and the turnover rates of the lead and concurring partners.
  - (e') Review and evaluate the performance of the external auditors and review with the Presbyterian Mission Agency Board any proposed replacement of the external auditors.
- (4') Internal Auditors
- (a') Review the objectivity, effectiveness, budget and staffing of the Internal Audit Department.
  - (b') Receive information from the Presbyterian Mission Agency Executive Director regarding the appointment, replacement, reassignment or dismissal of the Associate Director of Internal Audit.
  - (c') Review the Internal Audit Plan for the current year, the risk assessment procedures used to identify projects included in the plan and any changes required in its scope.
  - (d') Review the Internal Audit Policy and compliance with the Institute of Internal Auditors' (IIA) Standards for the Professional Practice of Internal Auditing.
  - (e') Review with management and the internal auditors:
    - (i) Significant findings on internal audits during the year and management's responses thereto.
    - (ii) Any difficulties the internal auditors have encountered in the course of their audits, including any restrictions on the scope of their work or access to required information.
    - (iii) Any changes required in the scope of their internal audits.
- (5') Ethics Policy Violation Reports
- (a') The Audit Committee has duties under the "Ethics Policy for COGA and Presbyterian Mission Agency Board Members." It also has duties under the "Ethics Policy for Presbyterian Mission Agency and Office of the General Assembly Employees". These policies are attached as Appendix 6.
  - (b') The Audit Committee will fulfill its duties as set out in those Ethics Policies.
- (6') General:
- (a') Review the Committee's charter annually, reassess the adequacy of this charter, consider any new laws or regulations, and recommend any proposed changes to the Presbyterian Mission Agency Board.
  - (b') Ensure that the Ethics Policies are formalized in writing, adequate and up-to-date. Review with legal counsel and the



Associate Director of Internal Audit the processes for communicating the importance of the Ethics Policies, monitoring compliance therewith and any changes to or waivers of the Ethics Policies.

- (c') Request the external auditors provide information on any legal and regulatory matters that may have an internal impact on the financial statements and the related compliance policies and procedures.
- (d') Institute and oversee special investigations as needed.
- (e') Perform other activities related to this charter as requested by the Board.
- (f') Confirm annually that all responsibilities outlined in this charter have been carried out.
- (g') Evaluate the performance of the Committee and its individual members on a regular basis.

## B. Presbyterian Mission Agency Board Committees

### 1. Context:

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

### 2. Committees:

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

#### a) Leadership Committee

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

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

#### Relationships

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

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

(c) Association of Presbyterian Colleges and Universities – APCU

- (3) Committees/Entities where the Board has a representative:
  - (a) Presbyterian Women in the Presbyterian Church (U.S.A.), Inc., Board of Directors
  - (b) General Assembly Committee on Ecumenical and Interfaith Relations – GACEIR
- (4) Ecumenical Advisory Members:
  - (a) None

b) **Worshiping Communities Committee**

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

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

**Relationships**

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

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

c) **Justice Committee**

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

- (1) Advocacy efforts

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

#### Relationships

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

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

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

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

#### Relationships

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

- (1) Board-related committees
  - (a) None
- (2) Missional relationships:

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

### 3. Authority

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

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

### 4. Membership and Meetings

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

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

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

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

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

**APPENDIX 1D**  
**Election Procedures**

**I. Election Procedures for Presbyterian Mission Agency Board Chair and Vice-Chair (See Appendix 1B.)**

- A. Only Presbyterian Mission Agency Board voting members who have served at least two years on the Board before taking office are eligible for election as chair or vice-chair.
- B. Nominating Process:
  1. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee will compile a list of gifts, abilities, and skills that they believe will be needed by the Board leadership during the ensuing biennial period. It will also draft two or three questions to be answered by potential candidates for Board leadership. The questions will address the anticipated key challenges facing the Board during the ensuing biennial period.
  2. Staff to the Presbyterian Mission Agency Board Nominating and Governance Subcommittee will identify all Board members eligible for election to Board leadership and prepare for each of them a résumé form that includes the person's personal information from the Presbyterian Mission Agency Board biography form, a summary of their Board experience, and the questions drafted by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee. The letter will:
    - a) Inform the Board member of his or her eligibility for Board leadership.
    - b) Ask if the Board member feels called to be considered for nomination to a Board leadership position.
    - c) If the response is affirmative, request that he or she verify the résumé form information and answer the leadership questions, and
    - d) Ask that the completed form be returned to Presbyterian Mission Agency Board Nominating and Governance Subcommittee staff.
  3. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee will review all the submitted forms and will also go through a discernment process as to whether or not eligible Board members who have not submitted forms have leadership gifts that justify an invitation to consider a call to candidacy for Board leadership. If so, the Presbyterian Mission Agency Board Nominating and Governance Subcommittee will extend the invitation to submit a completed résumé form and answers to the leadership questions.
  4. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee will evaluate the final list of Board leadership candidates who have submitted résumé forms and completed the questions to identify a candidate who it wishes to nominate for Board chair and a candidate it wishes to nominate for Board vice-chair for the ensuing biennial period. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee chair will notify the selected candidates that they are the Presbyterian Mission Agency Board Nominating and Governance Subcommittee's nominees for the appropriate Board leadership positions.
  5. The names of the nominees, along with their résumés and their responses to the questions, will be communicated to all Board members a minimum of three weeks prior to the winter/spring Board meeting.
  6. The Board leadership election will be conducted during the winter/spring Board meeting. The Board vice-chair election will be held following the election of the Board chair. Nominations from the floor will be accepted for both elections. The elections will be by written ballot.
  7. The two-year term of office will begin with the close of the upcoming General Assembly meeting and end with the close of the next General Assembly meeting.
  8. In the event of vacancy during the term of the chair, the vice-chair assumes the chair. The Presbyterian Mission Agency Board Executive Committee is empowered to appoint an interim vice-chair upon

nominations by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee. Election to the position shall occur at the next full meeting of the Board.

**II. Election Procedures for Chairs of the Board Committees and Audit Committee**

- A. The committees shall nominate and elect their chairs, and may elect a vice-chair, during the first Presbyterian Mission Agency Board meeting in the calendar year and notify the Presbyterian Mission Agency Board Nominating and Governance Subcommittee.
- B. The chairs shall begin their service at the end of the General Assembly, or in non-Assembly years, with the Executive Committee Retreat.
- C. Committee chairs shall be elected for one-year terms, renewable for one additional term.
- D. Board voting members completing at least two consecutive years on a committee are eligible for election as committee chair.
- E. Ordinarily, committee chairs shall make appointments and assignments of committee members to work groups, task forces, and other subcommittees as necessary, giving consideration to experience, interest, and representation.

**APPENDIX 1E**

**Presbyterian Church (U.S.A.), A Corporation**

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

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





## APPENDIX 1F

### Other Committees

#### I. General Assembly Advisory and Advocacy Committees

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

- A. Advisory Committee on Social Witness Policy
- B. Advocacy Committee for Racial Ethnic Concerns
- C. Advocacy Committee for Women’s Concerns

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

An advocacy committee is related to an entity or agency of the General Assembly that is formed for the purpose of providing resources and support for a stated cause, constituency, policy, or defined interest through recommendations, advice, counsel, and efforts that endorse, define, or encourage. The committee reports regularly to its parent body and constituency.

The above named committees shall have members as detailed below; elected for four-year terms with a maximum of eight years. For those who continue from the similar committees, continuous service is counted.

The General Assembly Nominating Committee shall nominate the members, for election by the General Assembly, and shall monitor the rotation of committee members among the synods.

The chairs of the advisory committee and advocacy committees shall be elected in the same manner as the chairs of the Presbyterian Mission Agency Board Committees, i.e., elected by the members of the respective committees.

The funding for the meetings of these committees comes from the per capita budget and is the responsibility of the Presbyterian Mission Agency Board.

Whenever the work of the committee takes the members beyond the audience of the PC(USA), nationally or internationally, there shall be intensive pre-trip briefing which shall include current church policy, political situations and possible conflicting ideologies and shall include training on dealing with people of differing cultures, faith and backgrounds. When statements to the media are necessary they shall ordinarily be made by the chair of the committee, based on the approved policies of the General Assembly.

#### A. Advisory Committee on Social Witness Policy (ACSWP)

This advisory committee shall consist of three Presbyterian Mission Agency Board members and nine at-large members selected for special expertise and geographical diversity.

##### 1. Accountability

- a) The committee shall be accountable to carry out the processes and procedures, and for the identification of financial implications, generally required by all entities for presentation of material to the General Assembly. However, it is understood that the nature of the committee’s work occasionally may create difficulties for all concerned in these areas.
- b) The committee shall be accountable for the content of its work to the General Assembly in accordance with the *Manual of the General Assembly*, “*Forming Social Policy*,”: “The Advisory Committee on Social Witness Policy will be responsible for the process of developing and recommending social witness policy to the General Assembly. If any other entity is involved in processes of developing and recommending social witness policy, then appropriate consultation and linkage with the Advisory Committee on Social Witness Policy shall be undertaken.”
- c) Staff responsible for the planning and coordination work of the committee shall be accountable to the Office of the Executive Director of the Presbyterian Mission Agency through the Director, Compassion, Peace and Justice, in consultation with the Advisory Committee on Social Witness

Policy.

- d) During the employee review process of the Coordinator, input will be requested from the Committee.
2. Search Procedures
    - a) When the coordinator position becomes vacant, a search committee of seven members shall be appointed by the Executive Director, with membership as follows:
      - (1) In consultation with the chair of ACSWP, three shall be appointed from the Committee, one of whom shall be the chair of the Search Committee.
      - (2) In consultation with the chair of the Presbyterian Mission Agency Board, three shall be appointed from the elected members of the Board.
      - (3) The Director of Compassion, Peace and Justice shall provide staff services to the Search Committee and shall have voice but not vote.
      - (4) The chair of the Search Committee shall communicate the Search Committee's recommendation to the Director of Compassion, Peace and Justice.
    - b) The Director of Compassion, Peace and Justice shall appoint and have supervision of the coordinator for the Advisory Committee on Social Witness Policy.
    - c) The search and appointment shall be guided by, and in accordance with, the *Presbyterian Mission Agency Employee Handbook*.
  3. Budget
 

The budget shall be displayed in the Office of the Director of the Compassion, Peace and Justice Ministry Area of the Presbyterian Mission Agency with the Deputy Executive Director for Mission signing off on matters requiring the signature of the Deputy Executive Director.
  4. Staff Relationships
 

The Social Witness Policy Office and the Committee relate most closely to the Compassion, Peace and Justice Ministry Area in order to be a regular part of information channels, staff meetings, teams and discussions. Relationships with other ministries shall be developed through staff participation in 'staff week' meetings, staff teams and consultative processes.
  5. Access
 

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

The committee shall submit its General Assembly report to the Presbyterian Mission Agency Board Executive Committee for review and possible comments by the Presbyterian Mission Agency Board.
  6. Liaisons
 

A staff person shall be named from the Compassion, Peace and Justice Ministry as liaison to the Advisory Committee on Social Witness Policy.
  7. Relation to the General Assembly and the Presbyterian Mission Agency Board
 

Access to the General Assembly and the Presbyterian Mission Agency Board shall be in the form of policy statements, resolutions, study papers, social involvement reports, Advice and Counsel Memoranda, a yearly narrative report, and other appropriate correspondence. Advice and Counsel Memoranda are to be developed cooperatively with the Advocacy Committee for Racial Ethnic Concerns and the Advocacy Committee for Women's Concerns as appropriate.
  8. Assigned Functions

- a) Prepare policy statements, resolutions study papers, social involvement reports, or Advice and Counsel Memoranda on the church's social witness for study and recommendation to the General Assembly at the request of the General Assembly, the Presbyterian Mission Agency Board, or on its own initiative; seek concurrence of the Board relative to financial implications on plans for studies.
- b) Advise the Presbyterian Mission Agency Board on matters of social witness policy or strategy, including interim statements concerning pressing social issues, the Board may wish to consider between meetings of the General Assembly. Facilitate two-way communication with all parties throughout policy development and advisory processes.
- c) Prepare special studies at the request of the General Assembly, the Presbyterian Mission Agency Board, or its Ministries on matters of social witness.
- d) Work cooperatively with the Ministries and all councils in coordinating the interdependent process of social policy formation, implementation, and monitoring.
- e) Provide advice and counsel to the General Assembly and its representative committees on overtures, commissioner resolutions, reports, and actions before the General Assembly that recommend policy direction or action on social witness.
- f) Maintain an up-to-date and accurate Social Policy Compilation of General Assembly social witness policy and provide information to the church as requested.
- g) Provide the Stated Clerk, the Moderator of the General Assembly, and the Executive Director of the Presbyterian Mission Agency with information as they fulfill their responsibilities to communicate and interpret the social witness policies of the General Assembly.
- h) Identify facets of the church's social witness that enable or obstruct effective action. Analyze, in cooperation with the General Assembly Ministries, the effectiveness of social witness in councils, institutions, and the Presbyterian Mission Agency. After consulting entities that have primary ministry responsibility and the Presbyterian Mission Agency Board, report to the General Assembly on the advisory committee's findings, together with recommendations for improving social witness.
- i) Report directly to the General Assembly because of the need to maintain and advance a prophetic witness of the church.

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

This advocacy committee shall consist of the following persons:

- Two African American (\*)
- Two Asian American (\*)
- Two Hispanic (\*)
- Two Middle Eastern (\*)
- Two Native American (\*)
- At-large member elected with consideration for special expertise, fast-growing racial ethnic segments, geographic diversity and ethnic balance.
- Presbyterian Mission Agency Board Member nominated by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee.

(\*) Members of the five racial ethnic caucuses (African American, Asian American, Hispanic, Middle Eastern, and Native American ) shall select one member from each caucus to be elected through the General Assembly Nominating process to serve a four year-term with eligibility for one additional term.

1. Accountability and Lodgment

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

2. Budget

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

3. Access

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

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

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

4. Assigned Functions

- a) Prepare policy statements, resolutions, recommendations, reports, and Advice and Counsel Memoranda on racial ethnic concerns to the General Assembly at the request of the General Assembly, the Presbyterian Mission Agency Board, or on its own initiative.
- b) Advise the Presbyterian Mission Agency Board on matters of racial ethnic concerns including statements concerning pressing issues the Board may wish to consider between meetings of the General Assembly.
- c) Provide advice and counsel to the General Assembly and its committees on overtures, commissioners' resolutions, reports, and actions before the General Assembly that impact issues of racial ethnic concern.
- d) Assist the Advisory Committee on Social Witness Policy in maintaining an up-to-date and accurate compilation of General Assembly policy on racial ethnic concerns and provide information to the church as requested.
- e) Provide the Stated Clerk, the Moderator of the General Assembly, and the Executive Director of the Presbyterian Mission Agency with information as they fulfill their responsibilities to communicate and interpret General Assembly policies on racial ethnic concerns.
- f) Monitor the implementation of racial justice policies and programs relative to racial ethnic concerns.

- g) Through advocacy maintain a strong prophetic witness to the church and for the church on existing and emerging issues of racial ethnic concern.

C. Advocacy Committee for Women’s Concerns (ACWC)

This Advocacy Committee shall consist of:

- Two clergywomen
- One woman church lay employee
- One Presbyterian Women Churchwide Coordinating Team Vice Moderator for Justice and Peace
- Seven members at-large, chosen to balance the committee geographically, racially and ethnically, and with consideration to age and expertise.
- One Presbyterian Mission Agency Board nominated by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to serve a four-year non-renewable term. This voting member fulfills the responsibility of liaison between the Presbyterian Mission Agency Board and the Advocacy Committee. In the interest of maintaining this relationship with a current member of the Presbyterian Mission Agency Board, when the only current Board member with the gifts and abilities required to serve on ACWC has two years remaining in her/his term on the Board, she/he may be elected for a two-year term on ACWC
- At least four members of the Advocacy Committee for Women’s Concerns shall be racial ethnic women. At least two members of the Advocacy Committee for Women’s Concerns will be men, but no more than three members may be men.

1. Accountability and Lodgment

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

2. Budget

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

3. Access

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

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

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

4. Assigned Functions

The Advocacy Committee for Women’s Concerns shall assist the Presbyterian Church (U.S.A.) to give full expression to the rich diversity of its membership as specified in the *Book of Order*, G-4.0403. The committee shall monitor and evaluate policies, procedures, programs, and resources regarding the way in which they impact the status and position of women in the church and the world; and shall advocate for full inclusiveness and equity in all areas of the life and work of the church in society.

- a) Prepare policy statements, resolutions, recommendations, reports, and Advice and Counsel Memoranda on women’s concerns to the General Assembly at the request of the General Assembly, the Presbyterian Mission Agency Board, or on its own initiative.
- b) Advise the Presbyterian Mission Agency Board on matters of women’s concerns including statements concerning pressing issues the Board may wish to consider between meetings of the General Assembly.
- c) Provide advice and counsel to the General Assembly and its committees on overtures, commissioners’ resolutions, reports, and actions before the General Assembly that impact issues of women’s concerns.
- d) Assist the Advisory Committee on Social Witness Policy in maintaining an up-to-date and accurate compilation of General Assembly policy on women’s concerns and provide information to the church as requested.
- e) Provide the Stated Clerk, the Moderator of the General Assembly, and the Executive Director of the Presbyterian Mission Agency with information as they fulfill their responsibilities to communicate and interpret General Assembly policies on women’s concerns.
- f) Monitor the implementation of women’s policies and programs relative to women’s concerns.
- g) Through advocacy maintain a strong prophetic witness to the church and for the church on existing and emerging issues of women’s concerns.

## II. Committee on Theological Education

The Committee on Theological Education (COTE) has direct access to the General Assembly and their work is coordinated through the Theology, Worship, and Education Ministry.

As constituted by the 198th General Assembly (1986) and reaffirmed by the 205th General Assembly (1993) the Committee on Theological Education has the following purposes: to further the cause of theological education in the church; to provide a vehicle through which the individual theological seminaries can coordinate their activities and report to the church; to provide for official communication from the church to the seminaries; to preserve the freedom of the seminaries for the benefit of the church; and to assure visible representation of theological education at the national level of the church’s organization.

### A. Committee Membership

This committee of the General Assembly will consist of:

- One representative appointed by each of the ten PC(USA) seminaries;
- Eleven at-large members for special expertise and geographical diversity, who are elected through the General Assembly Nominating Committee process to serve four-year terms, with eligibility for one additional term;
- Two Presbyterian Mission Agency Board members nominated by the Presbyterian Mission Agency Board Nominating and Governance Subcommittee and elected by the Presbyterian Mission Agency Board to four-year non-renewable terms;
- Corresponding members representing seminaries that have renewable covenant relationships with the PC(USA);
- A corresponding member representing the Omaha Presbyterian Seminary Foundation; and up to three corresponding members representing non-Presbyterian seminaries as determined by annual vote of the Committee on Theological Education.

B. Staff Accountability and Lodgment

Staff responsible for planning and coordinating work of the committee shall be appointed by the Director of the ~~Theology, Worship, and Education~~Theology, Formation and Evangelism Ministry in consultation with the Committee on Theological Education. The staff shall be lodged within the Theology, Worship, and Education Ministry and be directly accountable to the Director of the ~~Theology, Worship, and Education~~Theology, Formation and Evangelism Ministry.

C. Budget

Funding for the work of the Committee on Theological Education, including related staffing costs and allocations to the seminaries on behalf of the denomination, shall be accounted for in the budget of the ~~Theology, Worship, and Education~~Theology, Formation and Evangelism Ministry.

D. Access

The Committee on Theological Education shall have direct access to the General Assembly and the Presbyterian Mission Agency Board. Access shall be in the form of resolutions, a yearly narrative report, comments on issues before the Assembly, and other appropriate correspondence. The yearly narrative report shall be forwarded to the Presbyterian Mission Agency Board Executive Committee for possible comment. Institutional representatives serving on the Committee on Theological Education will represent COTE on a rotating basis with corresponding member status at meetings of the Presbyterian Mission Agency Board.

E. Assigned Functions

1. To develop and maintain a comprehensive overview of theological education from the perspective of the whole church.
2. To identify, develop, and propose strategies for a systemic approach to theological education within the denomination.
3. To serve as an advocate before the whole church for theological education and to interpret the mission of the denomination's seminaries to the whole church.
4. To provide a way for the church's needs to be addressed to the denomination's seminaries.
5. To review the effectiveness and stewardship of the seminaries on behalf of the church.
6. To encourage and enhance cooperation among the theological seminaries of the denomination.
7. To relate the councils and agencies of the PC(USA), particularly those which have responsibilities for theology and worship, for education, for candidacy, and for leadership development for pastors and church members.
8. To maintain appropriate relationships with those responsible for theological education in other branches of the church catholic.
9. To receive and act upon requests and recommendations from the church.
10. To receive and review reports from the theological seminaries appropriate to the work of the committee;
11. To identify the issues, needs, and opportunities of the seminaries, individually and corporately, and, where appropriate, address these as requests and recommendations to the church;
12. To authorize use of Theological Education Fund monies, prepare an appropriate formula for disbursements to the theological seminaries of the PC(USA), and to advocate for financial support of the seminaries.
13. To maintain relations with educational and ecumenical associations which share common concerns with the committee.
14. To serve as an agency of the denomination for relating to theological seminaries other than those of the PC (USA).

15. To recommend to the General Assembly those theological seminaries which shall qualify as members of the Committee on Theological Education.

### III. Other Presbyterian Mission Agency Board Related Committees

The following committees have reporting relationships established by the General Assembly or the Presbyterian Mission Agency Board. If the chairperson of one of these committees wishes to address a Presbyterian Mission Agency Board Committee, he or she may request time from the chair of the mission committee prior to the meeting. Ordinarily, such requests will be granted subject to available time on the docket, and the relevance of the request.

#### A. Mission Responsibility Through Investment Committee (MRTI)

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

##### 1. Budget

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

##### 2. Composition:

MRTI is composed of:

- two elected representatives named by each of its member agencies:
  - Presbyterian Mission Agency Board,
  - Board of Pensions and
  - Presbyterian Church(USA) Foundation/New Covenant Trust Company), and
- one representative each from the elected membership of:
  - the Advisory Committee on Social Witness Policy,
  - the Advocacy Committee on Women’s Concerns and
  - the Advocacy Committee on Racial Ethnic Concerns.

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

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

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

##### 4. Staffing Relationship and Lodgment:

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

##### 5. Assigned Functions:

- a) MRTI’s primary function is to develop and implement a coordinated strategy for the General Assembly’s Investment Policies and Guidelines for the General Assembly and for subsequent General Assembly action related to investment or divestment. Specific assigned functions include:
  - b) recommend, as needed, revisions or additions to the General Assembly’s Investment Policies and Guidelines (for use by the Board of Pensions, Presbyterian Church (USA) Foundation, Inc., New



Covenant Trust Company; and other fiduciaries within the church family) designed to reach mission goals of the General Assembly,

- c) recommend to the Presbyterian Mission Agency Board specific actions on the exercise of investor rights and responsibilities such as proxy voting, initial filing of shareholder resolutions, and joining with other shareholders in litigation calling for regulatory oversight or other forms of redress,
  - d) recommend to appropriate ministry areas or related bodies, middle governing bodies, institutions and communicant members of the Presbyterian Church (USA) ways and means to carry out General Assembly investment policies respecting social concerns, including the voting of proxies on shareholder resolutions,
  - e) appoint representatives to ecumenical organizations through which the Presbyterian Church (USA) seeks to advance its work in the area of mission responsibility through investments, and
  - f) assist Compassion, Peace and Justice in coordinating corporate responsibility concerns with mission program and strategies on economic and social justice.
- B. Mission Development Resources Committee (MDRC)

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

1. Budget

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

2. Staff Relationships and Lodgment

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

3. Search Procedures for Staff

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

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

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

5. Liaisons

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

6. Assigned Functions

The primary focus of the MDRC is to respond faithfully to the church growth commitment of the Presbyterian Mission Agency. This work is conducted in partnership with synods and presbyteries engaged in church growth mission through the allocation of grants and loans.

The MDRC implements its work through the following functions:

- a) Allocating grants for new church development, new worshiping communities, and presbytery support for continual congregational transformation;

- b) Originating and overseeing the payment and repayment of Presbyterian Mission Agency loans to new and existing congregations for site acquisition, building construction, renovation, and other related projects;
  - c) Recommending policies, procedures and guidelines that govern the grant and church loan programs;
  - d) Interpreting the purpose and availability of the grant and church loan programs to the whole church, instilling hope for future ministry to keep the church alive and growing;
  - e) Responding in partnership with mid councils to new and emerging ministries;
  - f) Reviewing and recommending to the Presbyterian Mission Agency new congregation projects nominated to receive Sam & Helen R. Walton Awards.
- C. Presbyterian Disaster Assistance Advisory Committee (PDAAC)
- 1. Purpose

The purpose of the Presbyterian Disaster Assistance Advisory Committee is to review the work of Presbyterian Disaster Assistance and give policy advice. Presbyterian Disaster Assistance "is a ministry of relief and response to national and international disasters, aid to refugees and displaced persons, refugee resettlement and efforts toward development." This ministry is "carried out through ecumenical partnerships, related church agencies, mid-councils, and congregations." Nominated by the General Assembly Nominating Committee and elected by the General Assembly. This committee reports to the Presbyterian Mission Agency Board's Justice Committee.
  - 2. Budget

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

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

This committee reports to the Presbyterian Mission Agency Board's Justice Committee.
  - 5. Staff Accountability and Lodgment

Staff responsible for planning and coordinating the work of Presbyterian Disaster Assistance are appointed by and accountable to the Director of the Compassion, Peace & Justice Ministry Area.
  - 6. Assigned Functions
    - a) Assist in setting strategic program direction.
    - b) Contribute knowledge and expertise in disaster relief.
    - c) Ensure that Presbyterian Disaster Assistance is strategically aligned with the priorities of the Presbyterian Mission Agency.
    - d) Promote and interpret the One Great Hour of Sharing Offering.
    - e) Provide advice concerning expenditure of designated funds over \$500,000 in response to large scale disasters.
    - f) Provide input on the development of an annual budget.
    - g) Work with staff to develop and implement communication and fund-raising strategies.

D. Presbyterian Hunger Program Advisory Committee (PHPAC)

1. Purpose

The purpose of the Presbyterian Hunger Program Advisory Committee is to guide the church's response to hunger and its underlying causes.

2. Budget

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

3. Staff Relationships and Lodgment

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

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

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

5. Assigned Functions

The committee carries out the following tasks:

- a) Recommend Presbyterian Hunger Program operating guidelines in concordance with PMA goals and work plan.
- b) Recommend policies, procedures and guidelines that govern the Presbyterian Hunger Program grant process.
- c) Review grant requests and make funding (grant) decisions within the approved guidelines.
- d) Promote the One Great Hour of Sharing Offering through highlighting the work of the Presbyterian Hunger Program, Self-Development of Peoples and Presbyterian Disaster Assistance.
- e) Promote Presbyterian Hunger Program initiatives in congregations and presbyteries.
- f) Suggest the development of programs and strategies for implementing the "Common Affirmation on Global Hunger," and other General Assembly policies related to hunger and poverty.

E. Presbyterian Committee on the Self-Development of People (PCSDOP)

The National Presbyterian Committee on the Self-Development of People provides the opportunity for the members of the Presbyterian Church (U.S.A.) and non-members to help establish partnerships with economically poor, oppressed, and disadvantaged people in the United States and around the world, which helps them to develop toward their own potential, self-determination, and human dignity. (People who are not Presbyterian may be nominated, elected, and serve). The National Committee shares this ministry with mid council committees, as the focal point of the Church's efforts to promote the self-development concept and cause.

1. Direction & Accountability

The Presbyterian Committee on the Self Development of People (PCSDOP) receives direction for its work through the Mission Work Plan, and the Presbyterian Committee on the Self Development of People Manual of Operations, which are approved by the Presbyterian Mission Agency Board. The Presbyterian Committee on the Self Development of People reports to the Presbyterian Mission Agency Board through the Board's Justice Committee.

2. Staff Accountability and Lodgment

Staff responsible for planning and coordinating work of the committee shall be appointed by the Director of the Compassion Peace & Justice Ministry in consultation with the Presbyterian Committee on the Self Development of People (PCSDOP). When seeking a new coordinator for SDOP, an

interview team will be identified in consultation with the PCSDOP Steering Committee. At least two members of the PCSDOP shall serve as a part of the interview team. The staff shall be lodged within the Compassion Peace & Justice Ministry and be directly accountable to the Director of the Compassion Peace & Justice Ministry.

3. Assigned Functions (to be performed with accountability to the Justice Committee and/or the Compassion Peace and Justice Ministry area, and subject to available funds).
  - a) SDOP shall be responsible for creating and maintaining its own Manual of Operations.
  - b) SDOP shall provide program, strategy and oversight for the church's mission of self-development with poor, oppressed and disadvantaged people.
  - c) SDOP will implement the criteria and guidelines for funding local projects.
  - d) SDOP will be responsible for receiving, reviewing and approving/rejecting local project proposals.
  - e) SDOP will be responsible for training and certifying local SDOP committees.
  - f) SDOP will work in collaboration with PDA and PHP to carry out joint projects consistent with the mandate of each committee.
  - g) Work cooperatively with ecumenical partners in carrying out SDOP's mandate.
  - h) Educate the church on the condition and status of poor and oppressed communities and train the church in theological issues related to poverty.
  - i) Promote and Interpret the OGHS offering within the church at both the congregational and mid-council levels.

**F. Jinishian Memorial Program Governance Commission**

The Jinishian Memorial Program (JMP) is an endowed ecumenical ministry of the Presbyterian Mission Agency, and part of the World Mission ministry area, that supports ongoing programs benefitting Armenians in need in Armenia, Lebanon, Syria, Turkey, and Jerusalem. JMP has a U.S. Advisory Committee (USAC) composed of three individuals of Armenian descent, and two who are members of the Presbyterian Mission Agency staff. The Jinishian Memorial Program Governance Commission (JMPGC) acts on behalf of the Presbyterian Mission Agency Board in all matters that authorize and facilitate the implementation of JMP. The JMPGC is composed of the five voting members of the USAC, plus two current or previous Presbyterian Mission Agency Board elected members. The two elected Presbyterian Mission Agency Board members also serve as liaisons with the USAC with voice, but not vote.

## APPENDIX 1G

### Missional Relationships

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

- Institutional relationships
- Professional associations
- Missional Partnerships
  - Presbyterian Mission Agency organization wide
  - Office partnerships

#### **I. Institutional Relationships**

Institutional Relationships are those between the General Assembly and another organization. In these cases, the Presbyterian Mission Agency is responsible for cultivating the relationship and requesting General Assembly approval, but the relationship isn't limited in scope to the Presbyterian Mission Agency. There are relatively few of these relationships. A covenant between PC(USA) and the other organization will place the relationship in the context of the church's missional directives, describe appropriate expectations for staff services and support, as well as note any special responsibilities granted as part of the relationship.

Approval: The General Assembly, upon recommendation by the Presbyterian Mission Agency Board.

#### **II. Professional Associations**

Professional Associations are related organizations of church professionals within a given area of expertise. Professional associations also serve the missional purposes of the church, and in that context the Presbyterian Mission Agency role is one of recognizing and networking leaders. A relationship agreement between the Presbyterian Mission Agency and the other organization will place the relationship in the context of Presbyterian Mission Agency missional directives and describe appropriate expectations for Presbyterian Mission Agency staff services and support.

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

Notification: Presbyterian Mission Agency Board

#### **III. Presbyterian Mission Agency Organization-wide Missional Partnerships**

Presbyterian Mission Agency organization-wide missional partnerships are groups whose relationship with the Presbyterian Mission Agency is not limited to a single ministry area, but extends across the work of the Agency. Because covenanted groups carry out specialized ministries on behalf of the Presbyterian Mission Agency, their covenant is not established with an office, but rather with the Agency as a whole. These organizations are linked by common cause and a specific relationship to the Presbyterian Mission Agency. There are relatively few of these organizations, as most of missional partnerships are with particular offices. A covenant between the Presbyterian Mission Agency and the other organization will place the relationship in the context of Presbyterian Mission Agency missional directives, describe appropriate expectations for Presbyterian Mission Agency staff services and support, as well as note any special responsibilities granted as part of the relationship.

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

Notification: Presbyterian Mission Agency Board

#### **IV. Presbyterian Mission Agency Office Partnerships**

Presbyterian Mission Agency Office Partnerships are relationships between a Presbyterian Mission Agency office or ministry area and another organization. These relationships are bound together by common cause and a specific relationship with another organization. An office partnership is typically limited in scope to a given office or ministry area. An office relationship document will place the relationship in the context of Presbyterian Mission Agency missional directives and describe appropriate expectations for Presbyterian Mission Agency staff services and support.

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

Notification: Presbyterian Mission Agency Board

**APPENDIX 1H**

**Guidelines for Liaisons to Other Entities**

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

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

**I. Prior to committee meetings:**

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

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

**II. After committee meetings:**

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

**III. Prior to Presbyterian Mission Agency Board meetings:**

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

**IV. During Presbyterian Mission Agency Board meetings:**

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





## APPENDIX 2A

## Presbyterian Mission Agency Staff Organization

The Executive Director carries out responsibilities with staff in the following ministries: the Office of the Executive Director, Compassion, Peace and Justice, Racial Ethnic and Women's Ministries, Theology, Formation and Evangelism, World Mission, Mission, Shared Services, Communications and Funds Development.

**I. Mission Administration**

## A. Office of the Executive Director

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

1. Advocacy Committee Support which includes, Advocacy Committee for Racial Ethnic Concerns, and Advocacy Committee for Women's Concerns.
2. Human Resources
3. Internal Audit
4. Legal & Risk Management
5. Policy, Administration and Board Support
- 5-6. Research Services

## B. Shared with the Office of the General Assembly

1. Mid Council Relations

~~C. Deputy Executive Directors Ministries~~

The Ministries are led by ~~two~~ a Deputy Executive Directors, ~~and~~ two Senior Directors, and four ministry directors, reporting to the Executive Director.

~~1. Deputy Executive Director for Mission~~

- ~~a) Evangelism and Church Growth~~
- ~~b) Compassion, Peace and Justice~~
- ~~c) Racial Ethnic and Women's Ministries/Presbyterian Women~~
- ~~d) Theology, Worship and Education~~
- ~~e) World Mission~~
- ~~f) Research Services~~

~~2.1.~~ Deputy Executive Director for Shared Services

- a) Finance and Accounting
- b) Information Technology
- c) Presbyterian Center Services
- d) Presbyterian Distribution Services

~~3.2.~~ Senior Director for Communications

- a) Mission Communications
- b) Communications Services

4.3. Senior Director for Funds Development Ministry

- a) Major Gifts
- b) Church Support
- c) Special Offerings and Appeal
- d) Relationship and Development Operations

4. Director of Compassion, Peace and Justice

5. Director of Racial Ethnic and Women’s Ministries

6. Director of Theology, Formation and Evangelism

4.7. Director of World Mission

**II. Changes to the staff structure**

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

## APPENDIX 2B

## 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.~~

~~B.B. Racial Ethnic and Women's Ministries/Presbyterian Women~~

~~The Racial Ethnic and Women Ministries/Presbyterian Women Ministry 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.~~

~~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.~~

~~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.~~

## D. World Mission

The World Mission Ministry carries on the Presbyterian calling and tradition of sending missionaries, sharing and living out the gospel, and supporting partner Christian ministries around the globe. Work areas and offices in this ministry include supporting dozens of partner churches in many countries, working with international ecumenical bodies, and sending hundreds of full time, part time, and volunteer mission personnel to over 60 countries around the world. World Mission supports mission involvement throughout the PC(USA) by providing mission education, networking opportunities, opportunities to volunteer

nationally, and leadership development for young adults serving nationally and internationally.

## **II. Support Ministries**

### **A. Communications Ministry**

Communications Ministry communicates the mission and ministry of the Presbyterian Mission Agency Board and the role and activities regarding mission in the PC(USA).

### **B. Funds Development Ministry**

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

### **C. Shared Services**

Shared Services Ministry faithfully receives, records, and reconciles contributions offered to the church from congregations and presbyteries. Shared Services assists the ministry areas in budgeting, disbursing, documenting, and financial reporting. Shared Services prints, packages, mails, and distributes denominational materials to congregations, mid councils, and to mission fields across the nation and the world. Shared Services also provides support for, information technology, property management, and Presbyterian Center operations.

## **III. Amendments to these Descriptions**

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

**APPENDIX 3**

**Public Statements by the Presbyterian Mission Agency Board**

**I. Statements on Public Issues by Entities of the Presbyterian Church (U.S.A.)**

It is understood that duly constituted entities, boards, and councils may address statements or resolutions to the church or public officials, based on specified General Assembly actions, concerning matters clearly related to their assigned responsibilities. Such statements or resolutions may also be released to church and public news media.

The Presbyterian Mission Agency Board has been assigned a particular responsibility by the General Assembly to act on behalf of the General Assembly according to previously enacted General Assembly policies [between meetings of the General Assembly], reporting fully to each subsequent General Assembly its actions. Since the Presbyterian Mission Agency Board shall, in effect, be acting on behalf of the General Assembly, clear procedure defining the occasions and process for preparing and approving interim statements addressed to the church or the public order on issues and events in the society are essential. While the procedure outlined below focuses on such interim statements, the interim actions of the Presbyterian Mission Agency Board shall, of course, encompass a wider scope.

Procedures Governing Presbyterian Mission Agency Board Interim Statements on Public Issues:

- A. The Presbyterian Mission Agency Board policy on interim statements governs those occasions when the Board speaks to members of the Presbyterian Church (U.S.A.), to public officials, or to other audiences on behalf of the General Assembly. When the intent is to facilitate the church's understanding of a General Assembly policy or to encourage general support of that policy, an interim statement shall be prepared.
- B. An interim statement is a formal statement of the Presbyterian Mission Agency Board issued between meetings of the General Assembly on an event or issue in the public order that merits immediate response by the church. An interim statement should not be confused with statements issued by the Stated Clerk in fulfillment of the responsibility to interpret and communicate General Assembly actions, nor with personal statements that may from time to time be made by church officials.
- C. Interim statements should be reserved for significant occasions rather than viewed as a routine responsibility. The following questions shall be used to evaluate the need for such statements:
  - 1. Is this event or issue of sufficient gravity or moment to merit an interim statement by the Presbyterian Mission Agency Board?
  - 2. Is such a statement by the Presbyterian Mission Agency Board deemed appropriate, timely, and helpful?
  - 3. Are sufficient time and expertise available to prepare a credible and responsible interim statement on the matter?
- D. Proposals for interim statements may be initiated by the Presbyterian Mission Agency Board itself or by any General Assembly entity, synod, or presbytery. Any proposals arising between meetings of the Presbyterian Mission Agency Board shall be communicated to the Presbyterian Mission Agency Executive Director.
- E. When the proposal is for an interim statement at a forthcoming regular meeting of the Presbyterian Mission Agency Board, the following procedures shall apply:
  - 1. The Presbyterian Mission Agency Executive Director shall refer the proposal to the appropriate person(s), depending on the subject, who shall prepare a recommendation concerning the need for an interim statement. If further action is appropriate, those persons in consultation with the Presbyterian Mission Agency Board chair, the Executive Director, and the Stated Clerk shall prepare a draft.
  - 2. The draft of any proposed interim statement shall be circulated to members of the Presbyterian Mission

- Agency Board in advance if possible; otherwise, at the beginning of the meetings.
3. The Presbyterian Mission Agency Board Executive Committee shall review the proposed interim statement and recommend a method for considering it in the meeting.
  4. Ordinarily, no final vote on an interim statement shall be taken until at least twenty-four hours following the circulation of a draft.
- F. When the proposal for an interim statement arises during a meeting of the Presbyterian Mission Agency Board, the following procedures shall apply:
1. The matter shall be referred immediately to the Presbyterian Mission Agency Board Executive Committee which, in consultation with the persons named above in item “5.(a)” in attendance, shall report its recommendation to the Presbyterian Mission Agency Board as to whether an interim statement is merited. The recommendation shall be based on consideration of the questions in section “3.” above.
  2. If the proposal to issue an interim statement is approved, the Presbyterian Mission Agency Board chair shall immediately appoint a small task group to prepare a draft, drawing upon particular competencies among the members and expertise of those present. They shall work in consultation with the Presbyterian Mission Agency Board chair, the Executive Director, and the Stated Clerk.
  3. Consideration shall proceed as in items “5.c” and “5.d” above.
- G. When the proposal is for an interim statement between meetings because of urgent need, the following procedures shall apply:
1. The chair and vice chair of the Presbyterian Mission Agency Board and the Moderator of the General Assembly, in consultation with the appropriate persons depending on the subject, the Executive Director and the Stated Clerk may jointly agree that an interim statement is merited and authorize the preparation of a draft.
  2. On completion of a draft, the Presbyterian Mission Agency Board chair shall call a meeting of the Presbyterian Mission Agency Board Executive Committee, by telephone conference if necessary, to consider the proposed statement.
  3. When the matter is of sufficient urgency in the judgment of those named in “[5].a” above, notification and the circulation of a draft here described can be compressed into one. In such case, the proposed statement shall be carefully read at the beginning of the special/called meeting, an explanation of the background circumstances shall be made, and the statement shall be read again before it is placed for debate.
  4. All members of the Presbyterian Mission Agency Board shall ordinarily be notified of the proposed interim statement, and every attempt shall be made to circulate the draft in advance.
- H. In all instances, a majority of those voting, provided a quorum is present, shall be sufficient to approve an interim statement.

## **II. Other Statements by the Presbyterian Mission Agency Board**

On other occasions, when the Presbyterian Mission Agency Board is invited to endorse the statement of another recognized Presbyterian group or ecumenical partner, or when the Board identifies an occasion when it wishes to speak on its own behalf, it may do so upon recommendation of the Presbyterian Mission Agency Board Executive Committee. In no case shall such a statement be made in contradiction of General Assembly action.

**APPENDIX 4A**  
**Open Meeting Policy**

Approved by the 209th General Assembly (1997) – Amended by 218th General Assembly (2008)

1. The work of the church is strengthened when it is done in a spirit of openness and trust. Church members have a basic right to know about the work done and the decisions made by entities within the church. Church leaders have a basic responsibility to honor that right by conducting their business with a spirit of openness and vulnerability to public scrutiny. Therefore, open meetings shall be the norm for all such entities.
2. It is the policy of the General Assembly; the Presbyterian Mission Agency Board and the entities and work groups related to them, that their meetings shall be open to all interested persons. A separate policy exists for governing non-business gatherings. Documents being considered at such meetings shall be available to interested persons at the meeting.
3. In certain circumstances, when the confidentiality of the subject matter is impeding the open work of the group, its meetings may be closed. These requirements apply:
  - a) Subjects dealt with must be limited to property negotiation, personnel, civil and criminal litigation, including cases under the Rules of Discipline, or security.
  - b) Closed meetings may be authorized only after serious consideration and by a majority vote of the members present. Such closure must be limited in time and scope to matters in 3(a) above.
  - c) In closed meetings, only voting members and other persons invited by the group to serve it are to be present.
  - d) The reason(s) for closing must be announced before closure and also must be recorded in the minutes.
  - e) The decisions reached shall be recorded in the minutes, and shall be made public as soon as possible following the end of the closed meeting.
    - (1) Since staff groups have neither authority nor responsibility for establishing policy; their meetings are not subject to these provisions. This does not preclude them from opening their meetings.
    - (2) The provisions of this policy shall apply to visitors and to representatives of both church and public media, including print, electronic and photographic journalists.
    - (3) All the provisions of this policy are to be applied equitably to all persons and groups.
    - (4) The Office of the Stated Clerk of the General Assembly is responsible for resolving questions relating to the application and interpretation of the open meeting policy.

A separate policy exists to govern non-business gatherings. Refer to Appendix 4B, Media and Visitor Policy for Non-business Gatherings.

Note: The 218th General Assembly (2008) directed the entities subject to the PC(USA) Open Meeting Policy to post the dates, times, and locations of their open meetings on the PC(USA) calendar Web page within a reasonable time of making such plans.





**APPENDIX 4B**

**Media and Visitor Policy for Non-Business Gatherings**

Approved by the 212th General Assembly (2000)

1. Representatives of the media and visitors are welcome at non-business gatherings of groups structurally related to the Presbyterian Mission Agency Board of the Presbyterian Church (U.S.A.).
2. Many non-business gatherings are intended to provide participants with the opportunity to openly examine personal and corporate issues of faith and life. Media representatives and visitors are asked to honor this atmosphere of openness and acceptance. If there is a business session within a non-business gathering, the open meeting policy of the Presbyterian Church (U.S.A.) shall apply during that session.
3. The following policy pertains to non-business gatherings of groups structurally related to the Presbyterian Mission Agency Board of the Presbyterian Church (U.S.A.):
  - a) Media representatives will register as such, including the name of the publication or media outlet for which they are acting as a media representative. Media representatives and visitors should wear name tags identifying themselves as such during all portions of the gathering.
  - b) Media representatives will not be required to pay registration fees. They will be responsible for their own accommodations, meals, and transportation. Visitors will register and be required to pay appropriate fees.
  - c) Media representatives are observers and may not speak or actively participate in any portion of the gathering unless invited.
  - d) All plenary sessions are open.
  - e) All non-plenary sessions are also open. Media representatives and visitors are asked to identify themselves as such at the beginning of non-plenary sessions. In small groups whose purpose is the sharing of personal issues of faith and life, the discussion may be closed to media representatives and visitors at the choice of the small group participants.
  - f) The provisions of this policy shall apply to visitors and representatives of both church and public media, including print, electronic, and photographic journalists.
  - g) All the provisions of this policy are to be applied equitably to all persons and groups.
  - h) The Office of the Stated Clerk of the General Assembly is responsible for resolving questions relating to the application and interpretation of this policy.



## APPENDIX 5

## Presbyterian Mission Agency Board Awards

**I. Policy**

The Presbyterian Mission Agency Board, at various times and places, may present awards to honor persons or entities/organizations for outstanding achievements in relationship to the goals of the Presbyterian Mission Agency Board. Listed below are guidelines to be followed for determining award recipients:

- A. Appropriate staff will (re)formulate written policies and procedures in the selection process for each award to be submitted for approval by the appropriate Mission Committee. Each award is to have a one-sheet explanation including criteria and process for determining the selection with periodic review and/or approval of changes (possibly included in covenants).
- B. Each selection committee will submit proposed recipients for each award to the appropriate Mission Committee along with the names of those serving on the selection committee and the written rationale for the proposed selection(s). This should be done prior to informing the proposed recipient(s) of their selection. The appropriate Mission Committee reviews the proposed recipient(s) in light of the ongoing commitment of the Presbyterian Church (U.S.A.) to be reformed and always reforming according to the Word of God and the Call of the Spirit, as well as to Presbyterian Church (U.S.A.) Constitutional standards and policies. This should be done before the selection goes forward.
- C. All nominees should be submitted to the appropriate Mission Committee of the Presbyterian Mission Agency Board (or its successors) for its review. If the nominees cannot be named at a Presbyterian Mission Agency Board meeting, the nominees will be sent to the Presbyterian Mission Agency Board Executive Committee for its action.
- D. The selection committees will report the results of their consideration of “Awards as issues to ponder” to the appropriate Mission Committee [see Appendix 5] and this response will be included in the minutes of the appropriate Mission Committee.
- E. In the event the selection committee’s nominee is not accepted by the appropriate Mission Committee, the selection committee may appeal that decision to the Presbyterian Mission Agency Board. Appeals are limited to questions pertaining to compliance with award criteria.

**II. Issues to ponder:**

... The work Group proposes that the following five items need to be pondered thoughtfully by the groups awarding and administering awards “within the scope of the work of the Presbyterian Mission Agency Board.” [See recommendation D. in Appendix 5.]

- A. Why give awards?
 

The answer seems to be simply, “to honor the person.” While this is part of an answer, the questions also ask for honesty regarding the motivation of the group giving the award. Is there a strong element of advocacy for a cause? The work group is convinced that we must remember that it is the Church of Jesus Christ which is involved in such activities.
- B. Develop an appropriate basis for each award.
  1. Scripture, particularly the Gospels, warn us about the dangers of seeking honor (Matthew 13:57 and parallels). “Honor” is most frequently used relating to reverence toward the Triune God.
  2. In the *Book of Confessions*, the emphasis on honor to God is continued. Appropriate to our present concern are passages such as C-5.026, 5.258 (regarding government in the light of Romans 13), and C-7.237, 239, and .241, where honor for others is discussed.
  3. The Directory for Worship offers what we found to be perhaps the most helpful comments regarding this situation in W-4.4-7001:
 

“Service given to the community beyond the particular mission of the church may be

appropriately recognized as an expression of Christian discipleship with prayer and thanksgiving at a suitable time in an occasion of worship. Significant accomplishments in the lives of Christians or honors and other forms of recognition received by them may also occasions for such celebration with the community of faith.” [Note how this compares with W-4.1001, .2004, .3003, and .5002].

C. How much staff time, money, and energy go into awards?

Our investigation suggested that the “costs” of awards tend to be hidden. Some awards are supported by dedicated funds for cash awards. Our concern is not with these, but primarily with the “costs” in staff time and energy. Most of the actual costs are considered “Office Expense”, and appear to be relatively minor.

D. When and where should awards be given?

The giving of awards at a special ceremony was not part of the 211th General Assembly (1999). There continue to be numerous breakfasts where awards are conferred. However, reflection on W-4.7001 suggests that the question of the appropriate venue for giving awards can be a fruitful enterprise. For example, when the Restorative Justice Award was given at a presbytery meeting, the person was honored as the value and importance of this aspect of mission were highlighted. The effect of this change of venue suggests the wisdom of careful reflection on the appropriate venue in the light of the purpose of the award as a recognition of commitment to mission.

E. Can awards serve as models and/or inspiration?

We believe that the answer to this question is, “Yes,” when there has been careful review and preparation for the way in which each award is conferred, as well as where that is most appropriately done.

## APPENDIX 6

## Ethics Policy

**for Elected<sup>1</sup> and Appointed Members of the  
Presbyterian Mission Agency Board and  
the Committee on the Office of the General Assembly  
of the Presbyterian Church (U.S.A.)**

**I. Introduction**

This Ethics Policy for Elected and Appointed Members of the Presbyterian Mission Agency Board (“PMA BOARD”) and the Committee on the Office of the General Assembly (“COGA”) of the Presbyterian Church (U.S.A.) (“Ethics Policy”) addresses business ethics and does not include the other ethical values and policies of the Presbyterian Church (U.S.A.) (“PCUSA”).<sup>2</sup> The Ethics Policy applies to all elected and appointed members of the PMA BOARD and COGA and members of their committees, task forces and workgroups in matters relating to the performance of their duties and responsibilities for the PMA BOARD/COGA. Hereinafter the term “elected member” will be used to collectively refer to those individuals listed in Footnote 1 below. The term “PMA BOARD/COGA” collectively refers to those two ecclesial bodies, their elected members, their respective staff members, Presbyterian Church (U.S.A.), A Corporation, and all subparts thereof.

All funds and property received and administered by the PMA BOARD/COGA are entrusted to the organization by God through the faithful financial support of PCUSA members and friends. The highest degree of stewardship and fiduciary responsibility is expected of all elected members, including the receiving, reporting, and use of funds, property, and time. Elected members are responsible for complying with laws, regulations<sup>3</sup>, and PMA BOARD/COGA and PCUSA policies and procedures.

*As an elected member, what does this Ethics Policy require of me?*

*The required standards of this Ethics Policy are set out in 1-6 immediately below. The forms and processes are set out in the five attachments.*

**II. Standards of Ethical Conduct**

- A. **Duty of Loyalty and Care.** The duty of loyalty and care as well as the obligation of good stewardship requires all elected members to act first in the best interests of the PMA BOARD/COGA rather than in the elected member's own interests or the interests of another entity or person. All elected members shall exercise reasonable efforts to inform themselves of the mission and ministry of the PMA BOARD/COGA. All elected members shall act as a reasonable elected member would act under the same or similar circumstances. These responsibilities are set forth below.
- B. **Conflicts of Interest.** All elected members shall avoid conflicts of interest, potential conflicts of interest,

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<sup>1</sup> The term “elected members” collectively means elected and appointed members and members of their committees, task forces and workgroups.

<sup>2</sup> For other policies, see the Standards of Ethical Conduct approved by the 210<sup>th</sup> General Assembly (1998) of the Presbyterian Church (U.S.A.).

<sup>3</sup> Federal and state constitutional religious free exercise provisions, as well as laws and ordinances, exempt religious organizations from some laws. An elected member should consult with the General Counsel if such questions arise.

and situations that give even the appearance of a conflict of interest.<sup>4</sup>

1. **Definition.** “Conflict of interest” means any situation in which the elected member may be influenced or appear to be influenced in decision-making or business dealings by any motive or desire for personal advantage other than the success and well-being of the PMA BOARD/COGA. Personal advantage means a financial interest or some other personal interest, whether present or potential, whether direct or indirect. This standard applies to both actual and contemplated transactions. When in doubt, the elected member is to assume there might be a conflict and should raise the question pursuant to this Ethics Policy.
2. **Employment Ineligibility.** No PMA BOARD elected member shall be eligible to become an employee of PMA or otherwise render compensable services to the PMA for the duration of their term. For purposes of this paragraph, resignation does not result in the premature end of term. For example, an elected person who resigns with one year left in his/her term continues to be prohibited from becoming an employee until the expiration of that remaining year. No COGA elected member shall be eligible to become an employee of OGA or otherwise render compensable services to OGA for the duration of their term. This prohibition does not apply to a member serving as an ex officio member of the PMA BOARD or COGA. For purposes of this paragraph, resignation does not result in the premature end of term. Exceptions, however, may be made under the following two circumstances if the PMA BOARD Executive Committee or COGA Coordinating Committee (as appropriate) votes by 2/3 to allow the exception:
  - a) To facilitate development of specified projects through limited contracts of less than 18 months in duration. The elected member may be compensated under the contract.
  - b) To fill an officer or employee position on an interim or acting basis for two years or less. The elected member may be compensated for such service. The elected member must resign his/her elected position.
3. **Disclosure Deadlines. All present and potential conflicts of interest issues must be disclosed in writing** annually (See Attachment 1) and thereafter as they arise. If the conflict is known in advance of any meeting, business transaction, contract, or other activity at which issues may be discussed or on which the issues may have a bearing on the elected member’s approach, whether directly or indirectly, it shall be disclosed ahead of time and the elected member shall abstain from any participation in the discussion or decision. If the conflict is not known in advance, it shall be disclosed when the actual or potential conflict becomes apparent. All disclosures are to be made promptly in writing to the chair/moderator of the body and to the General Counsel. (See Attachment 2). See Attachment 5 for procedures to follow at meetings of the elected body or its committees, task forces and workgroups to document disclosure and action by disinterested members.
4. **Potential Conflicts of Interest.** All elected members are likewise to disclose promptly, in writing, matters and relationships that have the potential for giving rise to the appearance of a conflict in business dealings with the PMA/OGA. Examples include, but are not limited to, financial interests, leadership roles, or board membership with vendors and other organizations doing business with the

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<sup>4</sup> Personal investments with the Presbyterian Church (U.S.A.) Foundation, Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., or employee benefits provided by the Board of Pensions of the Presbyterian Church (U.S.A.) are not considered a conflict of interest.

PMA/OGA. PMA/OGA business dealings with an elected member's friends and family<sup>5</sup> are particularly sensitive and are to be disclosed and carefully evaluated because of the potential for inferences of tangible or intangible personal advantage and the appearance of impropriety. All disclosures are to be made promptly in writing to the chair/moderator of the body and to the General Counsel. (See Attachment 2).

- 5. Gifts and Relationship Building** To avoid appearances of impropriety, any gifts, gratuities, special favors, and hospitality to an elected member shall not be accepted by any elected member from any person or organization that sells, delivers, or receives any goods, materials, or services to or from the PMA/OGA. This prohibition includes those persons or organizations that desire to enter into such relationships with PMA/OGA. **There are four exceptions to this rule:**
- a) **Gifts, meals, outings, and relationship-building activities provided by Presbyterian Church (U.S.A.) churches, middle governing bodies, partner churches or related organizations** in connection with PMA/OGA business. Elected members shall not accept monetary gifts of any amount.
  - b) **Gifts that primarily benefit the PMA/OGA** and not an individual elected member, such as gifts of complimentary rooms given to the PMA/OGA by hotels, conventions, and conferences in relation to official PMA/OGA business. Elected members shall not accept monetary gifts of any amount.
  - c) **Occasional small gifts (less than \$50.00 in value,** such as flowers or foodstuffs) to an individual elected member. Where gifts are shared with other elected members or PMA/OGA staff (e.g., foodstuffs set out for all to partake), then the gift is not deemed to be to an individual elected member. Elected members shall not accept monetary gifts of any amount.
  - d) **Luncheons, dinners, outings, and relationship-building activities in connection with PMA/OGA business may be received.** If an activity permitted under this section #4 results in a value of over \$100 to the elected member, the elected member shall promptly report this in writing to the chair of the body and to the General Counsel. Elected members shall not accept monetary gifts of any amount. The written report will include a description of the activity, the dollar value, the name of the person/organization providing it, and the business that person/organization does with PMA/OGA. The General Counsel shall maintain a log that includes all of the written reports submitted under this section #4. This log will be available at all times to the PMA BOARD Chair, the PMA Executive Director, the COGA Moderator, the Stated Clerk and the Chair of the Audit Committee.
- 6. Process and Resolution.** All conflict of interest disclosures, reports, or questions are to be made promptly and in writing to the chair of the body and to the General Counsel. The General Counsel will consult with the chair of the body and the PMA Executive Director or the Stated Clerk, as appropriate. After consultation, the General Counsel will make a recommendation to the PMA BOARD Executive Committee or the COGA Coordinating Committee, as appropriate. Those bodies provide the final decision on any elected member conflict of interest matters.

- C. Confidentiality of PMA BOARD/COGA Information.** Elected members shall not disclose information

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<sup>5</sup> "Family" includes the elected member's spouse, parents, siblings, spouses of siblings, children, grandchildren, great-grandchildren, the spouses of children, grandchildren, and great-grandchildren, any other blood relative, and individuals who live in the elected member's home.

about the PMA BOARD/COGA that is not known outside of the PMA BOARD/COGA or is not known by public means. Of course, it is expected that elected members will share certain PMA BOARD/COGA information with other parts of the PCUSA, related entities and the public when asked to do so by the PMA BOARD/COGA. If questions arise, the elected member should inquire of the chair of the body. If the chair/moderator of the body needs assistance, the General Counsel should be consulted by the chair/moderator.

- D. **Transactions, Reporting, and Document Retention.** Each elected member has a duty to prepare, process, maintain, and report complete, accurate, and timely records pertaining to their role, including, but not limited to, expense reports. This also includes safeguarding all physical, financial, informational, and other PMA/PMA BOARD/COGA assets and records. Elected members shall comply with the Records Retention Schedule of the Office of the General Assembly's Department of History and related schedules as part of the normal course of business and use the schedules in a consistent and accountable manner for both records retention and destruction purposes.
- E. See [http://www.history.pcusa.org/records/national/retention\\_schedules.cfm](http://www.history.pcusa.org/records/national/retention_schedules.cfm). See also the Electronic Records Policy for PMA and OGA (anticipated release in 2008). Any document relevant to actual or anticipated internal investigations, legal proceedings or governmental investigations (civil or criminal) must not be destroyed and must be preserved in a manner that would ease accessibility and retrievability of the document. In addition, elected members shall not direct or participate in establishment or maintenance of undisclosed or unrecorded funds or assets, nor shall the elected member direct the making of any artificial or false entries in the financial or other records of the PMA/COGA.
- F. **Duty to Disclose/Whistleblower Policy.** Elected members have a duty to report violations of this Ethics Policy, whether the violation is by themselves or by another. This includes, but is not limited to, financial, accounting, or auditing irregularities. See Attachment 2 for Self-reports. See Attachment 3 for Whistleblower Reports concerning others. See Attachment 4 for Procedures for processing a Whistleblower Report. Likewise, concerns about the appearance or the possibility of violations should be reported. Care must always be taken to be factual and objective. Violations shall be reported promptly in writing to the General Counsel, and may be reported anonymously. **Anonymous whistleblower reports can also be made by calling the hotline at (888) 236-6877 or submitting a report at [www.ethicspoint.com](http://www.ethicspoint.com).** An anonymous whistleblower report must include sufficient corroborating evidence to justify initiating an investigation. (If the alleged violation involves the General Counsel or one of her staff members, it should be reported to the Internal Auditor.)
1. **No Retaliation.** There shall be no retaliation within PMA/PMA BOARD/COGA for good faith complaints, reports, participation in an investigation or for providing truthful information relating to an alleged violation of this Ethics Policy. In addition, there will be no retaliation where an elected member makes a good faith report of the commission or possible commission of any criminal offense to a law enforcement officer. Elected members are protected even if the allegations are mistaken or unsubstantiated, as long as the elected member reasonably believes the reported conduct constitutes a violation of the Ethics Policy. One who makes a claim or report under this Whistleblower Policy in bad faith, or knows or has reason to know that such claim or report is false or materially inaccurate may be subject to disciplinary sanctions by the governing body with jurisdiction over the elected member.
  2. **Confidentiality of Investigation.** Reports under this Whistleblower Policy will be treated confidentially with disclosures made on a need-to-know basis only to those directly involved in the investigation of the reported concern. To the extent possible within limitations of the law, policy and the need to conduct a competent investigation, confidentiality will be maintained.



- G. **Violations.** Violation or noncompliance with this policy may result in discipline by the governing body with jurisdiction over the elected member.
- H. **Amendments.** The Ethics Policy may be amended from time to time. In consultation with the General Counsel, the PMA Executive Director and the Stated Clerk (as appropriate) are authorized to make reasonable and necessary changes to this Ethics Policy. Substantive changes must be reported back to the elected body approving this Ethics Policy. Editorial changes need not be reported back.
- I. **Designees.** Where this Ethics Policy assigns a duty to a particular officer or staff position, that officer or staff position may use a designee to complete the duties.
- J. **No Waiver by PMA BOARD/COGA.** Nothing in this Ethics Policy shall be construed to waive any claim, assertion or defense of the PMA BOARD/COGA to exemption or exclusion from applicability of a statute and/or regulation or lack of jurisdiction of a civil court or governmental agency.
- K. **Trainings.** Trainings to familiarize the elected members with this Ethics Policy and its related forms and procedures will be conducted for PMA BOARD/COGA elected members by the Legal Services Office as frequently as deemed necessary by the PMA BOARD Chair and COGA Moderator, as appropriate.

ATTACHMENT 1

Annual Ethics Policy Representation by Elected and Appointed Members  
(Annual Report)

This form is to be completed annually and signed by all “elected members” of the PMA BOARD/COGA as defined in the Ethics Policy. Upon completion, send it to the General Counsel.

- I acknowledge I have received a copy of the Ethics Policy for Elected and Appointed Members of the PMA BOARD and COGA (*Ethics Policy*).
- I understand it is my responsibility to read and comply with the Ethics Policy and any revisions made to it.
- I understand:
  - I am subject to the Ethics Policy and am required to comply with it.
  - I am responsible for reporting immediately in writing any possible violation of the Ethics Policy that involves me, is reported to me, or that I observe.
  - I am responsible for reporting immediately in writing any whistleblower reports I receive under the Ethics Policy, as well as any other violations of the Ethics Policy I observe.

Initial all of the following statements that apply:

- \_\_\_\_\_ I am not aware of any violations of the Ethics Policy that involve me or that I have observed in regards to others.
- \_\_\_\_\_ No employee or elected member has submitted a whistleblower report or a self-report to me that I have not reported already to the General Counsel.
- \_\_\_\_\_ I am aware of a possible violation of the Ethics Policy that involves me or that I have observed in regards to others. By submitting the information immediately below, I am reporting the alleged violation.

Name of employee, elected member, or organization with the possible violation:

\_\_\_\_\_

Facts of the possible violation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Name (Please print) \_\_\_\_\_

**ATTACHMENT 2**

**Report of Ethics Policy question, violation, or possible violation  
in regards to the reporting elected or appointed member**

**(Question/Self-report)**

This form is to be completed, signed, and sent to the General Counsel and the chair of PMA BOARD or COGA moderator, as appropriate by “elected members” as that term is defined in the Ethics Policy. It is important to report questions promptly. Generally, the chair/moderator of the body, Executive Director of the PMA and the Stated Clerk, as appropriate, and the General Counsel will consult with the elected member to resolve the conflict of interest, if any.

I am aware of a possible violation of the Ethics Policy that involves me or I have a question about the Ethics Policy as it involves me.

Elected Member's name: \_\_\_\_\_  
\_\_\_\_\_

Facts about the elected member’s possible violation or the question presented:

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Date the elected member became aware of the possible violation or question: \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Name (Please print) \_\_\_\_\_



ATTACHMENT 3

Whistleblower Report of possible Ethics Policy violation in regards to another elected member, an employee, or organization

This form is to be completed, signed (unless submitted anonymously), and sent to the General Counsel. The term “elected member” is defined in the Ethics Policy.

Anonymous whistleblower reports can also be made by calling the hotline at (888) 236-6877 or submitting a report at www.ethicspoint.com. An anonymous whistleblower report must include sufficient corroborating evidence to justify initiating an investigation.

I am aware of a possible violation of the Ethics Policy that involves another elected member, an employee, or an organization.

Name of person(s) involved: \_\_\_\_\_

Name of organization(s) involved: \_\_\_\_\_

Facts about the possible violation: \_\_\_\_\_

Date the elected member became aware of the possible violation: \_\_\_\_\_

(DO NOT SIGN IF BEING SUBMITTED ANONYMOUSLY)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print name: \_\_\_\_\_



**ATTACHMENT 4****Procedures for processing a Whistleblower Report of possible Ethics Policy violation in regards to another elected member, an employee, or an organization**

- A. All reports under the Whistleblower Policy (See the Ethics Policy) shall be submitted in writing promptly to the General Counsel. **Anonymous whistleblower reports may be made by calling the hotline at (888) 236-6877 or submitting a report at [www.ethicspoint.com](http://www.ethicspoint.com).** An anonymous whistleblower report must include sufficient corroborating evidence to justify initiating an investigation. If the alleged violation involves the General Counsel or one of her staff members, it should be reported to the Internal Auditor. The General Counsel will decide if the reported activity, if confirmed, would be an Ethics Policy violation, a possible violation of a policy or procedure not covered by this Ethics Policy, or a matter to be processed through another avenue, typically supervisor review with a report to the General Counsel. If the General Counsel decides the report will not be processed under this Ethics Policy, the General Counsel will respond to the accuser unless the report was filed anonymously. The General Counsel shall keep a log of all reports received under the Whistleblower Policy. Whether or not an investigation was done, the log will include the resolution of all reports. The log will be available at all times to the Chair of PMA BOARD, the Moderator of COGA, and the Chair of the Audit Committee. If the person reporting is simply confused about an issue and how it applies, then the General Counsel will ensure clarification is provided by the chair of the body or the General Counsel. If the chair of the body provides a written response to the elected member, a copy of the response will be provided to the General Counsel.
- B. All other reports shall be initially reviewed by a three-person committee (Investigative Committee) comprised of the General Counsel, the Internal Auditor and a third person appointed by the PMA BOARD Chair or COGA Moderator (as appropriate). The Investigative Committee will first determine whether or not an investigation is warranted. If it is not, the Investigative Committee shall so report. If an investigation is warranted, the Investigative Committee shall proceed as set forth below.
- C. The following processes shall apply to an investigation conducted by the Investigative Committee:
1. If the report alleges a violation by a PMA BOARD elected member, then the PMA BOARD Chair and the PMA Executive Director shall be notified an investigation has commenced. If the report alleges a violation by a COGA elected member, then the COGA Moderator and the Stated Clerk shall be notified an investigation has commenced.
  2. If the report alleges a violation by the PMA BOARD Chair, then the vice-chair and the PMA Executive Director shall be notified an investigation has commenced. If the report alleges a violation by the COGA Moderator, then the vice-chair and the Stated Clerk shall be notified an investigation has commenced.
  3. The Investigative Committee shall be allowed to retain the services of experts it may need to conduct a reasonably thorough investigation.
  4. The Investigative Committee may recommend administrative leave for any involved employees while the investigation is in process.
  5. The Investigative Committee will promptly conduct its work. The typical investigation will include the following steps:

- a) Interview all parties involved with relevant knowledge, including but not limited to the accuser and the accused (if possible). Secure and review any relevant documents or other communications (if available and appropriate).
  - b) Determine if there is a potential for risk to persons or property. If there is a potential risk, take reasonable measures as appropriate to protect those persons and property.
  - c) Complete a written report of the findings and recommendations, (including discipline of the elected member). The Investigative Committee will provide a copy of its report (including all relevant documents) to the Audit Committee. At the same time the report is submitted to the Audit Committee, copies will be provided to the accused and the accuser. The chair/moderator of the body and the PMA Executive Director or Stated Clerk (as appropriate) will also receive a copy. Generally, the accused and the accuser will have seven business days to submit written comments to the Audit Committee in response to the Investigative Committee's written report. The Chair of the Audit Committee may extend this period if such an extension is reasonably necessary.
6. All elected members and employees are required to fully cooperate with these investigations, and shall not be retaliated against by supervisors or anyone for cooperating and participating in the investigation.
  7. The Audit Committee shall consider all the submissions promptly and reach a conclusion. While the Audit Committee does not have the authority to discipline elected members of PMA BOARD/COGA, its decision shall include any recommendations in that regard. PMA BOARD or COGA, as appropriate, shall give great weight to the decision of the Audit Committee. The Audit Committee shall make a full report of the matter to the PMA BOARD Executive Committee and the Executive Director or the COGA Coordinating Committee and the Stated Clerk (as appropriate). Thereafter, the PMA BOARD Executive Committee or the COGA Coordinating Committee (as appropriate) will affirm, modify, or reverse the decision of the Audit Committee. In reaching its decision, the PMA BOARD Executive Committee or the COGA Coordinating Committee (as appropriate) may also hear from any of the following as it deems fit: the accused, the accuser, the Investigative Committee, and others it deems relevant.
  8. PMA BOARD/COGA will ensure that whistleblower reports submitted under this Ethics Policy are dealt with impartially and confidentially. To that end, information will only be shared on a need-to-know basis so as to fulfill the process. Any elected member who violates the confidentiality of this process shall be subject to disciplinary action by the body with jurisdiction over the elected member.
  9. PMA BOARD/COGA prohibit retaliation, including but not limited to making any threatening communication by verbal, written, or electronic means, against anyone who reports in good faith or provides any information concerning violations of the Ethics Policy or applicable state or federal laws or who provides truthful information relating to the commission or possible commission of any criminal offense to a law enforcement officer. PMA BOARD/COGA will not discipline any elected member where the elected member in good faith (or any person acting pursuant to the request of the elected member) reports, discloses, testifies, or otherwise informs PMA BOARD/COGA, pursuant to this Ethics Policy, of a violation by an elected member, employee, or organization.
  10. Any elected member found engaging in retaliation will be subject to discipline by the body with jurisdiction over the elected member.



**ATTACHMENT 5**

**Meeting Procedure**

Actions taken by the PMA BOARD and COGA are recorded in minutes. For purposes of this document, “minutes” includes administrative notes. If an employee, officer or elected member has a conflict of interest with regard to a proposed transaction under consideration at the meeting, that person shall leave the meeting and henceforth refrain from discussing or voting on the matter. The person with the conflict of interest may, however, respond to questions posed by an elected member. The minutes must reflect:

1. the date of the meeting;
2. the names of employees, officers and/or elected members with conflicts of interest regarding the proposed transaction;
3. the names of those who left the meeting;
4. the names of those members who voted on the matter;
5. description of data obtained and relied upon by the PMA BOARD or COGA and how the data was obtained;
6. if the transaction is approved between PMA BOARD/COGA and the person with a conflict of interest, the basis for the approval (include any difference in comparability data and value of transaction to PMA BOARD/COGA and how that affected the approval); and
7. terms of the transaction as approved.

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**Ethics Policy  
for Employees of the  
Presbyterian Mission Agency and  
the Office of the General Assembly  
of the Presbyterian Church (U.S.A.)**

**Introduction**

This Ethics Policy for Employees of the Presbyterian Mission Agency (“PMA”) and the Office of the General Assembly (“OGA”) of the Presbyterian Church (U.S.A.) (“Ethics Policy”) addresses business ethics and does not include the other ethical values and policies of the Presbyterian Church (U.S.A.) (“PCUSA”)⁶. The Ethics Policy applies to all employees of the PMA and the OGA in matters relating to the performance of their duties and responsibilities for the PMA/OGA. These employees have Presbyterian Church (U.S.A.), A Corporation as their legal employer. The term “PMA/OGA” collectively refers to those two ecclesial bodies, their elected members, their respective staff members, the corporation, and all subparts thereof.

All funds and property received and administered by the PMA/OGA are entrusted to the organization by God through the faithful financial support of PCUSA members and friends. The highest degree of stewardship and fiduciary responsibility is expected of all employees, including the receiving, reporting, and use of funds, property, and time. Employees are responsible for complying with laws, regulations⁷, and PMA/OGA and PCUSA policies and procedures.

*As a PMA/OGA employee, what does this Ethics Policy require of me?*

*The required standards of this Ethics Policy are set out in 1-6 immediately below. The forms and processes are set out in the four attachments.*

**Standards of Ethical Conduct**

1. **Duty of Loyalty and Care.** The duty of loyalty and care as well as the obligation of good stewardship requires all employees to act first in the best interests of the PMA/OGA rather than in the employee's own interests or the interests of another entity or person. These responsibilities are set forth below.
2. **Conflicts of Interest.** All employees shall avoid conflicts of interest, potential conflicts of interest, and situations that give even the appearance of a conflict of interest.<sup>8</sup>
  - a. **Definition.** “Conflict of interest” means any situation in which the employee may be influenced or appear to be influenced in decision-making or business dealings by any motive or desire for personal advantage other than the success and well-being of the PMA/OGA.<sup>9</sup> Personal advantage means a financial interest or some other personal interest, whether present or potential, whether direct or indirect. This standard applies to both actual

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<sup>6</sup>For other policies, see the employee handbooks of the PMA and OGA and the Standards of Ethical Conduct approved by the 210th General Assembly (1998) of the Presbyterian Church (U.S.A.) as it applies to employees.

<sup>7</sup>Federal and state constitutional religious free exercise provisions, as well as laws and ordinances, exempt religious organizations from some laws. An employee should consult with the General Counsel if such questions arise.

<sup>8</sup> Personal investments with the Presbyterian Church (U.S.A.) Foundation, Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., or employee benefits provided by the Board of Pensions of the Presbyterian Church (U.S.A.) are not considered a conflict of interest.

<sup>9</sup> Outside employment, including but not limited to serving in a paid, temporary pastoral relationship with a particular church, is permitted as long as it does not interfere with the performance of work duties for the PMA/OGA or result in a conflict of interest as that term is defined in this Ethics Policy.

1 and contemplated transactions. When in doubt, the employee is to assume there might be a conflict and should  
2 raise the question pursuant to this Ethics Policy.

3 b. **Disclosure Deadlines.** All present and potential conflicts of interest issues must be disclosed in writing  
4 annually (See Attachment 1) and thereafter as they arise. If the conflict is known in advance of any meeting,  
5 business transaction, contract, or other activity at which issues may be discussed or on which the issues may  
6 have a bearing on the employee’s approach, whether directly or indirectly, it shall be disclosed ahead of time  
7 and the employee shall abstain from any participation in the discussion or decision. If the conflict is not  
8 known in advance, it shall be disclosed when the actual or potential conflict becomes apparent. All disclosures  
9 are to be made promptly in writing to the employee’s supervisor and to the General Counsel. (See Attachment  
10 2).

11 c. **Potential Conflicts of Interest.** All employees are likewise to disclose promptly, in writing, matters and  
12 relationships that have the potential for giving rise to the appearance of a conflict in business dealings with the  
13 PMA/OGA. Examples include, but are not limited to, financial interests, leadership roles, or board  
14 membership with vendors and other organizations doing business with the PMA/OGA. PMA/OGA business  
15 dealings with an employee’s friends and family<sup>10</sup> are particularly sensitive and are to be disclosed and carefully  
16 evaluated because of the potential for inferences of tangible or intangible personal advantage and the  
17 appearance of impropriety. All disclosures are to be made promptly in writing to the employee’s supervisor  
18 and to the General Counsel. (See Attachment 2).

19 d. **Gifts and Relationship Building.** To avoid appearances of impropriety, any gifts, gratuities, special favors,  
20 and hospitality to an employee shall not be accepted by any employee from any person or organization that  
21 sells, delivers, or receives any goods, materials, or services to or from the PMA/OGA. This prohibition  
22 includes those persons or organizations that desire to enter into such relationships with PMA/OGA. In regards  
23 to employees being offered honoraria or being paid in a temporary pastoral relationship with a particular  
24 church (for example as a stated supply), see Section 6.02 of the Employee Handbooks of the PMA and the  
25 OGA. **There are four exceptions to this rule:**

26 (1) **Gifts, meals, outings, and relationship-building activities provided by Presbyterian Church**  
27 **(U.S.A.) churches, middle governing bodies, partner churches or related organizations** in connection with  
28 PMA/OGA business. Employees shall not accept monetary gifts of any amount.

29 (2) **Gifts that primarily benefit the PMA/OGA** and not an individual employee, such as gifts of  
30 complimentary rooms given to the PMA/OGA by hotels, conventions, and conferences in relation to official  
31 PMA/OGA business. Employees shall not accept monetary gifts of any amount.

32 (3) **Occasional small gifts (less than \$50.00 in value,** such as flowers or foodstuffs) to an individual  
33 employee. Where gifts are shared with the work area (e.g., foodstuffs set out for all to partake), then the gift is  
34 not deemed to be to an individual employee. Employees shall not accept monetary gifts of any amount.

35 (4) **Meals, outings, and relationship-building activities in connection with PMA/OGA business may**  
36 **be received.** If an activity permitted under this section 4 results in a value of over \$100 to the employee and/or  
37 the employee’s family member (See Footnote 5), the employee shall promptly report this in writing to the

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<sup>10</sup> “Family” includes the employee’s spouse, parents, siblings, spouses of siblings, children, grandchildren, great-grandchildren, the spouses of children, grandchildren, and great-grandchildren, any other blood relative, and individuals who live in the employee’s home.

1 employee's supervisor and the General Counsel. Employees shall not accept monetary gifts of any amount.  
2 The written report will include a description of the activity, the dollar value, the name of the  
3 person/organization providing it, and the business that person/organization does with PMA/OGA. The General  
4 Counsel shall maintain a log that includes all of the written reports submitted under this section 4. This log will  
5 be available at all times to the PMA Board Chair, the PMA Executive Director, the COGA Moderator, the  
6 Stated Clerk and the Chair of the Audit Committee.

7 e. **Process and Resolution.** All conflict of interest disclosures, reports, or questions are to be made promptly and  
8 in writing to the employee's supervisor and the General Counsel. The General Counsel will consult with the  
9 supervisor and make a recommendation to the PMA Executive Director or the Stated Clerk, as appropriate.  
10 Those officers provide the final decision on any employee conflict of interest matters. Conflict of interest  
11 disclosures, reports, or questions related to activities of the Stated Clerk of the General Assembly and/or the  
12 Executive Director of the Presbyterian Mission Agency are submitted in writing to the General Counsel who  
13 will submit for decision to their respective elected bodies (COGA Coordinating Committee or the PMA Board  
14 Executive Committee).

15 3. **Confidentiality of PMA/OGA Information.** Employees shall not disclose information about the PMA/OGA that is  
16 not known outside of the PMA/OGA or is not known by public means. Of course, it is within the duties of some  
17 employees to share PMA/OGA information with other parts of the PCUSA, related entities, and the public.  
18 Employee questions should be posed to the supervisor. If the supervisor needs assistance, the General Counsel  
19 should be consulted by the supervisor.  
20

21 4. **Transactions, Reporting, and Document Retention.** Each employee has a duty to prepare, process, maintain, and  
22 report complete, accurate, and timely records pertaining to their role, including, but not limited to, journal entries,  
23 expense reports, disbursement requests, time reports, and payroll transactions. This also includes safeguarding all  
24 physical, financial, informational, and other PMA/OGA assets and records. Employees shall comply with the  
25 Records Retention Schedule of the Office of the General Assembly's Department of History and related schedules  
26 as part of the normal course of business and use the schedules in a consistent and accountable manner for both  
27 records retention and destruction purposes. See [www.history.pcusa.org/national/schedules.html](http://www.history.pcusa.org/national/schedules.html). Also see the  
28 Electronic Records Policy for PMA and OGA (anticipated release in 2007). Any document relevant to actual or  
29 anticipated internal investigations, legal proceedings or governmental investigations (civil or criminal) must not be  
30 destroyed and must be preserved in a manner that would ease accessibility and retrievability. In addition, no  
31 undisclosed or unrecorded fund or asset will be established, and no artificial or false entries will be made in the  
32 financial or other records of the PMA/OGA.

33 5. **Duty to Disclose/Whistleblower Policy.** Employees have a duty to report violations of this Ethics Policy, whether  
34 the violation is by themselves or by another. This includes, but is not limited to, financial, accounting, or auditing  
35 irregularities. See Attachment 2 for Self-reports. See Attachment 3 for Whistleblower Reports concerning others.  
36 See Attachment 4 for Procedures for processing a whistleblower report. Likewise, concerns about the appearance  
37 or the possibility of violations should be reported. Care must always be taken to be factual and objective.  
38 Violations shall be reported promptly in writing to the General Counsel, and may be reported anonymously.  
39 **Anonymous whistleblower reports can also be made by calling the hotline at (888) 236-6877 or by submitting**  
40 **a report at [www.ethicspoint.com](http://www.ethicspoint.com).** An anonymous whistleblower report must include sufficient corroborating  
41 evidence to justify initiating an investigation. (If the alleged violation involves the General Counsel or one of her  
42 staff members, it should be reported to the Internal Auditor.)

43 a. **No Retaliation.** There shall be no retaliation for good faith complaints, reports, for participation in an  
44 investigation or for providing truthful information relating to an alleged violation of this Ethics Policy. In  
45 addition, there will be no retaliation where an employee makes a good faith report of the commission or  
46 possible commission of any criminal offense to a law enforcement officer. Employees are protected even if the

- 1           allegations are mistaken or unsubstantiated, as long as the employee reasonably believes the reported conduct  
2           constitutes a violation of the Ethics Policy. One who makes a claim or report under this Whistleblower Policy  
3           in bad faith, or knows or has reason to know that such claim or report is false or materially inaccurate may be  
4           subject to disciplinary sanctions.
- 5           b. **Confidentiality of Investigation.** Reports under this Whistleblower Policy will be treated confidentially with  
6           disclosures made on a need-to-know basis only to those directly involved in the investigation of the reported  
7           concern. To the extent possible within the limitations of law, policy, and the need to conduct a competent  
8           investigation, confidentiality will be maintained.
- 9           6. **Violations.** Violation or noncompliance with this Ethics Policy may result in discipline, including termination of  
10          employment under the employee handbook of the respective entity.
- 11          7. **Amendments.** The Ethics Policy may be amended from time to time. In consultation with the General Counsel, the  
12          PMA Executive Director and the Stated Clerk (as appropriate) are authorized to make reasonable and necessary  
13          changes to this Ethics Policy. Substantive changes must be reported back to the elected body approving this Ethics  
14          Policy. Editorial changes need not be reported back.
- 15          8. **Designees.** Where this Ethics Policy assigns a duty to a particular officer or staff position, that officer or staff  
16          position may use a designee to complete the duties.
- 17          9. **No Waiver by PMA/OGA.** Nothing in this Ethics Policy shall be construed to waive any claim, assertion or defense  
18          of the PMA/OGA to exemption or exclusion from applicability of a statute and/or regulation or lack of jurisdiction  
19          of a civil court or governmental agency.
- 20          10. **Training.** Trainings to familiarize the staff with this Ethics Policy and its related forms and procedures will be  
21          conducted for PMA/OGA staffs by the Legal Services Office as frequently as deemed necessary by the Executive  
22          Director of the PMA and the Stated Clerk, as appropriate. Each member of the PMA/OGA staffs will be required to  
23          attend such trainings.

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ATTACHMENT 1

**Annual Ethics Policy Representation by Employee  
(Annual Report)**

*This form is to be completed annually and signed by all employees of the PMA/OGA. Upon completion, send it to the General Counsel.*

- I acknowledge I have received a copy of the Ethics Policy for Employees of the PMA and OGA (*Ethics Policy*).
- I understand it is my responsibility to read and comply with the Ethics Policy and any revisions made to it.
- I understand:
  - I am subject to the Ethics Policy and am required to comply with it.
  - Any employees under my supervision are also subject to the Ethics Policy and I am responsible for *ensuring those employees are aware of the Ethics Policy and attend related trainings.*
  - I am responsible for reporting immediately in writing any possible violation of the Ethics Policy that involves me, is reported to me, or that I observe.
  - I am responsible for reporting immediately in writing any whistleblower reports I receive under the Ethics Policy, as well as any other violations of the Ethics Policy I observe.

Initial all of the following statements that apply:

\_\_\_ I am not aware of any violations of the Ethics Policy that involve me or that I have observed in regards to other employees or elected or appointed members.

\_\_\_ No employee has submitted a whistleblower report or self-report to me that I have not reported already to the General Counsel.

\_\_\_ I am aware of a possible violation of the Ethics Policy that involves me or that I have observed in regards to other employees or by elected or appointed members. By submitting the information immediately below, I am reporting the alleged violation.

Name of persons(s) with the possible violation: \_\_\_\_\_.

Facts of the possible violation:

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ATTACHMENT 2

**Report of Ethics Policy question, violation, or possible violation in regards to the reporting employee**

**(Question/Self-report)**

*This form is to be completed, signed, and sent to the employee’s supervisor and the General Counsel. It is important to report questions promptly. Generally, an employee’s supervisor and the General Counsel will consult with the employee to resolve the conflict of interest, if any.*

I am aware of a possible violation of the Ethics Policy that involves me or I have a question about the Ethics Policy as it involves me.

1. Employee name: \_\_\_\_\_

2. Facts about the employee’s possible violation or the question presented:

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3. Date the employee became aware of the possible violation or question: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print name: \_\_\_\_\_

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ATTACHMENT 3

**Whistleblower Report of possible Ethics Policy violation in regards to another employee, elected member, or organization**

*This form is to be completed, signed (unless submitted anonymously), and sent to the General Counsel.*

*Anonymous whistleblower reports can also be made by calling the hotline at (888) 236-6877 or submitting a report at [www.ethicspoint.com](http://www.ethicspoint.com). An anonymous whistleblower report must include sufficient corroborating evidence to justify initiating an investigation.*

I am aware of a possible violation of the Ethics Policy that involves another employee, an elected member, or an organization.

1. Name of person(s) involved:

\_\_\_\_\_

2. Name of organization(s) involved:

\_\_\_\_\_

3. Facts about the possible violation:

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4. Date the employee became aware of the possible violation: \_\_\_\_\_

**(DO NOT SIGN BELOW IF SUBMITTING ANONYMOUSLY)**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print name: \_\_\_\_\_



## ATTACHMENT 4

**Procedures for processing a Whistleblower Report of possible Ethics Policy violation in regards to another employee, elected member, or organization.**

A. All reports under the Whistleblower Policy (See Ethics Policy) shall be submitted in writing promptly to the General Counsel. Anonymous whistleblower reports may be made by calling the hotline at (888) 236-6877 or submitting a report at [www.ethicspoint.com](http://www.ethicspoint.com). An anonymous whistleblower report must include sufficient corroborating evidence to justify initiating an investigation. If the alleged violation involves the General Counsel or one of her staff members, it should be reported to the Internal Auditor. The General Counsel will decide if the reported activity, if confirmed, would be an Ethics Policy violation, a possible violation of a policy or procedure not covered by this Ethics Policy, or a matter to be processed through another avenue, typically supervisor review with a report to the General Counsel. If the General Counsel decides the report will not be processed under this Ethics Policy, the General Counsel will respond to the accuser unless the report was filed anonymously. The General Counsel shall keep a log of all reports received under the Whistleblower Policy. Whether or not an investigation was done, the log will include the resolution of all reports. The log will be available at all times to the Chair of the PMA Board, the Moderator of the COGA and the Chair of the Audit Committee. If the person reporting is simply confused about an issue and how it applies, the General Counsel will ensure clarification is provided by the supervisor or the General Counsel. The supervisor will provide a written response to the employee with a copy to the General Counsel.

B. All other reports shall be initially reviewed by a three-person committee (Investigative Committee) comprised of the General Counsel, the Internal Auditor, and a third person appointed by the PMA Executive Director or Stated Clerk (as appropriate). The Investigative Committee will first determine whether or not an investigation is warranted. If it is not, the Investigative Committee shall so report. If an investigation is warranted, the Investigative Committee shall proceed as set forth below.

C. The following processes shall apply to an investigation conducted by the Investigative Committee:

1. If the report alleges a violation by PMA employees, then the PMA Executive Director shall be notified an investigation has commenced. If the report alleges a violation by OGA employees, then the Stated Clerk shall be notified an investigation has commenced. If the report alleges a violation by either of these officers, then the Chair of the PMA Board or the Moderator of COGA, as appropriate, shall be notified an investigation has commenced.

2. If the report alleges a violation by an elected member, then the chair of the body and the PMA Executive Director or the Stated Clerk (as appropriate) shall be notified an investigation has commenced. If the report alleges a violation by the chair/moderator of the body, then the vice-chair and the PMA Executive Director or Stated Clerk (as appropriate) shall be notified an investigation has commenced.

3. The Investigative Committee shall be allowed to retain the services of experts it may need to conduct a reasonably thorough investigation.

4. The Investigative Committee may recommend administrative leave for the accused, the accuser, or others while the investigation is in process.

5. The Investigative Committee will promptly conduct its work. The typical investigation will include the following steps:

a. Interview all parties involved with relevant knowledge, including but not limited to the accuser and the accused (if possible). Secure and review any relevant documents or other communications (if available and appropriate).

b. Determine if there is a potential for risk to persons or property. If there is a potential risk, take reasonable measures as appropriate to protect employees and property.

1           c.       Complete a written report of its findings and recommendations (including employee discipline or  
2 discharge). The Investigative Committee will provide a copy of its report (including all relevant documents) to the  
3 Audit Committee. At the same time the report is submitted to the Audit Committee, copies will be provided to the  
4 accused and the accuser. The PMA Executive Director or Stated Clerk (as appropriate) will also receive a copy.  
5 Generally, the accused and accuser will have seven business days to submit written comments to the Audit Committee  
6 in response to the Investigative Committee's written report. The Chair of the Audit Committee may extend this period if  
7 such an extension is reasonably necessary.

8           d.       All employees are required to fully cooperate with these investigations and shall not be retaliated  
9 against by supervisors or anyone for cooperating and participating in the investigation.

10         6.       The Audit Committee shall consider all the submissions promptly and reach a conclusion. The Audit  
11 Committee's conclusions shall be final and not subject to appeal. While the Audit Committee does not have the  
12 authority to discipline or discharge PMA/OGA employees, its conclusions may include recommendations in that regard.  
13 Management shall give great weight to the conclusion and recommendations of the Audit Committee. The Audit  
14 Committee shall make a full report of the matter to the PMA Board Executive Committee and the Executive Director or  
15 the COGA Coordinating Committee and the Stated Clerk (as appropriate). The PMA Board Executive Committee or  
16 COGA Coordinating Committee receives the report, and does not take further action other than to follow up with the  
17 PMA Executive Director or Stated Clerk to ensure appropriate action was taken. An employee who has received a  
18 disciplinary action (including employment termination) may appeal that action via the process set out in the applicable  
19 employee handbook.

20         7.       PMA/OGA will ensure that whistleblower reports under this Ethics Policy by an employee are dealt with  
21 impartially and confidentially. To that end, information will only be shared on a need-to-know basis so as to fulfill the  
22 process. Any employee who violates the confidentiality of this process shall be subject to disciplinary action, including  
23 employment termination.

24         8.       PMA/OGA prohibit retaliation, including but not limited to making any threatening communication by verbal,  
25 written, or electronic means, against any employee who reports in good faith or provides any information concerning  
26 violations of the Ethics Policy or applicable state or federal laws or who provides truthful information relating to the  
27 commission or possible commission of any criminal offense to a law enforcement officer. PMA/OGA will not discharge  
28 or discriminate against any employee with respect to compensation, terms conditions, or privileges of employment  
29 because the employee in good faith (or any person acting pursuant to the request of the employee) reports, discloses,  
30 testifies, or otherwise informs PMA/OGA, pursuant to the Whistleblower Policy, of a violation by any employee,  
31 elected member, or organization.

32         9.       Any employee found engaging in retaliation will be subject to disciplinary action, including termination of  
33 employment. Any elected member found engaging in retaliation will be subject to discipline by the PMA or OGA (as  
34 appropriate).

**APPENDIX 7**

**Procedures to Follow When a Presbyterian Mission Agency Executive Director or Deputy Executive Director Vacancy Occurs**

**I. Executive Director**

When an Executive Director announces the intention to retire, resign, not be available for another term, or there is an unexpected vacancy, the following process shall be followed:

**A. Resignation Procedures**

1. The chair of the Board confers with the Presbyterian Mission Agency Board Executive Committee regarding next steps.
2. The decision is announced on a schedule agreed to by the Executive Director and the Presbyterian Mission Agency Board Executive Committee.
3. The Executive Committee, and other such persons as may be deemed necessary, shall conduct an exit interview with the Executive Director.

**B. Unexpected Vacancy**

The chair of the Board contacts the Executive Committee and together they will take all steps deemed necessary in regard to temporary leadership of the Presbyterian Mission Agency. These actions shall be binding until the next meeting of Presbyterian Mission Agency Board.

**C. Interim Procedures**

1. The chair of the Board will meet with the staff of the Office of the Executive Director and the Leadership Cabinet to explain procedures, hear concerns, answer questions, and seek their suggestions.
2. The Executive Committee in consultation with appropriate persons, determines the need for an Interim Executive Director, begins the selection process if it is determined that an Interim Executive Director is needed, and recommends an Interim Executive Director to the Presbyterian Mission Agency Board Executive Committee for appointment. An Interim Executive Director cannot be called to be the next Executive Director unless a full inclusive search was conducted for the interim.

**D. Search Procedures**

1. A search committee composed of seven members of the Board shall be elected by the Board. The Presbyterian Mission Agency Board Nominating and Governance Subcommittee shall nominate the membership of the committee, including a chair, representative of the diversity of the Board.
2. In order for the General Assembly Committee on Representation to carry out its assigned functions, G-3.0103, a representative of the committee may participate in meetings of special committees elected by the General Assembly or the Presbyterian Mission Agency Board to select nominees for Executive Director during discussions of the position description, advertising, and interview procedures. Discussions of the qualifications of individual candidates and interviews of candidates shall be closed to members of the Committee on Representation unless invited as provided in section 3.(a & c) of the Open Meeting Policy (refer to Appendix 4A).

3. When the candidate for Executive Director is being nominated to the Presbyterian Mission Agency Board for election, the Board shall be provided with the following:
  - a. a brief biographical sketch;
  - b. a personal statement of faith;
  - c. reason(s) candidate is deemed to be suitable for the position;
  - d. the candidate's goals for the term of office.
4. The search, nomination, election, and confirmation proceeds as per the Organization for Mission: "the Executive Director of the Presbyterian Mission Agency shall be elected by the Board, subject to confirmation by the General Assembly." The search, nomination, election, and confirmation shall be guided by the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Upon election, the Executive Director serves with the full authority of the office until confirmed by the next General Assembly. (Organization for Mission, Section V.G.)

## **II. Deputy Executive Directors**

- A. Deputy Executive Directors are selected and hired by the Executive Director, using a search committee that includes elected members of the Presbyterian Mission Agency Board and subject to a confirmation vote by the Presbyterian Mission Agency Board. Deputy Executive Directors do not have a term.
- B. When the Deputy Executive Director is being submitted to the Presbyterian Mission Agency Board for confirmation, the Presbyterian Mission Agency Board shall be provided with the following:
  1. a brief biographical sketch;
  2. a personal statement of faith;
  3. reason(s) the individual is deemed to be suitable for the position;
- C. If a vacancy in a Deputy Executive Director position occurs and the Executive Director desires to fill the position on an interim basis, the position will be filled subject to a confirmation vote by the Presbyterian Mission Agency Board Executive Committee. An interim Deputy Executive Director cannot be hired to be the next Deputy Executive Director unless a full, inclusive search was conducted for the interim.

**APPENDIX 8****Comprehensive Performance Review Processes for the Executive Director of the Presbyterian Mission Agency****I. Introduction**

The purpose of all performance reviews described in these processes is to discuss, share, and assess goals, performance, successes, and challenges related to the work of the Executive Director (“ED”). The Executive Committee will conduct the annual reviews of the ED described in these Processes during any four-year term of each ED. The Executive Committee may conduct these performance reviews or may appoint a subcommittee of its members. In either instance, the review shall be led in that process by the vice-chair of the Presbyterian Mission Agency Board. For purposes of these Processes, “EC” means either the Executive Committee or a subcommittee of the EC members, unless specified otherwise. Suggested deadlines for the processes described below are attached in the Guidelines at Attachment A.

**II. First and Third-Year Performance Reviews****A. Purpose of the Reviews**

1. The purpose of a first-year performance review is to provide support for the newly elected or newly re-appointed ED, to correct any perceived missteps, to identify potential problems, to celebrate accomplishments, to listen to and identify potential issues, and to set goals for the second year of the term.
2. The purpose of the third-year performance review is to discuss and share successes and challenges, goals and performance related to the work of the ED. A particular goal of the third-year review is to evaluate the ED’s eligibility and willingness to serve for an additional four-year term.

**B. Process:**

1. The ED will provide to the EC a self-evaluation at least forty-five (45) days prior to the date set for the EC to meet with the ED to discuss his/her annual evaluation.
2. In preparing the annual evaluation, the Executive Committee (EC) will solicit comments and input from Presbyterian Mission Agency Board elected members, in addition to selected Presbyterian Mission Agency staff, mid council executives and clerks, and chief administrative officers of other GA agencies and corporations. All input that is received prior to the announced deadline will be considered.
3. A confidential written summary of the evaluation with goals and objectives shall be prepared by the vice-chair of the Presbyterian Mission Agency Board, who will meet with the ED to discuss it. Both the vice-chair and the ED will sign the summary and it will be placed in the ED’s personnel file.
4. A summary of the evaluation shall be presented to the Presbyterian Mission Agency Board in closed session during the Board’s next regular meeting.

**III. Second-Year and Fourth-Year Performance Reviews****A. Purpose of the Reviews**

1. The purpose of the second-year performance review is to build on the previous year’s experience,

to provide constructive support, to strengthen partnerships and to plan for the next two (2) years. This mid-term review provides an opportunity for selected individuals to comment on performance strengths and weaknesses, progress made in meeting goals, and any desirable mid-course corrections.

2. The purpose of the fourth-year review is to evaluate the performance of the entire four-year term and to prepare for the next term.
- B. Process:
1. The EC shall develop review instruments which shall contain questions and areas of inquiry targeted to each specific group identified in paragraph 2, below. The instruments shall be available to the ED and the EC three (3) months prior to the review date and before they are sent to those who are selected to respond to them. The EC may select a subcommittee chaired by the vice-chair of the Presbyterian Mission Agency Board to create the review instruments even if the full EC will conduct the annual review of the ED.
  2. Participants in the review process shall include all Presbyterian Mission Agency Board members, the Moderator of the General Assembly, and a random selection of persons in the following categories:
    - a. Presbyterian Mission Agency staff (both exempt and nonexempt);
    - b. Mid council executives and clerks; and
    - c. The chief administrative officers of the other General Assembly agencies and corporations.
  3. Comments in response to the review instruments shall be shared in summary with the ED during the annual review meeting; however, the names of the persons making comments shall be held in confidence by the EC.
  4. The ED shall submit to the EC a written self-evaluation at least forty-five (45) days prior to the EC's final review meeting with the ED, noting the following:
    - a. For the second-year review the self-evaluation shall include goals and objectives for the remaining two (2) years of the term.
    - b. For the fourth-year review the evaluation shall include goals and objectives for the next four-year term, if appropriate and warranted.
  5. The results of the second-year review shall be shared by the EC in a face-to-face interview with the ED at or before the summer EC retreat. A summary of the review shall be presented to the Presbyterian Mission Agency Board in closed session at the Board's next regular meeting.
  6. The results of the fourth-year review shall be shared by the EC in a face-to-face interview with the ED at or before the spring Presbyterian Mission Agency Board meeting. A summary of the review shall be presented to the Presbyterian Mission Agency Board in closed session at the spring Board meeting. The Presbyterian Mission Agency Board will vote whether or not to elect the ED to an additional four-year term and, if it votes in favor election, the Board will send the action forward to the General Assembly by or before the forty-five (45) day General Assembly Standing Rule deadline.
  7. A confidential written summary of the review with goals and objectives shall be prepared by the vice-chair of the Presbyterian Mission Agency Board. Both the vice-chair of the Presbyterian Mission Agency Board and the ED will sign the summary and it will be placed in the ED's personnel file.

**IV. Exit Interview**

When an Executive Director leaves the position, the EC will conduct an exit interview. (See Appendix 7)

**Attachment A**

The Executive Director’s Annual Review Process begins the year following the General Assembly and continues yearly through the four-year term. For example, following the 219th General Assembly (2010), the first annual review would take place in July 2011 at the Executive Committee Retreat; second year (or mid-term) review – July 2012; third year review – July 2013; and fourth year (or end-of-term) review – in time for the spring meeting of the Presbyterian Mission Agency Board (May 2014).

**GUIDELINES FOR ANNUAL REVIEW PROCESS**

<b>Year 1 of Executive Director’s Term</b>	
45 days before summer Executive Committee Retreat	ED sends self-evaluation to EC or subcommittee of EC for review
End of summer Executive Committee Retreat	Review completed & discussed with ED
1 year after appointment or re-appointment of ED	
Fall Presbyterian Mission Agency Board Meeting	Summary of ED’s evaluation presented to Presbyterian Mission Agency Board
<b>Year 2 of Executive Director’s Term (mid-term)</b>	
3 months before the summer Executive Committee Retreat	Review instruments made available to ED and to EC or subcommittee of EC for review
45 days before summer Executive Committee Retreat	ED sends self-evaluation to EC or subcommittee of EC for review
End of summer Executive Committee Retreat	Review completed & discussed with ED
Fall Presbyterian Mission Agency Board Meeting	Summary of ED’s evaluation presented to Presbyterian Mission Agency Board
<b>Year 3 of Executive Director’s Term</b>	
45 days before summer Executive Committee Retreat	ED sends self-evaluation to EC or subcommittee of EC for review
End of summer Executive Committee Retreat	Review completed & discussed with ED
Fall Presbyterian Mission Agency Board Meeting	Summary of ED’s evaluation presented to the Presbyterian Mission Agency Board
<b>Year 4 of Executive Director’s Term (end-of-term)</b>	
3 months before spring Presbyterian Mission Agency Board meeting	Review instruments made available to ED and to EC or subcommittee of EC for review
45 days before spring Presbyterian Mission Agency Board meeting	ED sends self-evaluation to EC or subcommittee of EC for review
Spring Presbyterian Mission Agency Board meeting	Review completed & discussed with ED. Summary of ED’s evaluation presented to the Presbyterian Mission Agency Board. The Presbyterian Mission Agency Board takes action regarding the election of the ED and, if elected, sends action forward to GA by 45-day General Assembly Standing Rule deadline
Summer GA meeting	GA votes on concurring with the Presbyterian Mission Agency Board action



**APPENDIX 9**

**Guidelines for Joint Meetings of the Committee on the Office of the  
General Assembly and the Presbyterian Mission Agency Board Executive Committee**

**I. Scheduling and Format**

- A. The joint meeting shall be comprised of the members of the full Committee on the Office of the General Assembly (COGA) and the Executive Committee of the Presbyterian Mission Agency Board.
- B. The responsibility to schedule the date and prepare the agenda will be determined together by the COGA moderator, the Presbyterian Mission Agency Board chair, the Executive Director of the Presbyterian Mission Agency and the Stated Clerk. They also shall determine which staff will be present.
- C. The moderator of COGA and the chair of the Presbyterian Mission Agency Board will co-moderate the meeting. The moderator of COGA will ensure that minutes are taken and distributed in a timely manner. The Presbyterian Mission Agency Board shall be responsible for logistical details.
- D. The meeting shall be held annually.
- E. The need for additional meetings shall be determined and called as agreed upon by the Presbyterian Mission Agency Board chair and the COGA moderator.
- F. The joint meetings primarily should be a time of dialogue about mutual concerns and of input to the deliberative process.
- G. Each meeting should begin with a time of “getting to know you” and community building; at the least, each meeting should include some time in a less formal setting, such as where people are NOT seated at tables.

**II. Topics for Discussion**

- A. Emerging issues in the church and General Assembly
- B. Significant work for the coming twelve months
- C. Reflection and evaluation of the last General Assembly and early planning or brainstorming for the next General Assembly
- D. Discussion of future themes for General Assembly
- E. Progress reports and input on the work of any joint work groups

**III. Approval**

Once the guidelines have been approved by both the executive committees (at separate meetings), they shall be in effect until modified or rescinded. These guidelines shall be reported to the full Presbyterian Mission Agency Board and COGA and shall be placed in their respective manuals.



## APPENDIX 10

**General Assembly Per Capita Apportionment****I. Description of Per Capita**

In order to give meaning to the interdependent nature of Presbyterian polity, per capita is the responsible way of sharing the costs that equitably belong to the whole Presbyterian Church community expressing the essential unity of the church. The payment of per capita apportionment can be seen as a sign of healthy relationships within the church, giving tangible witness to the unity and wholeness promised to us in Jesus Christ.

The General Assembly per capita apportionment can be documented historically in the Presbyterian Church since the mid-1800s when a plan of mileage was adopted by the General Assembly in order to defray the expenses of commissioners attending meetings of the General Assembly. Over the ensuing years, per capita has been defined in various documents and reports as being used to fund ecclesiastical and administrative functions. The costs of these functions are appropriately shared by the whole church.

The chronology of per capita development in the twentieth century shows that General Assemblies took action to expand the spectrum of functions that the General Assembly per capita finances. Beginning in the early 1920s, the General Assembly voted to enlarge the office of the General Assembly to include various program departments that served the whole church. In the process, the General Assembly agreed to finance related administrative expenses through the General Assembly per capita apportionment. The planning, coordination, and review of mission were included in the former United Presbyterian Church in the United States of America in 1973, and this has been assembly policy for the reunited church since 1983.

**II. Definition**

Per capita is an opportunity for all communicant members of the Presbyterian Church through the councils to participate equally, responsibly, and interdependently by sharing the cost of coordination and evaluation of mission as well as the cost of performing ecclesiastical, legislative, and judicial functions that identify a Reformed church, while at the same time strengthening the sense of community among all Presbyterians.

**III. Per Capita Budget Funding**Office of the General Assembly

- General Assembly Meeting
- Office of the General Assembly
- Ecumenical participation
- Department of History
- Fair share of mission support expenses

Presbyterian Mission Agency Board

- Presbyterian Mission Agency Board Meetings
- Administration, planning, coordination of the Presbyterian Mission Agency
- Work of the Advocacy and Advisory Committees
- Communications
- Fair share of mission support expenses

**IV. Procedures for Per Capita Budget**

## A. General Assembly Per Capita Budget

1. The Committee on the Office of the General Assembly (COGA) and the Presbyterian Mission Agency Board have joint responsibility for submitting to the General Assembly a budget to be supported by per capita. They also will submit an analysis of income supporting the budget and

will recommend a per capita rate. The analysis will include anticipated receipts from per capita, an itemized estimate of all revenues anticipated from other sources, and the type and amount of funds on hand.

2. A Joint Budget Table will be convened on the call of either COGA or the Presbyterian Mission Agency Board to make recommendations on unresolved matters.

B. Provision for a Joint Budget Table

1. The Joint Budget Table, consisting of equal representation from the Presbyterian Mission Agency Board and the Committee on the Office of the General Assembly (COGA), will consider unresolved matters related to the per capita budgets and will recommend resolution to their respective bodies.
2. When COGA and the Presbyterian Mission Agency Board approve the budget and the per capita rate as recommended by the Joint Budget Table, COGA and the Presbyterian Mission Agency Board will submit jointly the budget and apportionment rate to the General Assembly. If agreement is not reached on particular issues, the report to the General Assembly will articulate the respective position of the two bodies.
3. When necessary, the Joint Budget Table may recommend revisions to the total approved per capita budget. Revisions must be approved by both bodies.
4. Any revisions increasing the total budget funded by the per capita will be recommended by the Joint Budget Table to COGA and the Presbyterian Mission Agency Board for approval. This increase cannot exceed three (3) percent of the total budget.

**APPENDIX 11**

**Policy and Procedures for Submitting Changes to the  
Presbyterian Mission Agency Manual of Operations**

**I. Purpose of this Policy**

The purpose of this policy is to provide for consistency among the manuals of the committees accountable to the Presbyterian Mission Agency Board and consistency of all manual of operations with the current *Presbyterian Mission Agency Manual of Operations*, the *Organization for Mission of the Presbyterian Church (U.S.A.)*, and any other pertinent documents.

**II. Policy and Procedures**

- A. Individual Presbyterian Mission Agency Board members may submit proposed changes to the Presbyterian Mission Agency Manual of Operations in writing to the Board Chair a minimum of one (1) month prior to a Presbyterian Mission Agency Board meeting.
- B. The Committee of the Office of the General Assembly (COGA) shall submit its substantial\* proposed changes to the Presbyterian Mission Agency Manual of Operations through its own customary process.
- C. The Board Chair shall respond to submissions a minimum of two (2) weeks prior to a Presbyterian Mission Agency Board meeting, and the Executive Committee may recommend changes to the Presbyterian Mission Agency Board.
- D. The Advisory Committee on Social Witness Policy (ACSWP), and the Advocacy Committee for Racial Ethnic Concerns (ACREC), which are accountable to the Presbyterian Mission Agency Board, shall submit substantial\* proposed changes to its manual of operations to the Presbyterian Mission Agency Board, through the Presbyterian Mission Agency Board Executive Committee, following customary procedures, for adoption or rejection.

**III. Approval Process**

The Presbyterian Mission Agency Board may change those appendices to the Manual of Operations that are within its purview following a first reading, which may be electronic, followed by adoption at a subsequent plenary session. First reading and action may take place during the same session of the Presbyterian Mission Agency Board. The Presbyterian Mission Agency Board Executive Committee shall submit a written report of changes to the appendices to the next General Assembly.

Changes to the Manual of Operations, Sections I through VI, and Appendix 4 require the approval of the General Assembly. Changes to Appendices 6, 9 and 10 require the approval of both the Presbyterian Mission Agency Board and COGA.

\* “Substantial” changes are defined as non-editorial changes that alter the organization or functioning of the named entity.



## **APPENDIX 12**

### **Program Evaluation Process**

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

The following data will be gathered to complete the evaluation:

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

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

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

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

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

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





## APPENDIX 13

**Gift Acceptance Policy  
Presbyterian Mission Agency****I. Mission of Organization**

The Presbyterian Mission Agency is the body of the Presbyterian Church (U.S.A.) which is responsible to lead and coordinate the total mission program of the General Assembly. The Presbyterian Mission Agency cultivates, attracts, receives and disburses funds from donors to serve Christ's mission. Presbyterian Mission Agency core values are collaboration, accountability, responsiveness, and excellence. The Presbyterian Mission Agency operates through the General Assembly's principal corporation, Presbyterian Church (U.S.A.), A Corporation ("PC(USA)").

**II. Purpose of Policy**

The purpose of this gift acceptance policy ("Policy") is to define and communicate with donors the types of gifts that the Presbyterian Mission Agency is able to accept and administer and to be transparent with donors regarding the uses of their gifts.

**III. Donor's use of legal counsel**

PC(USA) does not provide personal legal, financial or other professional advice to donors or prospective donors (collectively referred to as "Donors"). Donors are strongly encouraged to seek the assistance of their own professional advisors in matters related to their gifts and the resulting tax and estate planning consequences.

**IV. PC(USA) use of legal counsel**

PC(USA) seeks the advice of outside legal counsel as its Office of Legal Services deems appropriate on matters relating to acceptance of gifts.

**V. Gift Restrictions**

Your gift will be used for the purpose presented by the Presbyterian Mission Agency unless the project becomes over-subscribed, impracticable, impossible, illegal or inappropriate to the mission of the Presbyterian Mission Agency. In those cases, your donation will be used to support a similar ministry or held to support the same ministry in a future year. This is done so that your donation will support ministry where it is needed most and your gift will have the biggest impact.

**VI. Types and forms of gifts that the organization will accept**

The Presbyterian Mission Agency is thankful for the many ways that donors give to support the work of Jesus Christ in this broken world.

Acceptable gifts include:

- **Cash** (Cash, Checks, Wire Transfers, and Credit Cards)
- **Marketable Securities:** Marketable securities will be sold as soon as possible after acceptance. The PC(USA) can receive securities, including mutual fund shares (1) in certificate form, (2) via direct transfer from brokerage accounts, or (3) from direct purchase stock plans.

In some circumstances, and only with pre-approval, the PC(USA) may also accept non-traditional assets. These assets can only be accepted if there is an expectation that they can be converted into cash within a reasonable amount of time. Gifts with inappropriate restrictions—those which are not in the best interest of the PC(USA)—shall not be accepted.

Gifts of non-traditional assets may be facilitated through the Presbyterian Church (U.S.A.) Foundation. Acceptable non-traditional assets might include:

- Tangible Property (only if there is no storage or insurance cost and the property is easily liquidated)
- Real Estate (a review will be made of marketability, environmental risks and any limitations or encumbrances on the title. The costs associated with the conveyance and delivery of the gift, including, but not limited to recording fees, inspection fees, current survey, title insurance and/or an attorney's title opinion, will be paid by the Donor or taken from the net proceeds of the sale.)
- Patents or Royalties All gifts must fall within ethical guidelines of the General Assembly of the Presbyterian Church (U.S.A.) and meet all applicable local, state and federal laws and regulations.

## **VII. Reporting Requirements**

Internally, individual program areas and partner agencies will receive a monthly report of receipts in order to recognize and thank Donor activity. Additional internal reports for goal-setting and management purposes will also be produced.

Externally, each Donor will receive an Internal Revenue Service compliant receipt acknowledging their gift. PC(USA) will comply with applicable federal, state, and local law with regard to reporting gifts.

In addition to periodic programmatic reports and the Annual Report, Donors can request detailed information on programmatic emphases supported by their gift.

## **VIII. Adherence to ethical standards**

Presbyterian Mission Agency adheres to the Code of Ethics (<http://www.afpnet.org/files/ContentDocuments/CodeofEthics.pdf>) and Donor Bill of Rights (<http://www.afpnet.org/files/ContentDocuments/Donor%20Bill%20of%20Rights.pdf>) established by the Association of Fundraising Professionals.

## **IX. Gift Acceptance Committee**

The Leadership Cabinet of the Presbyterian Mission Agency shall serve as the Gift Acceptance Committee ("Committee") for purposes related to this Policy. As such the Committee has the authority to handle inquiries, negotiate with donors, assemble documentation, and execute agreements on behalf of PC(USA). Such activities must follow approved procedures, and legal counsel must advise on exceptions to established practice. If these prerequisites are fulfilled, no further review or approval of the Presbyterian Mission Agency Board is required. The Committee may delegate any and all aspects of the Donor inquiry and agreement process to Presbyterian Mission Agency staff. The Committee shall review any and all proposed gifts which constitute an exception to the standards outlined in this Policy as well as all proposed gifts of non-traditional assets. The Committee shall also make recommendations to the Presbyterian Mission Agency Board on gift acceptance issues when appropriate.

## **X. Annual review**

This Policy will be reviewed annually upon collecting feedback from Presbyterian Mission Agency Staff. Changes will be submitted to the Presbyterian Mission Agency Board for approval, through the Board's Executive Committee.

## APPENDIX 14

### Covenant of Understanding

#### Regarding the Role and Relationship of Racial Ethnic Caucuses within the Presbyterian Church (U.S.A.)

Racial Ethnic Caucuses, in varying forms, have been a significant part of the history and ethos of the Presbyterian Church at least since the 1800s. The first known recorded caucus was organized in New York City by black clergy in 1856. The caucus was organized to advocate for racial justice in the church and community, and to maximize black participation in the life and mission of the Presbyterian Church, along with other goals. (Adapted from a paper by Dr. Gayraud S. Wilmore, entitled *The Black Presbyterian Caucuses-Passing on the Heritage* – 1998)

As our church and society became more racially diverse, the development of racial ethnic caucuses increased in the church during the early 1970s to include Asian, Hispanic, Native American, and more recently Middle-Eastern Presbyterians. These caucuses had an advocacy and programmatic role, strengthened by a working relationship with the General Assembly, through its Racial Ethnic Office, as well as other judicatories (now mid councils). In many instances, the Synod was a primary link for the caucuses in relating to and working with their constituencies at the congregational level.

With the continuing changes taking place within the life of the denomination, the racial ethnic caucuses are experiencing a serious sense of having lost both their relationship and a clear role within the church. While the caucuses are related to the General Assembly through the Presbyterian Mission Agency and its Office on Racial Ethnic & Women's Ministries/ Presbyterian Women, there is no clear understanding of what that relationship means and the expectations of that relationship.

Since the reunion in 1983, which created the Presbyterian Church (U.S.A.), there has been a lack of clarity about both the advocacy and missional role of the caucuses and their relationship to the denomination at all levels.

#### PURPOSE OF "THE COVENANT OF UNDERSTANDING"

This "Covenant of Understanding" is an attempt to reestablish a proactive, trusting relationship built upon collaboration, shared beliefs, complementary visions, and mutual respect. It is also the intent of the Covenant to bring clarity to the appropriate role and relationship of racial ethnic caucuses within the PC(USA), particularly with the General Assembly, the Office of the General Assembly, the Presbyterian Mission Agency, and Mid Councils at this time in our changing life together.

It is the desire of the racial ethnic caucuses to partner with the PC(USA) in its commitment to "guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution."

(F-1.0403).

#### BOOK OF ORDER REFERENCES RE: RACIAL ETHNIC CAUCUSES SINCE REUNION

1. **ARTICLES OF AGREEMENT** (*Book of Order 2013-2015*) – Article 8.2 – 8.3 Racial Ethnic Representation, Participation and Organizations – includes the following statement: "Racial ethnic members in the United States (Presbyterians of African, Hispanic, Asian descent and Native Americans) shall be guaranteed full participation and access to representation in the decision-making of the church, and SHALL BE ABLE TO FORM CAUCUSES." 8.2 "Consistent with the principles of diversity and inclusiveness as set forth in 8.2, The General Assembly Council (*now the Presbyterian Mission Agency*) shall consult with and receive input from the racial ethnic caucuses of the church, and shall make provision for the expenses necessary to such consultations. The purpose of such consultation shall include:
  - determining the priorities for assisting racial ethnic churches and ministries,
  - developing a denominational strategy for racial ethnic church development,
  - finding ways to assure the funding and operational needs of schools and other institutions which historically have served Black Americans and other racial ethnic groups." 8.3

## CLARIFYING THE ROLE OF RACIAL ETHNIC CAUCUSES

### A Definition:

The word caucus comes from a Native American verb in the language of the Algonquin nations, which means, “to gather”. Caucuses are entities where people of similar characteristics or concerns come together to affirm their identity and to pursue collective goals.

Racial Ethnic Caucuses in the PC(USA) are support communities seeking to overcome inequalities, injustices, paternalism, and racism while vying for full partnership in the mission of the church. They assume the risk of challenging the church when it fails to heed to the “voices of peoples once silenced” including the poor and oppressed. Racial Ethnic Caucuses are self-determining fellowships, ordinarily created not by official ecclesiastical action but by their own constituencies to whom they are primarily accountable. (Adapted from the article, *The Purpose of Caucuses* by Rev. Helen Locklear, 2003).

### Historic Role of National Caucuses:

The following are historic roles undertaken by racial ethnic caucuses within the Presbyterian Church. Many of these roles continue today though altered based on denominational changes that have occurred since reunion.

1. **Monitoring** – Acting as a conscience of the church, working for racial ethnic / and multi-cultural congregational transformation, and racial justice.
2. **Advocacy** – Acting as an advocate for program development and funding on behalf of related congregations and communities across the denomination which includes: mid councils and other decision making bodies at all levels of the church; matters related to new congregational development and congregational transformation; racial ethnic women, youth, young adults, and matters of justice for all ages; as well as concerns of emerging countries.
3. **Programmatic** – Working with congregations, mid councils and appropriate General Assembly agencies to address congregational concerns, historical research, assisting appropriate entities at all levels of the church regarding recruitment and enlistment of racial ethnic persons interested in ministry vocations, and equipping persons for leadership roles in program areas, councils, and staff positions. (Adapted from article by Rev. Helen Locklear)
4. **Educational** – Serving as a primary resource for enabling all members of the PC(USA), and racial ethnic persons in particular, to better understand and relate to the unique cultural nuances of racial ethnic Presbyterians and their communities in order to be more effective partners in the mission of Jesus Christ.

The caucuses relate to the Presbyterian Mission Agency Board and the General Assembly through the Advocacy Committee for Racial Ethnic Concerns (ACREC), which has direct access to the General Assembly and the Presbyterian Mission Agency Board. ACREC’s primary responsibility is to advocate for policies that impact racial ethnic individuals. ACREC’s mandate does not include programmatic ministries. However, ACREC may advocate for policies related to racial ethnic congregations and communities, which are of major interest and focus for racial ethnic caucuses.

It is understood that the General Assembly’s “Shape and Form” process, approved by the 205th General Assembly (1993), officially assigned to ACREC the advocacy role of the caucuses, as well as the role of monitoring, at the General Assembly level. However, there continues to be an appropriate advocacy role for the caucuses at the mid council level relative to programmatic and community issues which are of concern to constituent congregations related to the caucuses. Some of these issues may not require the advocacy of ACREC because of their local focus.

The five current racial ethnic caucuses (African American, Asian, Hispanic, Middle Eastern, and Native American) select one member from each caucus to be elected to ACREC through the General Assembly Nominating process to serve a four-year term with eligibility for one additional term.

The racial ethnic caucuses are committed and prepared to assist the General Assembly in its constitutional responsibility to “Nurture the covenant community of disciples (G-3.0501c)” which includes the racially diverse congregations who relate to the caucuses.

## PROPOSED RELATIONSHIP OF RACIAL ETHNIC CAUCUSES WITHIN THE PC (USA)

1. Racial Ethnic Caucuses will relate to the General Assembly through the Office of the General Assembly (OGA), the Presbyterian Mission Agency (PMA), and the Advocacy Committee for Racial Ethnic Concerns (ACREC) in matters related to policies that impact racial ethnic individuals.
2. The Presbyterian Mission Agency and the Office of the General Assembly may<sup>11</sup> consult and receive input from the Racial Ethnic Caucuses in matters such as:
  - determining the priorities for assisting racial ethnic churches and ministries,
  - developing a denominational strategy for racial ethnic church development / transformation,
  - determining the future financial support and operational needs of schools and other institutions which historically have served Black Americans and other racial ethnic groups. (*Adapted from Articles of Agreement, Article 8.2-8.3*)

The Presbyterian Mission Agency (PMA), in consultation with the Office of Racial Ethnic & Women’s Ministries / Presbyterian Women, is requested to develop a process that will enable recommendations from caucuses regarding programmatic ministries to be considered by the PMA Board, as appropriate.

3. Mid councils of the church will be encouraged to utilize the consultative resources of racial ethnic caucuses in developing and implementing strategies for mission with racial ethnic congregations and communities, and the recruitment of persons for ministry vocations, with a particular focus on racial ethnic clergywomen.
4. Racial Ethnic Caucuses will continue to be related to the Advocacy Committee for Racial Ethnic Concerns (ACREC) in matters of advocacy.
5. Racial Ethnic Caucuses will continue to be related to Racial Ethnic & Women’s Ministries / ~~Presbyterian Women~~ through the respective Congregational Support Offices in matters consistent with the role of these offices.

In order to help facilitate the assigned task of the Congregational Support Office, it is recommended that all Congregational Support Offices have a functioning Advisory Committee. Each Advisory Committee should consist of at least two members appointed by the respective caucus.

6. In order to develop an ongoing relationship with the Stated Clerk of the General Assembly and the Executive Director of the Presbyterian Mission Agency, the leaders of the five caucuses (chair/moderator/president) will convene for at least two (2) scheduled conference calls with the Stated Clerk and the Executive Director each year. The scheduling of these calls should be held at such times to provide input from the racial ethnic caucus leadership regarding appropriate items going to the General Assembly, or as needed by the caucus leadership or the Stated Clerk / Executive Director.
7. Racial Ethnic Caucus leadership may hold telephone conference calls at least twice each year to maintain good lines of communication between the caucuses. It is encouraged that these calls include the caucus representatives from ACREC to broaden the sharing of information and input. The calls could also serve a preparatory purpose for planning and developing agendas for the conference calls with the Stated Clerk and Executive Director. Staff may be invited to participate on these calls, as appropriate, with the caucus representatives given the prerogative of meeting without staff.

#### **SUGGESTED FUNDING FOR CONSULTATIONS**

1. Funding for consultations requested by an agency of the General Assembly will be provided by the agency.
2. Funding for conference calls with the Stated Clerk and Executive Director will be provided by these offices.
3. Funding for conference calls between the Racial Ethnic Caucuses will be funded by the caucuses.

#### **CONCLUSION**

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<sup>11</sup> By action of the Presbyterian Mission Agency Board on September 19, 2014, “may” is to be interpreted as “will” by the Presbyterian Mission Agency.

The Apostle Paul, writing to the church in Ephesus said, in the words of *The Message*, “(God) handed out gifts . . . to train Christ’s followers in skilled servant work, working within Christ’s body, the church, until we’re all moving rhythmically and easily with each other, efficient and graceful in response to God’s Son . . .” (*Ephesians 4:11-12*)

We believe this proposed Covenant of Understanding will enable racial ethnic caucuses in the Presbyterian Church (U.S.A.):

- to be full contributing partners with the General Assembly and Mid Councils,
- to enrich the life, ministry, and mission of our racial ethnic / multi-cultural congregations and communities, and
- to share our rich gifts, cultures, and commitment to Jesus Christ with the whole church, as together we seek to be “fully mature adults, fully developed within and without, fully alive like Christ”, while faithfully serving God in this time and place. (*Ephesians 4:13*)

## GLOSSARY

**Advisory Committee**—A committee related to an entity or agency of the General Assembly that is formed for the purpose of providing advice, recommendations, information, or counsel to its parent body.

**Advisory Member of the Presbyterian Mission Agency Board**—Advisory members of the Presbyterian Mission Agency Board have voice, but not vote during the Presbyterian Mission Agency Board plenary. They are assigned to a mission committee of the Presbyterian Mission Agency Board and have both voice and vote in committee.

**Advocacy Committee**—A committee related to an entity or agency of the General Assembly that is formed for the purpose of providing and support for a stated cause, constituency, policy, or defined interest through recommendations, advice, counsel, and efforts that endorse, define, or encourage. The committee reports regularly to its parent body and constituency.

**Agency**—An organization, office, operation, or institution that performs or provides a service for the church or one or more of its governing bodies.

**At-large Members of the Presbyterian Mission Agency Board's Finance Committee and Audit Committee**—Each of these committees have at-large members of the committee who are nominated by the General Assembly Nominating Committee from the church-at-large for the purpose of providing appropriate expertise to the committee. They are elected to the committee by the General Assembly for a two-year term, with eligibility for two additional terms. While not members of the Presbyterian Mission Agency Board, they are granted the privilege of the floor during the Presbyterian Mission Agency Board plenary on matters related to their particular expertise.

**Committee**—A group of persons, elected or appointed, with a specified responsibility.

**Committee of Counsel**—A committee proscribed by the *Book of Order* (see D-6.0302) which shall be designated by the Presbyterian Mission Agency Board, an entity of the General Assembly, or a council when it becomes either a complainant or a respondent to a remedial action in front of a Permanent Judicial Commission of the Presbyterian Church (U.S.A.). A Committee of Counsel shall consist of no more than three persons and shall represent that complainant or respondent in the case until final decision is reached in the highest council to which the case is appealed.

**Corresponding Members of the Presbyterian Mission Agency Board**—Corresponding members of the Presbyterian Mission Agency Board attend the Presbyterian Mission Agency Board meetings at the expense of the agency they represent. They have voice but not vote in the Presbyterian Mission Agency Board plenary sessions and in committee. While not assigned to a committee, they may attend any committee meeting that is conducting business of interest to them.

**Council**—A systematic, ordered, and representative gathering of presbyters in one of four levels in the structure and organization of the church that is graduated in authority and inclusiveness and that has specific rights, controls, and powers over either one or many churches. The four councils of the Presbyterian Church (U.S.A.) are the session, presbytery, synod, and General Assembly.

**Deliverance**—The ecclesial action adopted by the Presbyterian Church (U.S.A.) General Assembly to create a corporation. A Deliverance is subordinate only to the PCUSA Constitution. Articles of incorporation and bylaws are the civil law documents related to a Deliverance.

**Entity**—An organized body within the structure of the church that is constituted for a specific purpose, function, or responsibility and that possesses an organizational structure and approved procedures for operation. These include a governing body, council, board, Ministries Division, committee, or commission.

**General Assembly**—The highest and most inclusive council of the Presbyterian Church (U.S.A.), representing the unity of the synod, presbyteries, sessions, and congregations. It is composed of equal numbers of elders and ministers elected from each presbytery in prescribed proportions, has elected officers, and convenes in a stated meeting at least biennially. Its structure and responsibilities are set forth in the *Constitution* of the Presbyterian Church (U.S.A.).

**Joint Budget Table**—The Joint Budget Table is a decision-making body comprising an equal number from the Presbyterian Mission Agency Board and COGA. This body is responsible for deliberating unresolved matters related to the per capita budgets and recommending resolution to their respective bodies. Meetings may be called by either COGA or the Presbyterian Mission Agency Board.

**Liaison**—A person charged with the responsibility for maintaining communication, connection, relations, and linkage between two or more committees, other defined groups, institutions, or offices to promote understanding and ensure cooperation and concerted action.

**Ministries**—Ordering of Presbyterian Mission Agency Board staff responsible for the development, implementation and maintenance of particular mission ministries resulting from the goals and objectives of the current Mission Work Plan.

**Mission Committee**—Ordering of Presbyterian Mission Agency Board elected members for the development and implementation of the goals, objectives, and action plans of the current Mission Work Plan.

**Monitoring**—One of several processes used by the Advocacy Committee on Racial Ethnic Concerns, the Advocacy Committee for Women’s Concerns, and the Advisory Committee on Social Witness Policy in order to observe trends and issues and to gather data for the assessment, analysis, and evaluation of policies and issues prior to advising or advocating.

**Observer**—A delegate to a committee, other defined group, or office who observes for and reports to its parent body, but who does not participate officially in the activities or actions being observed.

**Subcommittee**—A group of people organized to accomplish specific ongoing work which reports regularly to a particular committee and is accountable to that committee.

**Task Force**—Another name for a Work Group.

**Work Group**—A group of persons elected or appointed to do a specific task in a designated time period.



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*C. Affirmative Action and Equal Employment Opportunity Report of Progress*

# 2015 Equal Employment Opportunity/Affirmative Action Workforce Analysis

## Overview

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

At the request of the Office of Human Resources, Research Services handled the collection of data for the Equal Employment Opportunity/Affirmative Action Workforce Analysis for 2014. Based on the success of web-based data collection for previous years, we followed similar procedures for 2014.

The web-based data collection instrument was developed, tested, and deployed by Research Services. A point of contact in each organization or entity was invited by email to provide data for the organization. (The original invitation is included here as Attachment A.) An initial email invitation was sent January 14, 2016. Two reminder emails were sent to all non-responding organizations on January 17 and January 20, 2016. Responses were accepted until January 22, 2016.

## Invited Organizations

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

## Response Rate

Of 211 invited organizations, data were received from 111 organizations, for a response rate of 53%. Attachment B shows organizations that provided their data. Of responding organizations, all (100%) used the web form.

## Results

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

Table 1 (next page) summarizes this information and provides similar data for 2005 for comparison. It is interesting that in all but one category covered by the report, the number of employees has decreased since 2005—in many cases a substantial reduction. The exception is the Presbyterian Investment & Loan Program, which did not increase or decrease between 2005 and 2015. In terms of the percentage of racial-ethnic staff (non-white) and women, there has been little change overall among all PC(USA) staff, but substantial changes within some categories.

**Table 1**  
**Change in Staffing Patterns, 2005 to 2015**

	2005			2015			Change		
	Number of Staff	% Racial- Ethnic	% Women	Number of Staff	% Racial Ethnic	% Women	Number of Staff	% Racial Ethnic	% Women
Board of Pensions.....	191	35%	67%	180	34%	66%	-11	-1%	-1%
Presbyterian Mission Agency.....	464	26%	71%	262	27%	67%	-202	+1%	-4%
Office of the General Assembly.....	68	22%	71%	56	30%	68%	-12	+8%	-3%
Presbyterian Foundation.....	105	21%	62%	61	19%	64%	-44	-2%	+2%
Presbyterian Investment & Loan Program ...	13	8%	69%	13	31%	85%	0	+23%	+16%
Presbyterian Publishing Corporation.....	34	24%	53%	26	23%	69%	-8	-1%	+16%
Hubbard Press .....	16	0%	63%	10	30%	50%	-6	+30%	-13%
Jarvie Commonweal Service .....	15	33%	60%	12	33%	75%	-3	0%	+15%
Conference Centers:									
All reporting (4/2)* .....	186	28%	62%	94	61%	54%	-92	+33%	-8%
Mean per reporting organization .....	46			42			-4		
Presbyteries:									
All reporting (133/91)* .....	1,138	14%	63%	565	13%	58%	-573	-1%	-5%
Mean per reporting organization .....	9			6			-3		
Synods:									
All reporting (12/6)* .....	77	16%	61%	22	14%	59%	-55	-2%	-2%
Mean per reporting organization .....	6			8			+2		
Theological Institutions:									
All reporting (5/4)* .....	488	26%	54%	441	22%	51%	-47	-4%	-3%
Mean per reporting organization .....	98			78			-20		
<b>Total.....</b>	<b>2,795</b>	<b>21%</b>	<b>63%</b>	<b>1,930</b>	<b>24%</b>	<b>61%</b>	<b>-865</b>	<b>+3%</b>	<b>-2%</b>

\*Numbers in parentheses show the number of organizations in the category that reported in 2005 and in 2015. Looking at change when the number of reporting entities has changed could lead to inaccurate conclusions and should be done cautiously.

### Recommendations for the Future

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



Prepared by:  
Research Services  
A Ministry of the Presbyterian Mission Agency  
Presbyterian Church (U.S.A.)  
January 28, 2016

## **Attachment A**

### **Original Email Invitation and Sample Form**

**From: Research Services**

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

The Presbyterian Mission Agency requests your workforce analysis data for the 2015 EEO/AA Workforce Analysis Report (the numbers of full-time and part-time, exempt and non-exempt employees by gender and race/ethnicity for last year). We are **required** to compile and report the Presbyterian Church (U.S.A.) workforce analysis data under the General Assembly's directive and commitment to Equal Employment Opportunity and Affirmative Action (197<sup>th</sup> General Assembly (1985) Minutes, Part 1, Journal, pg. 202, Oversight of Equal Employment Opportunity Implementation, 27.149).

We are compiling this information electronically again this year. Please click on the link below to begin.

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

[Begin](#)

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

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

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

We appreciate your assistance and cooperation.

Lisa Robbins  
Human Resources Director  
Presbyterian Mission Agency

# EEO/AA End-of-Year Report

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

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

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

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

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

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

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

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

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

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



## Definitions for Use in Completing the Form

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

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

### Other Definitions:

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

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

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

Organization: \_\_\_\_\_

Your name: \_\_\_\_\_

Telephone: \_\_\_\_\_

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

**Thank you for your help!**

## Attachment B

### 2015 Equal Employment Opportunity/Affirmative Action Workforce Analysis

#### Responding Presbyteries

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

#### Non-Responding Presbyteries

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

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

### **Responding Synods**

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

### **Non-Responding Synods**

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

### **Responding Theological Institutions**

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

### **Non-Responding Theological Institutions**

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

### **Responding Conference Centers**

Ghost Ranch – Abiquiu	Stony Point Center
-----------------------	--------------------

### **Responding Agencies and Other Organizations**

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

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

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

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

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

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

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

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

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

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

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

1/28/2016

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

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



# Financial Implication Cover Sheet

## Report to the General Assembly

# 2016

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

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

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

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


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

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

a) Please identify the staff member that was consulted.

--

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

a) What Program(s) will be discontinued?

--

b) What additional sources of funding have been identified?

--

**For Assistance Contact**

### Office of the General Assembly

Takiyah Cuyler (215) 928-3885 <a href="mailto:tcuyler@history.pcusa.org">tcuyler@history.pcusa.org</a>	John Wood (215) 928-3896 <a href="mailto:jwood@history.pcusa.org">jwood@history.pcusa.org</a>
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### Presbyterian Mission Agency

Denise Hampton (800) 728-7228 ext. 5575 <a href="mailto:denise.hampton@pcusa.org">denise.hampton@pcusa.org</a>	Andrea McNicol (800) 728-7228 ext. 5555 <a href="mailto:andrea.mcnicol@pcusa.org">andrea.mcnicol@pcusa.org</a>	Cindy Schultz (800) 728-7228 ext. 5541 <a href="mailto:cindy.schultz@pcusa.org">cindy.schultz@pcusa.org</a>
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# Financial Implication Cover Sheet

## Report to the General Assembly

# 2016

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

Report Name -

Agency -  Date -

Contact -

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

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

  
  


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

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a) What Program(s) will be discontinued?

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[tcuyler@history.pcusa.org](mailto:tcuyler@history.pcusa.org)    [jwood@history.pcusa.org](mailto:jwood@history.pcusa.org)

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