

To Be APPROVED: February 2016

**MINUTES OF THE
PRESBYTERIAN MISSION AGENCY BOARD
OF THE
PRESBYTERIAN CHURCH (U.S.A)**

**One Hundred and Third Stated Meeting
Louisville, Kentucky
September 23-25, 2015**

**As Recorded by the Staff of the
Office of the Executive Director of the
Presbyterian Mission Agency
100 Witherspoon Street
Louisville, KY 40202**

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- 5-915 Elect Shinn to the Committee on Theological Education (COTE)
- 6-915 Elect Terpstra to the Presbyterian Women Inc. Board of Directors
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**Minutes of the
PRESBYTERIAN MISSION AGENCY BOARD
PRESBYTERIAN CHURCH (U.S.A.)
September 23-25, 2015**

The one hundred and third stated business meeting of the Presbyterian Mission Agency Board (“Board”) was held on September 23-25, 2015, at the Crowne Plaza Louisville Airport Expo Center in Louisville, Kentucky.

CONVENE The Presbyterian Mission Agency Board convened at 1:08 p.m. in the Coronet Ballroom of the Crowne Plaza Louisville Airport Expo Center in Louisville, Kentucky. Marilyn Gamm, chair of the Presbyterian Mission Agency Board (“the Board”), called the meeting to order with prayer.

Gamm welcomed Carol Winkler, moderator of Presbyterian Women, Inc. and a new member of the Presbyterian Mission Agency Board.

In celebration of Native American Day, members of the Native American Consulting Committee led the Board in opening worship. Gamm led the Board in the recitation of the Board covenant.

ROLL CALL Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. Abraham called the roll by naming the absentees and reporting requests to be excused.

BOARD MEMBERS The following members of the Presbyterian Mission Agency Board were present for all or part of the meeting:
Ruling Elder Marsha Zell Anson, Andrew Barron, Ruling Elder Mary C. Baskin, The Reverend Mark Brainerd, The Reverend Cecil Corbett, The Reverend Harold Delhagen, The Reverend James R. Ephraim, Jr., The Reverend David Ezekiel, Ruling Elder Thomas Fleming, Jr., The Reverend Marilyn Gamm, The Reverend Marci Glass, The Reverend Kenneth Godshall, The Reverend Lindsay Harren-Lewis, The Reverend Chad Herring, Ruling Elder Jeffrey Joe, The Reverend Mihee Kim-Kort, Ruling Elder Regina Meester, The Reverend Joseph Morrow, Ruling Elder Susan Osoinach, The Reverend Neal Presa, Moderator of the General Assembly, Heath Rada, The Reverend Nancy Ramsay, The Reverend Marianne Rhebergen, The Reverend Alice Ridgill, Ruling Elder Noelle Royer, Ruling Elder Melinda Lawrence Sanders, The Reverend David Shinn, Ruling Elder Patsy Smith, Ruling Elder Glen Snider, Ruling Elder Josephene Stewart, The Reverend Wendy Tajima, Ruling Elder Kathy Terpstra, The Reverend Landon Whitsitt, Ruling Elder Carol Winkler, and The Reverend Kevin Yoho

ECUMENICAL The Reverend Vicki Garber

ADVISORY MEMBER

AT-LARGE MEMBERS Ellen Cason, Raul Santiago-Rivera, Kathy Trott, and Richard Allen Turpen.

CORRESPONDING MEMBERS Marc Lewis, Eileen Lindner, Gradye Parsons, Ray Roberts, Frank C. Spencer, Tom Taylor, Flo Watkins, and Raafat Zaki.

LEADERSHIP CABINET Earline Williams, Terri Bate, Kathy Francis, Hunter Farrell, Chip Hardwick, Rhshell Hunter, and Sara Lisherness.

EXECUTIVE DIRECTOR'S OFFICE STAFF Susan Abraham, Martha Clark, Barry Creech, April Davenport, Ruth Gardner, Debbie Gardiner, Teresa Grant, Denise Hayden, Courtney Hoekstra, Michael Kirk, Kathie Lyvers, Lisa Robbins, and Becca Snipp.

OTHER Invited Participants, Guests, Observers, and Staff present for all or part of the time were:
Simone Adams-Andrade, Jeff Arnold, Rebecca Barnes, Michelle Bartel, Shannon Beck, Gregg Brekke, Laura Bryan, Sylvia Carter, Molly Casteel, Sera Chung, Deb Coe, Isaac Curley, Greg Allen-Pickett, Christine Darden, Shawn Ellison, Penny Franklin, Thomas Hay, Chris Iosso, Ruth Farrell, Arlene Gordon, Barry Ensign George, Selma Jackson, Joseph Johnson, Ray Jones, Tamron Keith, Mark Koenig, Laurie Kraus, Sue Krummel, Michal Kruse, Carmen Fowler LaBerge, Jeffrey Lawrence, Joey Lee, William McConnell, Kathy Melvin, Kristena Morse, Danny Murphy, Martha Ross-Mozkater, Emily Odom, Vince Patton, Ann Philbrick, Cristina Pitts, Jason Santos, Paul Seebeck, Leslie Scanlon, Alex Sherman, Valerie Small, Toni Carver Smith, William Somplatsky-Jarman, Melonee Tubb, Rick Ufford-Chase, Sally Watson, Vera White, Bryce Wiebe, Charles Wiley, and Donald R. Wilson.

ACTION 1-915
APPROVE EXCUSED ABSENCES Excuses were offered on behalf of the following persons and, upon motion from the floor, the Board **VOTED** to excuse the following members from the meeting:

- Ruling Elder Marvin Brangan
- The Reverend Gregory Chan
- Ruling Elder Rafael Medina
- Ruling Elder Kears Pollock

QUORUM A quorum was declared present for the transaction of business.

ACTION 2-915
ADOPT AGENDA Jo Stewart highlighted changes that were made by the Executive Committee to the PMAB meeting agenda:

Thursday, September 24, 2015

- Start at 8:00 a.m. (originally scheduled to start at 8:30 a.m.)
- Shorten lunch from 90 minutes to 60 minutes – gaining one

hour.

- End the Cultural Humility training at 4:00 p.m. instead of 5:00 p.m.
- Begin ACREC and ACWC presentations at 4:00 p.m. and end at 4:30 p.m.
- Add closed session with outside counsel from 4:30 p.m. to 5:30 p.m.
- Move the closed session scheduled for Thursday night to Friday morning from 8:50 a.m. to 10:05 a.m.

Friday, September 25, 2015

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

The Board **VOTED** to adopt the amended agenda (**Appendix 1**).

ACTION 3-915
FEBRUARY 2014
BOARD MINUTES

The Board **VOTED** to approve the minutes of the April 2015 stated meeting and the June 1, 2015 called meeting of the Presbyterian Mission Agency Board.

GREETINGS FROM THE MODERATOR

The Moderator of the 221st General Assembly (2014), Heath Rada, addressed the Board. In his address, Rada reported that he had called together a task force to address financial issues facing the Church. The conversation which began with the current status and financial situation of the global mission program led him to announce a Call to the Church for a churchwide conversation (**Appendix 2**).

REPORT OF THE CHAIR

Stewart assumed chair while Gamm gave the chair's report. Gamm's report included:

- her recent appointment as transitional executive presbyter of Riverside Presbytery for the next two years;
- activities following the resignation of the former Executive Director, Linda Valentine;

- Executive Committee retreat in Philadelphia;
- Mid-council meeting that preceded the Big Tent meeting;
- her monthly column, the Great Co-Mission.

**INTERIM EXECUTIVE
DIRECTOR SEARCH
REPORT**

Gamm recapped the process outlined in the *Presbyterian Mission Agency Manual of Operations* for filling a vacant Executive Director position. Gamm thanked Barry Creech and Earline Williams for agreeing to serve as temporary co-managers during the search for an interim Executive Director.

**INTERIM EXECUTIVE
DIRECTOR
ANNOUNCEMENT**

Gamm announced the appointment of Luis Antonio (Tony) De La Rosa as the interim Executive Director of the Presbyterian Mission Agency. De La Rosa will assume this new role effective December 1, 2015.

Following the announcement, De La Rosa was invited to address the Board.

See **Appendix 3** for the Interim Executive Director Search Report.

**NOMINATING AND
GOVERNANCE
SUBCOMMITTEE
REPORT**

Wendy Tajima, chair of the Nominating and Governance Subcommittee, and Marianne Rhebergen, co-chair, presented the report of the subcommittee (**Appendix 4**).

The Presbyterian Mission Agency Board **VOTED** to approve the following recommendations:

**ACTION 4-915
MOUNTAIN RETREAT
ASSOCIATION, INC.
BOARD OF DIRECTORS**

NOMINATE Dean Thompson to serve a second term on the Mountain Retreat Association, Inc. Board of Directors, Class of 2018, and **FORWARD** the nomination to the 222nd General Assembly (2016) for approval.

**ACTION 5-915
COMMITTEE ON
THEOLOGICAL
EDUCATION**

ELECT David Shinn to the Committee on Theological Education (COTE) to fill Nancy Ramsay's unexpired term through February 2017.

**ACTION 6-915
PRESBYTERIAN
WOMEN IN THE
PRESBYTERIAN
CHURCH (U.S.A.), INC.
BOARD OF DIRECTORS**

ELECT Kathy Terpstra to the Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. Board of Directors for the Class of 2018.

**ACTION 7-915
PRESBYTERIAN
CHURCH (U.S.A.)
INVESTMENT AND**

ELECT Ken Godshall to the Presbyterian Church (U.S.A.) Investment and Loan Program (PILP), Inc. Board of Directors until the February 2016 Presbyterian Mission Agency Board meeting.

**LOAN PROGRAM INC.
BOARD OF DIRECTORS**

**ACTION 8-915
EXECUTIVE DIRECTOR
SEARCH COMMITTEE**

ELECT the following individuals to the Presbyterian Mission Agency Executive Director Search Committee. If the search continues beyond June 2016, the current members, including ex-officio members, may remain on the committee whether or not their term on the Board has expired.

NAME	*DIVERSITY			BOARD CLASS
1. Marsha Zell Anson	W	F	R	2018
2. Joseph Morrow	B	M	T	2020
3. Jeffrey Joe (Y)	A	M	R	2020
4. Kears Pollock	W	M	R	2016
5. Wendy Tajima	A	F	T	2016
6. Landon Whitsitt, chair	W	M	T	2016
7. Patsy Smith	B	F	R	2016

Ex-Officio Members

- 1. Presbyterian Mission Agency Board Chair (Marilyn Gamm)**
- 2. Moderator of the General Assembly (Heath Rada)**
- 3. Committee on the Office of the General Assembly (COGA) Representative**

*Information was not included in the recommendation to the Board, but was added for information at the request of the General Assembly Committee on Representation.

RECESS

The Board recessed at 2:48 p.m. with prayer offered by Gamm.

**COMMITTEE
MEETINGS**

The Board met in assigned committees at 3:00 p.m. followed by dinner in the Exhibit Hall.

Thursday, September 24, 2015

RECONVENE

The Presbyterian Mission Agency Board was reconvened with prayer by Gamm at 8:00 a.m. in the Coronet Ballroom. The Board celebrated the missional relationship of the Presbyterian Mission Agency with the National Black Presbyterian Caucus with devotion led by the former moderator of the of the Caucus, Arlene Gordon, new moderator David Wallace, and PMA staff, Lonnie Oliver, Rhaskell Hunter, and Hunter Farrell.

**CULTURAL HUMILITY
TRAINING**

Following devotion, the Board engaged in Cultural Humility Training until 4:00 p.m. The training was led by Sera Chung, Associate for Gender and Racial Justice, Rhaskell Hunter, Director of Racial Ethnic and Women's

Ministries, Mark Koenig, Director of United Nations Ministry, Sara Lisherness, Director of Compassion, Peace and Justice, and Board members, Chad Herring, Mihee Kim-Kort, and David Shinn. During the training, the Board explored aspects of racism, privilege and the ways in which people are formed by their backgrounds.

**UPDATE ON KEARS
POLLOCK**

Gamm gave an update on Kears Pollock's recent surgery and lifted the family up in prayer.

**ADVOCACY
COMMITTEE ON
RACIAL ETHNIC
CONCERNS (ACREC)
PRESENTATION**

Raafat Zaki, chair of the Advocacy Committee on Racial Ethnic Concerns (ACREC), educated the Board on the functions and current foci of the Committee, activities that members of ACREC have been involved with, and concerns that the committee is paying attention to (**Appendix 5**).

**ADVOCACY
COMMITTEE FOR
WOMEN'S CONCERNS
(ACWC)
PRESENTATION**

Flo Watkins, co-chair of the Advocacy Committee for Women's Concerns (ACWC), presented the issues on which the committee has been focused, and the underlying goals of the Committee (**Appendix 6**).

**ACTION 9-915
CONVENE IN CLOSED
SESSION**

The Presbyterian Mission Agency Board **VOTED** to convene in a privileged closed session at 4:29 p.m. as the Board of the Presbyterian Church (U.S.A.), A Corporation to discuss personnel, litigation and property matters with only voting members of the Board, and the following individuals, who were invited to remain and attend all or a portion of the closed session meeting:

- John Sheller, attorney
- Gradye Parsons, parliamentarian

**ACTION 10-915
RISE FROM CLOSED
SESSION**

The Board **VOTED** to rise from closed session at 5:34 p.m. The chair announced that no actions were taken in closed session.

RECESS

The Board recessed at 5:35 p.m. following prayer offered by Gamm.

DINNER

The Board gathered for a group dinner at 6:00 p.m. with the International Peacemakers.

RECONVENE

Following dinner, the Board reconvened in the Coronet Ballroom at 7:32 p.m.

**FINANCE COMMITTEE
REPORT**

Chad Herring, chair of the Finance Committee, presented the report of the committee (**Appendix 7**).

ACTION 11-915
2016 ADJUSTED PMA
BUDGET

The Presbyterian Mission Agency Board **VOTED** to approve the revised 2016 Presbyterian Mission Agency Budget in the total amount of \$77,499,036.

ACTION 12-915
PCUSA MORTGAGE
CORPORATION –
ELECTION TO BOARD
OF DIRECTORS

The Board **VOTED** to approve the election of J. Jay Wilkinson to membership on the board of Directors of the Presbyterian Church (U.S.A.) Mortgage Corporation to fill a vacancy in the Class of 2018.

EXECUTIVE
COMMITTEE REPORT
TWO

Stewart assumed chair and Gamm presented Report Two of the Executive Committee (**Appendix 8**).

ACTION 13-915
PMA STAFF
ORGANIZATION

The Presbyterian Mission Agency Board **VOTED** to:

- 1. Eliminate the vacant Deputy Executive Director for Mission position**
- 2. Eliminate the Mission ministry area, and**
- 3. Move functions that previously reported to the Deputy Executive Director for Mission to the Executive Director's Office.**
- 4. Approve a revised Appendix 2A in the Manual of Operations. (Additions are underlined, deletions are shown with a strike through)**

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
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 ~~a two~~ 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~~

1. Deputy Executive Director for Shared Services

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

2. Senior Director for Communications

- a) Mission Communications
- b) Communications Services

3. Senior Director for Funds Development Ministry

- a) Major Gifts
- b) Church Support
- c) Special Offerings and Appeals

d) Relationship and Development Operations

4. Compassion, Peace and Justice

5. Racial Ethnic and Women’s Ministries

6. Theology, Formation and Evangelism

7. 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.

ACTION 14-915
CONSENT AGENDA

The Board **VOTED** to adopt the following consent agenda item from the Executive Committee:

- That the Presbyterian Mission Agency Board approves the list of General Assembly Mission restricted funds grants.

ACTION 15-915
CHANGES TO THE PMA
MANUAL OF
OPERATIONS

The Presbyterian Mission Agency Board **VOTED** to approve the proposed changes to the *Presbyterian Mission Agency Manual of Operations*:

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

IV. Citation of Major Documents, page 3

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

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

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

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

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

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

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

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

I.B.2.a “Leadership Committee”

Relationships

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

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

ACTION 16-915
CHURCHWIDE
CONVERSATION ON
THE MISSION,
PRIORITIES, AND
STRUCTURES OF THE
PMA

In response to the April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the PMA, the Presbyterian Mission Agency Board **VOTED** to approve the following recommendations of the Executive Committee:

- a. **Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly (COGA) regarding denominational identity as a priority during the lead-up to the 222nd General Assembly (2016).**
- b. **Focus its present attention on developing a two-year interim strategy to guide the Mission Agency to 2018.**
- c. **Recommend that the 222nd General Assembly (2016) forward the results of the research from the Committee on the Office of the General Assembly, the reports of the Presbyterian Mission Agency Review Committee and the Office of the General Assembly (OGA) Review Committee, and other studies as appropriate, as input for the next agency review cycle, which during 2016-2018 is already designed to focus on “the review of the whole of the Presbyterian Church (U.S.A.) and its six agencies, focusing broadly on the effectiveness of the six agencies and other governing bodies in working collaboratively to implement the General Assembly’s mission directives.”**

STRATEGY PROCESS

Wendy Tajima, chair of the Strategy Advisory Group, presented an update on

the strategic planning process. Given current issues and challenges, it was decided that this should be a two-year plan for 2017-18, rather than a four-year plan (**Appendix 9**).

The Presbyterian Mission Agency Board will conduct feedback sessions with constituent groups and participate in a church-wide discussion coordinated with the Office of the General Assembly. Questions for the feedback sessions will include:

- What does it mean to be a connectional church?
- Why does the church need national church offices?
- What are the crucial issues facing our culture, and how has the Mission Agency been helpful to PC(USA) congregations in addressing those issues?
- How does the Mission Agency currently help congregations do ministry that they cannot do themselves?

The Presbyterian Mission Agency Board members participated in a prioritization exercise. Members of the Board were given a list of 24 programs that currently rely on unrestricted funds and were asked to allocate 100 priority points between the programs based on their answers to the following questions:

- What are the programs that the PC(USA) should prioritize in the coming 3 years, even if there are no restricted funds or program fees to pay for them?
- What is needed for the PC(USA) that no one else but the PMA can do?
- If a particular program went away, who would notice?

JUSTICE COMMITTEE REPORT

The report of the Justice Committee was presented by the chair of the committee, James Ephraim (**Appendix 10**).

ACTION 17-915 ADDITION TO THE PDA MANUAL OF OPERATIONS

The Presbyterian Mission Agency Board **approved** the following additions to the Presbyterian Disaster Assistance Manual of Operations:

An important element of PDA national response protocols involves PDA National Response Team members and/or staff offering ministry of presence by worshipping with affected congregations the first Sunday following a disaster.

On occasion, a disaster occurs at such a time that Teaching Elders are required to be part of the response. When Teaching Elders who belong to the Presbyterian Disaster Assistance National Volunteer/Response Team (NRT), are needed to deploy at a time that would require them not being

able to fulfill their pulpit obligations at their home church, PDA will, if requested, reimburse the NRT member's church for pulpit supply expenses (honorarium for substitute preacher) up to an amount defined in that church's presbytery policy. If there is no presbytery policy in place to cover such honoraria, PDA will reimburse up to \$200.00 upon request of the church.

ACTION 18-915
SIX AGENCY
“COLLABORATIVE
AGENDA ON
ENVIRONMENTAL
STEWARDSHIP”

In reference to the Six Agency “Collaborative Agenda on Environmental Stewardship,” the Presbyterian Mission Agency Board **VOTED** to:

- 1. Endorse the Collaborative Agenda for Environmental Stewardship**
- 2. Commit to the Common Activities to Care for God’s Creation described in section II of the Collaborative Agenda, and**
- 3. Recommend to the 222nd General Assembly (2016) its endorsement of the Collaborative Agenda for Environmental Stewardship.**

LEADERSHIP
COMMITTEE REPORT

Kevin Yoho, chair of the Leadership Committee, presented the committee’s report (**Appendix 11**):

CHARLES H. COOK
FOUNDATION

Gamm declared the following motion out of order.

That the Presbyterian Mission Agency Board vote not to rescind its action from the April 2015 meeting, which was to discontinue base grants from the Christmas Joy Offering to the Charles H. Cook Foundation.

According to Roberts Rule page 104, “A motion to refrain from doing something should not be offered.”

ACTION 19-915
ADVISORY
COMMITTEE ON THE
ALLOCATION OF
RACIAL ETHNIC
LEADERSHIP
DEVELOPMENT FUNDS
RECOMMENDATIONS

The Presbyterian Mission Agency Board, at the recommendation of the Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering, **VOTED** to:

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

~~cooperation with PC(USA) staff who have appropriate relational ties and expertise, to work toward:~~

- ~~1) the convening of a consultation, by the conclusion of 2017, to address how intercultural, interracial, and interreligious proficiencies can become norms of excellence in church leadership. As envisioned by the Advisory Committee, this consultation will bring together a) leaders (presidents and deans) of institutions of higher theological education (seminaries and divinity schools) across different ecclesial bodies and b) national denominational officers who bring expertise in intercultural, interracial, and interreligious work. It is expected that the body of participants will be racially and ethnically diverse. Participants will be invited and expected to present their work on these fronts. The consultation will be designed for the sharing of current practices and insights gained from participants as well as generating new wisdom and innovative practices that will equip institutions to be more effective in the formation of church leaders.~~
- ~~2) the initiation and support of a network of professionals engaged in the formation of church leaders across institutions of higher theological education, national ecclesial bodies, and congregational and mid-council leaders who are deliberate in their work of crossing religious and cultural boundaries; and~~
- ~~3) the development of resources that will support a) ongoing work to this end, which may include multiracial peer groups and interreligious peer groups at mid-council and local levels, b) ways to recognize and honor leaders who exhibit these proficiencies, and c) communications highlighting the valuable work of church leaders on these fronts.~~

b.) Approve allocating funds from the Christmas Joy Offering, which were previously designated to Cook Native American Ministries, to Native American Education and Leadership, from the last quarter of 2015 through 2017.

ACTION 20-915
MISSION PERSONNEL
SUB-COMMITTEE
ACTIONS

The Presbyterian Mission Agency Board **VOTED** to:

- 1. Approve the April 2008 action and the September 2008 action authorizing a subcommittee of the Leadership and Vocation committee to approve mission personnel appointments and actions be rescinded as of the date of this meeting of the Presbyterian Mission Agency Board (PMAB); and**

2. **Approve that the staff of the PMA be, and hereby are, authorized to revise the Presbyterian Mission Agency of the Presbyterian Church (U.S.A.) Mission Co-Worker Handbook consistent with this action and report revisions to the next PMAB meeting; and**
3. **Direct that all mission personnel actions be implemented by PMA staff in the manner set forth in the revised Handbook; and**
4. **Direct PMA staff to report all Mission Personnel appointments and reappointments to the PMAB through its Leadership Committee for information and to make elected members aware of prayer and support needs.**

**ACTION 21-915
PRESBYTERIAN
COLLEGE TRUSTEES**

The Presbyterian Mission Agency Board received the nominations from the Trusteeship and Honorary Degrees Subcommittee of the Administrative Committee of Presbyterian College and **VOTED** to appoint the following persons for consideration for election by the Presbyterian College Board of Trustees to three-year terms:

1. **Thomas H. Milton, First Presbyterian Church, Greensboro, North Carolina**
2. **David F. Parker, Eastminster Presbyterian Church, South Carolina**

**ACTION 22-915
NEW BUSINESS -
RECOMMENDATION TO
THE SPECIAL
OFFERINGS REVIEW
TASK FORCE**

The Presbyterian Mission Agency Board **VOTED** to recommend to the Special Offerings Review Task Force that the funds, which were previously designated to Cook Native American Ministries through the Christmas Joy Offering, be designated to Native American Education and Leadership from 2018-2021.

**ACTION 23-915
NEW BUSINESS -
CONVERSATION ON
FUNDING FOR WORLD
MISSION PERSONNEL**

The Presbyterian Mission Agency Board **VOTED** to highlight the need for Board-, Agency-, and Church- wide conversation, prioritization, strategies, and funding for World Mission Personnel for 2016 and beyond.

RECESS

The Board recessed for the evening at 8:58 p.m. with prayer offered by Noelle Royer.

Friday, September 25, 2015

RECONVENE

The Presbyterian Mission Agency Board was reconvened by Gamm in the Coronet Ballroom on Friday, September 25, 2015 at 8:35 a.m. Opening devotion was led by Mihee Kim-Kort.

**GREETINGS FROM THE
STATED CLERK**

Stated Clerk, Gradye Parsons, brought greetings from the Office of the General Assembly. During his address, Parsons remembered Dave Fleetwood, one of the security guards at the Presbyterian Center, who died recently from pancreatic cancer. PMAB members expressed appreciation for Parson's leadership. Parson had earlier announced his decision not to stand for third term

**ACTION 24-915
CONVENE IN CLOSED
SESSION**

The Presbyterian Mission Agency Board **VOTED** to convene in closed session at 8:59 a.m. to discuss personnel, litigation and property matters with only voting members of the Board, and the following individuals, who were invited to remain and attend all or a portion of the closed session meeting:

- Earline Williams
- Barry Creech
- Denise Hampton
- Toni Carver-Smith
- Martha Clark
- Mike Kirk
- April Davenport
- Lisa Robbins
- Ruth Gardner
- Melody Smith

**ACTION 25-915
RISE FROM CLOSED
SESSION**

The Presbyterian Mission Agency Board **VOTED** to rise from closed session at 10:16 a.m. The chair announced that no actions were taken in closed session.

RECESS/RECONVENE

The Board recessed for a break at 10:16 a.m. and reconvened at 10:30 a.m.

**PRESBYTERIAN
MISSION AGENCY
REVIEW COMMITTEE**

Creech gave an update on the work of the Review Committee and shared the attached outline of the report (**Appendix 12**). Gamm and Stewart have sent a preliminary response to the concerns raised in the report, and will soon send a detailed account of what we are doing in response to each of the observations.

**AUDIT COMMITTEE
REPORT**

Mary Baskin, vice-chair of the Audit Committee, presented the report of the committee. The report of the Audit Committee is found in (**Appendix 13**).

**ACTION 26-915
CONVENE AS BOARD
OF PC(USA), A
CORPORATION**

The Board **VOTED** to convene as the Board of Directors of the Presbyterian Church (U.S.A.), A Corporation, and Its Constituent Corporation at 10:40 a.m. Stewart assumed the chair. Gamm presented the report.

The Presbyterian Mission Agency Board reconvened at 10:53 a.m. with prayer offered by Stewart.

WORSHIPING

The chair of the Worshiping Communities Committee, David Shinn, presented

COMMUNITIES
COMMITTEE REPORT

the report of the committee (**Appendix 14**).

ACTION 27-915
PROGRAMMATIC
EMPHASES FOR 2017

The Presbyterian Mission Agency Board **VOTED** to approve the list of Special Days and Programmatic Emphases for 2017.

These days will be listed in the Presbyterian Planning Calendar and other materials. New requests for 2017 are marked with an asterisk.

Dates	Programmatic Emphases or Liturgical Designation	Baptism	Eucharist
January 6	<i>Epiphany of the Lord</i> (Friday)		X
January 8	<i>Baptism of the Lord</i>	X	X
January 11	Human Trafficking Awareness Day (Wednesday)		
January 15*	Race Relations Day/Speak Antiracism ¹		
January 18	Week of Prayer for Christian Unity begins (Wednesday)		
January 22	Criminal Justice		
February 5	Souper Bowl of Caring; Chaplains Sunday		
February 12	Health Awareness and Day of Prayer for Healing and Wholeness; Camp and Conference Ministries		
February 19	Universal Day of Prayer for Students		
February 26	<i>Transfiguration of the Lord</i>	X	X
March 1	<i>Ash Wednesday</i>		X
March 3	World Day of Prayer (Friday)		
March 5	<i>1st Sunday in Lent</i> ; Celebrate the Gifts of Women		
March 8	International Women's Day (Wednesday)		

March 12	<i>2nd Sunday in Lent</i>		
March 19	<i>3rd Sunday in Lent</i>		
March 26	<i>4th Sunday in Lent</i>		
April 2*	<i>5th Sunday in Lent; Self-Development of People; Justice Advocacy³</i>		
April 9	<i>Passion/Palm Sunday (Holy Week begins)</i>		X
April 10	<i>Monday of Holy Week</i>		
April 11	<i>Tuesday of Holy Week</i>		
April 12	<i>Wednesday of Holy Week</i>		
April 13	<i>Maundy Thursday</i>		X
April 14	<i>Good Friday</i>		
April 15	<i>Great Vigil of Easter</i>	X	X
April 16	<i>Resurrection of the Lord / Easter; One Great Hour of Sharing</i>	X	X
April 17	<i>International Day of Farmers' Struggles</i>		
April 22	<i>Earth Day (Saturday)</i>		
April 24	<i>Armenian Genocide Remembrance Day (Monday)</i>		
April 27	<i>Holocaust Remembrance Day (Thursday)</i>		
May 4	<i>National Day of Prayer</i>		
May 5	<i>May Friendship Day (Friday)</i>		
May 7	<i>Older Adult Week begins; Wills Emphasis</i>		X
May 13	<i>Fair Trade (Saturday)</i>		
May 14	<i>Mother's Day</i>		X

May 21	Presbyterian Heritage		
May 25	<i>Ascension of the Lord</i> (Thursday)		X
May 28	Disability Inclusion		
June 3*	1001 New Worshiping Communities ⁵		
June 4	<i>Day of Pentecost</i> ; Pentecost Offering	X	X
June 11*	<i>Trinity Sunday</i> ; Intercultural Church Sunday ⁶	X	X
June 18	Father's Day; Presbyterian Men		
June 25	Active Life		
July 2	Immigration Sunday		
July 16	Smaller Membership Church		
July 23	Metropolitan/Urban Ministry		
August 6	Hiroshima Day (Sunday)		
August 13*	College and Young Adult Sunday ⁷		
August 20	Youth in the Church and World		
August 27	Public Education		
September 3*	Season of Peace begins; Presbyterian Higher Education ²		
September 4	Labor Day; A Social Creed for the 21st Century (Monday)		
September 10	Christian Education Week begins; Christian Education Celebration		
September 17	Theological Education / Seminaries		
September 21	Global Week of Action against Gun Violence begins; International Day of Peace (Thursday)		

September 22	Native American Day		
September 24	Evangelism Sunday; Gifts of New Immigrants		
October 1	World Communion Sunday; Peace and Global Witness Offering		X
October 8	Domestic Violence Awareness		
October 16	World Food Day (Monday)		
October 22	Children's Sabbath; Educate a Child, Transform the World		
October 24	United Nations Day (Tuesday)		
October 29	Reformation Sunday		
November 1	<i>All Saints' Day</i> (Wednesday)		X
November 3	World Community Day (Friday)		
November 5	Christian and Citizen		
November 7	Election Day		
November 12	Caregiver Sunday		
November 19*	Hunger and Homelessness ^{4,8}		
November 23	Thanksgiving Day (Thursday)		
November 26	<i>Christ the King / Reign of Christ</i>	X	X
December 1	World AIDS Day; Presbyterian HIV/AIDS Awareness (Friday)		
December 3	<i>1st Sunday of Advent</i>		
December 10	<i>2nd Sunday of Advent</i> ; Human Rights Day		
December 17	<i>3rd Sunday of Advent</i>		

December 24	<i>4th Sunday of Advent; Christmas Eve (Sunday); Christmas Joy Offering</i>		X
December 25	<i>Nativity of Jesus Christ / Christmas Day (Monday)</i>		X

1001 NEW WORSHIPPING COMMUNITIES REPORT

Shinn invited Vera White, Coordinator for 1001 New Worshiping Communities, to present the report from the 1001 New Worshiping Communities (**Appendix 15**).

THEOLOGY, FORMATION, AND EVANGELISM MINISTRY AREA

Chip Hardwick introduced the newly created ministry area, Theology, Formation, and Evangelism which was formed by the merger of the Theology, Worship, and Education ministry area and the Evangelism ministry area (**Appendix 16**).

ACTION 28-915 PRIVILEGED CLOSED SESSION

The Presbyterian Mission Agency Board **VOTED** to meet in a privileged closed session at 11:15 a.m. with attorney John Sheller.

ACTION 29-915 RISE FROM PRIVILEGED CLOSED SESSION

The Board **VOTED** to rise from closed session and reconvene in plenary at 11:30 a.m. Gamm shared the news that the judge had issued a ruling dismissing the defamation lawsuit. The other case is still before a judge, and we are waiting for a ruling in that matter. Gamm asked for prayers for everyone involved in the situation.

BOARD MEETING EVALUATION

Board members received a link via email for the Board Meeting survey.

ADJOURNMENT

The meeting of the Presbyterian Mission Agency Board was adjourned at 11:35 a.m. with prayer offered by Gamm.

CLOSING WORSHIP

The Board was led in closing worship by Shannon Beck, Catalyst for the Violence and Reconciliation Network.

Respectfully Submitted,

Susan Abraham
Associate for Board Meeting Support and
General Assembly Coordination
Presbyterian Mission Agency

Draft – September 23, 2015

PRESBYTERIAN MISSION AGENCY BOARD
September 23-25, 2015
Crowne Plaza Louisville Airport Expo Center
830 Phillips Lane, Louisville Kentucky 40209
502-367-2251

PRESBYTERIAN MISSION AGENCY OFFICE – *Madison*

AGENDA

Tuesday, September 22, 2015

- 1:00 p.m. Audit Committee – *Oldham*
6:00 p.m. Executive Committee – *Russell/Shelby*

Wednesday, September 23, 2015

- 8:30 a.m. Executive Committee – *Russell/Shelby*
1:00 p.m. **Board Opening Plenary – Coronet Ballroom**
Welcome and Call to Order *Marilyn Gamm*
1:05 p.m. Opening Worship with Communion and Offering – *Irv Porter, Sun Bai Kim, & Native American Consulting Committee members*
Native American Day
1:35 p.m. Recitation of Board Covenant *Marilyn Gamm*
Roll Call
Approval of Board Minutes
• April 15-17, 2015
• June 1, 2015
1:45 p.m. Board Agenda *Marilyn Gamm*
• Adoption of Agenda *Barry Creech*
• Structure of Board Meetings – P.200
1:55 p.m. Greetings from the Moderator *Heath Rada*
2:10 p.m. Report of the Chair *Marilyn Gamm*
2:20 p.m. Interim Executive Director Search Report *Marilyn Gamm*
2:25 p.m. Nominating and Governance Subcommittee Report *Wendy Tajima & Marianne Rhebergen*
J.001
2:45 p.m. Recess
3:00 p.m. Board Committee Meetings
➤ Finance – *Russell*
➤ Leadership – *Trimble*
➤ Justice – *Taylor*
➤ Worshiping Communities – *Whitley*
6:00 p.m. Group Dinner – *Exhibit Hall*
7:30 p.m. Reconvene in Committees, if needed

Thursday, September 24, 2015

7:15 a.m.	Group Breakfast – <i>Crowne C</i>	
8:00 a.m.	Board Reconvenes in Plenary – Coronet Ballroom	
	Opening Devotion	<i>Arlene Gordon & the</i>
	– <i>Celebrating the Missional Relationship of the PMA & the</i>	<i>National Black Presbyterian</i>
	<i>National Black Presbyterian Caucus</i>	<i>Caucus</i>
8:15 a.m.	Cultural Humility Training	
Noon	Group Lunch – <i>Crowne C</i>	
1:00 p.m.	Cultural Humility Training (continued)	
2:00 p.m.	COMMITTEE REPORTS AVAILABLE OUTSIDE OF PLENARY ROOM	
4:00 p.m.	ACREC Presentation	<i>Raafat Zaki</i>
4:15 p.m.	ACWC Presentation	<i>Flo Watkins</i>
4:30 p.m.	Closed Session	
5:30 p.m.	Recess	
6:00 p.m.	Group Dinner with International Peacemakers – <i>Crowne C</i>	
7:30 p.m.	Board Reconvenes in Plenary – Coronet Ballroom	
	Finance Committee Report – A.001	<i>Chad Herring</i>
7:45 p.m.	Executive Committee Report – H.002	<i>Marilyn Gamm</i>
8:00 p.m.	Discussion	<i>Strategy Advisory Group</i>
	• Strategy Process	
8:30 p.m.	Justice Committee Report – B.001	<i>James Ephraim</i>
8:40 p.m.	Leadership Committee Report – C.001	<i>Kevin Yoho</i>
9:00 p.m.	Recess	

Friday, September 25, 2015

7:15 a.m.	Group Breakfast – <i>Crowne C</i>	
8:30 a.m.	Board Reconvenes in Plenary – Coronet Ballroom	
	Opening Devotion	<i>Mihee Kim-Kort</i>
8:45 a.m.	Greetings from the Stated Clerk	<i>Gradye Parsons</i>
8:50 a.m.	Closed Session	
10:05 a.m.	Break	
10:20 a.m.	Discussion	<i>Barry Creech</i>
	• Presbyterian Mission Agency Review Committee	
10:40 a.m.	Audit Committee Report – G.001	<i>Mary C. Baskin</i>
10:50 a.m.	Corporate Report – E.001	<i>Marilyn Gamm</i>
11:00 a.m.	Worshiping Communities Committee Report – D.001	<i>David Shinn</i>
11:15 a.m.	Board Meeting Evaluation	
11:30 a.m.	Closing Worship and Adjournment	<i>Shannon Beck</i>
Noon	LUNCH ON YOUR OWN	

A CALL TO THE CHURCH

by Moderator Heath K. Rada
221st General Assembly PCUSA

When I speak as Moderator of the PCUSA, it is critical to understand my role. I have no authority. My role is to serve as interpreter of the past General Assembly and to be an Ambassador to the denomination. That is it!! And it is a privilege to serve in those ways.

Increasingly this year I have been aware of another role that is expected, though not stated, for the moderator. As many of you know, my primary mission these two years has been and continues to be "to listen and to love". And I have been listening. Over and over I have had people say, "Listen to our pleas of concern for the church, and as Moderator, do something about them." But my "powers" are limited. I am not a bishop nor a Pope, nor do I want to be. All I have is a platform on which to stand and speak, and I continue to pray that God will allow me to use it wisely and appropriately as my love for this Church has only grown in these past months.

It is in that context that I share the following.

Recently I called together a small task force of individuals to help focus on financial support in the area of Global Mission. This task force was comprised of two former moderators, two seminary presidents, two very successful business people who are also ordained PCUSA ministers, a staff member who works in the area of missions, and me.

We began our conversation by trying to understand the current status of our Global Mission program, its financial condition, and if it was something where we could interject some ideas which might help forestall the crises of bringing home mission co workers from the field. I will confess to having a broader vision about the potential for our work, for I knew that many other areas of our denominational the national level, regional and local levels, were also dealing with major budget shortfalls. My hope was that if a model was developed for Global Missions it might be applicable in other arenas of the PCUSA.

What emerged was an amazing and unanimous redefinition of what we should do with our time together. Almost instantly there developed a sense of deep urgency. There was a feeling that the issues related to funding Global Missions in the PCUSA were much more intense than just what was happening in that program. It became apparent that a painful situation existed. Specifically we believed that trust has been lost across our denomination, and for anything to be accomplished we must find ways for trust to be restored. It was felt that we needed to explore these matters in depth and that I should announce a CALL TO THE CHURCH to help in addressing them.

Mid-level judicatories, missions and ministries across the church, individual members, pastors, educators and financial donors, church administrators, staff and elected leaders of the national church share a common feeling that the current understanding of who we are as a denomination as well as our organizational operatives for executing our initiatives are not working as they need to be anymore. The need for reform is urgent. As Moderator I have had in depth conversations with people from every level of the church, and here are some of the major issues which I have identified as consistent responses. They will not be a surprise to many of you.

Interim Executive Director Search Report

According to our Presbyterian Mission Agency Board's Manual of Operations Appendix 7, when there is an unexpected vacancy in the Executive Director's office:

“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 the Presbyterian Mission Agency Board.”

Then under a heading titled
“Interim Procedures” in Appendix 7
our Manual states:

“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.”

Our Manual currently gives all of the authority and decision-making regarding an Interim Executive Director search appointment to the Executive Committee.

We received over 40 referrals and self-referrals for our consideration.

We individually made personal calls to about 25 people inviting them to apply

We received complete applications from a dozen people, of which we invited 6 for our first-round interviews.

Three of those candidates were invited for second-round interviews.

We felt the weight of the responsibility, and spent many hours individually and together discerning who God might be calling to serve in this important position during this important time in the life of both the Presbyterian Mission Agency and the PCUSA.

We are hoping this is the person to at least in part begin to inject the Agency and the wider church with HOPE.

Presbyterian Mission Agency
Interim Executive Director
Commissioned Ruling Elder
Luis Antonio “Tony” De La Rosa!

**ITEM J.001
FOR ACTION**

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

Subject: Report of the Nominating and Governance Subcommittee

Recommendation: The Nominating and Governance Subcommittee recommends the following actions to the Presbyterian Mission Agency Board:

That the Presbyterian Mission Agency Board:

- I. NOMINATE Dean Thompson to serve a second term on the Mountain Retreat Association, Inc. Board of Directors, Class of 2018, and FORWARD the nomination to the 222nd General Assembly (2016) for approval.**

Background:

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 – From the *Presbyterian Mission Agency Manual of Operations*.

- II. ELECT David Shinn to the Committee on Theological Education (COTE) to fill Nancy Ramsay's unexpired term through February 2017.**

Background:

David Shinn will replace Nancy Ramsay who resigned from COTE. The other member serving on COTE is Marianne Rhebergen.

- III. ELECT Kathy Terpstra to the Presbyterian Women Inc. Board of Directors for the Class of 2018.**

Background:

Kathy Terpstra will replace Cathy Piekarski who will completed her term on the Presbyterian Women Inc. Board of Directors with the conclusion of the Presbyterian Women's Gathering in July 2015.

- IV. ELECT Ken Godshall to the Presbyterian Church (U.S.A.) Investment and Loan Program (PILP), Inc. Board of Directors until the February 2016 Presbyterian Mission Agency Board meeting.**

Background:

David Shinn resigned from PILP. Ken Godshall, a member of the Finance Committee, agreed to serve on PILP through the February 2016 PMA Board meeting. The hope is that in PILP's meetings in October 2015 and January 2016, Ken will learn where the other PILP meetings will be, and whether he is continuing on the PMA Board. (Ken's initial term ends in 2016 but he is eligible for

reelection.) Ken will let us know before February if he is willing and able to continue to serve on PILP to fill David's unexpired term, which ends in February 2018. ^{Appendix 4}

V. ELECT the following individuals to the Presbyterian Mission Agency Executive Director Search Committee. If the search continues beyond June 2016, the current members, including ex-officio members, may remain on the committee whether or not their term on the Board has expired.

- 1. Marsha Zell Anson, Ruling Elder, Class of 2018**
- 2. Joseph Morrow, Teaching Elder, Class of 2020**
- 3. Jeffrey Joe, Ruling Elder, Class of 2020**
- 4. Kears Pollock, Ruling Elder, Class 2016**
- 5. Wendy Tajima, Teaching Elder, Class of 2016**
- 6. Landon Whitsitt, Teaching Elder, Class of 2016 (Chair)**
- 7. Patsy Smith, Ruling Elder, Class of 2020**

Ex-Officio Members

- 1. Presbyterian Mission Agency Board Chair (Marilyn Gamm)**
- 2. Moderator of the General Assembly (Heath Rada)**
- 3. COGA Representative**

Background:

According to the *Presbyterian Mission Agency Manual of Operations*, when an Executive Director announces the intention to retire, resign, not be available for another term, or there is an unexpected vacancy, 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.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Nominating and Governance Subcommittee

Item J.001

Appendix 4

CLASS OF 2016	REPRESENT- ATION	COMMITTEE	OTHER SERVICE	OTHER INTERESTS
1. Delhagen, Harold	WMT	Leadership		
2. Gamm, Marilyn	WFT	Chair	<ul style="list-style-type: none"> • Executive Committee • Foundation Work Group 	Ex. Committee, ACWC, COTE
3. Godshall, Kenneth	WMT	Finance	<ul style="list-style-type: none"> • Personnel Subcommittee '17 (need to be replaced in 2016) • Strategy Advisory Group '16 	
4. Kim-Kort, Rachel Mihee	AFT(Y)	Worshiping Communities	<ul style="list-style-type: none"> • Executive Committee '16 • PMA Self-Study Steering Committee '14 • Nominating and Governance Subcommittee '16 • Task Force on Korean-American Churches 	
5. Pollock, Kears	WMR	Justice	<ul style="list-style-type: none"> • Audit '16 - chair (third term) • Stony Point '16 	BOP, Foundation, PILP
6. Presa, Neal	AMT	Leadership		GACEIR, Foundation
7. Rhebergen, Marianne	WFT	Worshiping Communities	<ul style="list-style-type: none"> • Nominating & Governance Subcommittee '16 (2nd term) • COTE'18 	BOP, Foundation, COTE
8. Royer, Noelle (YA)	WFR(Y)	Justice	<ul style="list-style-type: none"> • ACSWP '18 	
9. Smith, Patsy	BFR	Worshiping Communities		
10. Snider, Glen	WMR	Leadership	<ul style="list-style-type: none"> • Ghost Ranch Governing Board (July 2015 – May 1, 2016) • Restricted Funds Oversight Subcommittee '15 – Chair • Jinishian Memorial Governance Commission '18 	COTE, Montreat
11. Stewart, Josephene	WFR	Vice-Chair	<ul style="list-style-type: none"> • Executive Committee '16 • Personnel Subcommittee - chair • COGA • PILP '16 • Foundation Work Group '15 • Strategy Advisory Group '16 	Audit, Ex. Committee, BOP, Montreat

Where Do Current Board Members Serve?

(Revised 8/12/15)

Item J.001

CLASS OF 2018	REPRESENT- ATION	COMMITTEE	OTHER SERVICE	OTHER INTERESTS
12. Tajima, Wendy	AFT	Finance	<ul style="list-style-type: none"> • Nominating & Governance Subcommittee '15 • GACEIR '18 • DREAM Team Grant Committee • Strategy Advisory Group '16 	GACEIR, COTE, Ghost Ranch, Stony Point
13. Whitsitt, Landon	WMT	Leadership	<ul style="list-style-type: none"> • Personnel Subcommittee '17 (need to be replaced in '16) 	
1. Anson, Marsha Zell	WFR	Worshiping Communities, vice-chair	<ul style="list-style-type: none"> • Executive Committee '16 • Personnel Subcommittee '15 • Assembly Action on Reconciliation 	Ghost Ranch
2. Barron, Andrew (YA)	WML(Y)	Worshiping Communities	<ul style="list-style-type: none"> • Nominating and Governance Subcommittee '17 	
3. Baskin, Molly	WFR	Finance	<ul style="list-style-type: none"> • Audit '16 – (second term) 	BOP, Foundation, PILP
4. Chan, Gregory	AMT	Worshiping		
5. Ephraim, Jr., James R.	BMT	Justice, chair	<ul style="list-style-type: none"> • Executive Committee '16 • ACREC '18 	
6. Fleming Jr., Thomas O.	WMR	Finance, vice-chair	<ul style="list-style-type: none"> • Audit '16 (second term) • Foundation Corresponding Member '17 	Foundation
7. Herring, Chad	WMT	Finance, chair	<ul style="list-style-type: none"> • Executive Committee '16 • Nominating & Governance Subcommittee '15 • Strategy Advisory Group '16 	ACSWP, BOP
8. Osoinach, Susan	WFR	Justice, vice-chair	<ul style="list-style-type: none"> • MRTI '16 	
9. Rada, Heath [Moderator, 221 st General Assembly (2014)]	WMR		<ul style="list-style-type: none"> • Montreat Board '17 • PMA Self-Study Steering Committee '14 	Middle East/Peacemaking
10. Ramsay, Nancy	WFT	Leadership, vice-chair	<ul style="list-style-type: none"> • Personnel Sub-committee '15 	COTE

Where Do Current Board Members Serve?
(Revised 8/12/15)
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11. Shinn, David	AMT	Worshiping Communities, chair	<ul style="list-style-type: none"> • Executive Committee '16 • San Gabriel Task Team • COTE • Assembly Action on Reconciliation 	Appendix 4
12. Yoho, Kevin	WMT	Leadership, chair	<ul style="list-style-type: none"> • Executive Committee '16 • Restricted Funds Oversight Subcommittee '16 	Ex. Committee

Where Do Current Board Members Serve?
(Revised 8/12/15)
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Appendix 4

CLASS OF 2020	REPRESENT- ATION	COMMITTEE	OTHER SERVICE	OTHER INTERESTS
1. Brainerd, Mark	WMT	Leadership	<ul style="list-style-type: none"> • Strategy Advisory Group '16 	
2. Corbett, Cecil	NMT	Justice	<ul style="list-style-type: none"> • Assembly Committee on Reconciliation 	
3. Ezekiel, David	WMT	Worshipping	<ul style="list-style-type: none"> • DREAM Team Grant Committee • MDRC '18 	
3. Glass, Marci	WFT	Leadership	<ul style="list-style-type: none"> • Ghost Ranch Conf. Center Board of Directors (June – September 2016) • Restricted Funds Oversight Subcommittee '16 	BOP, COTE, Ghost Ranch, Montreat
4. Harren-Lewis, Lindsay	WFT(Y)	Justice		ACWC
5. Joe, Jeffrey	AMR	Finance		
6. Medina, Rafael	HMR	Leadership		ACREC, PILP, PCCMP, Stony Point
7. Meester, Regina	WFR(Y)	Worshipping	<ul style="list-style-type: none"> • ACWC '18 • Strategy Advisory Group '16 	
8. Morrow, Joseph	BMT(Y)	Justice	<ul style="list-style-type: none"> • Strategy Advisory Group '16 	
9. Ridgill, Alice	BFT	Finance		
10. Sanders, Melinda Lawrence	WFR	Finance	<ul style="list-style-type: none"> • Executive Committee '16 • Nominating and Governance Subcommittee '17 	
11. Terpstra, Kathy	WFR	Justice	<ul style="list-style-type: none"> • Presbyterian Women 	
EX-OFFICIO	REPRESENT- ATION	COMMITTEE	OTHER SERVICE	OTHER INTERESTS
1. Carol Winkler (PW) (2018)	WFR	Justice		
2. Marvin Brangan (PM) (2018)	WMR	Finance		

Where Do Current Board Members Serve?
(Revised 8/12/15)
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Appendix 4

Other Appointments - Members Continuing to Serve After Completing Service	
Adams, Frank	New Covenant Trust Company Board
Adcock, Carol	PMA Self-Study Steering Committee '14
Aeschbacher, Steve	Mary Holmes College Sales Proceeds (through Mission Committee)
Canada, Arthur	Stated Clerk Review Committee '16
DeRosia, Melissa	PHEWA (appointed by Justice Committee)
Demmler, Jean	ACSWP '18
Ford, Alan	Restricted Funds Oversight Subcommittee '16 (Co-opted – second term)
Gench, Roger J.	MRTI '18
Hodges, Jack D.	Jinishian Memorial Governance Commission ''16
Jones, LaVert	PCCMP '16
Jorgenson, Mary	ACSWP '2017
Kruse, Mike	Restricted Funds Resolution Committee
Piekarski, Cathryn C.	PW Churchwide Coordinating Team '15
Arlin Talley, Charles	MDRC '16 (appointed by Worshiping Communities Committee)
Rocha, Conrad	Restricted Funds Resolution Committee
Tubb, Connie	PILP Board of Directors At-Large Member

A Committee of the General Assembly:



According to the PMA Manual of Operations:

ACREC shall have direct access to GA and the PMA Board.

In accordance with the recommendation of the 220th GA (2012), the PMA Board shall meet at least once every 2 years with the elected leadership of the advocacy committees for strategic reflection and anticipation concerning racial ethnic concerns.

Access to GA and the PMA Board shall be in the form of policy statements, resolutions, study papers, racial involvement reports, a yearly narrative report, Advice and Counsel Memoranda (A&C), and other appropriate correspondence. A&Cs shall be developed in consultation with other advisory and advocacy committees as appropriate.

Mission Statement

The Advocacy Committee for Racial Ethnic Concerns (ACREC) is a prophetic voice which serves to hold the PC(USA) to the commitments it has made to inclusiveness with equity in all areas of the life and work of the church in society.

ACREC is responsible for:

involving racial ethnic people in the formation of policy, particularly where race is a factor that negatively impacts the quality of life of people of color.

The committee also monitors the implementation of policies adopted by the church that impact the quality of life of racial ethnic people in the church and in the world.

ACREC advocates for

full access with equity for all racial-ethnic / *[new]* immigrant groups to all programs, ministries, middle governing bodies and congregations in the Presbyterian Church, monitoring decisions and issues that impact all, but most directly, the lives of racial ethnic people in the church.

The functions of ACREC are twofold:

ADVOCACY *and* **MONITORING**

Through advocacy, ACREC continually evaluates shifting social trends in church and society and provides Advice and Counsel (A&C) to the GA and PMA Board in response to their request or on its own initiative.

The chairperson of ACREC is a corresponding member of the GA and PMA Board.

The committee also monitors the implementation of programs and policies relevant to racial justice. These responsibilities are fulfilled in consultation with other agencies and committees, including the Advocacy Committee for Women's Concerns (ACWC), the Women of Color Joint Working Group, the Advisory Committee on Social Witness Policy (ACSWP) and the National Caucuses and Councils representing people of color and new immigrants.

Some of ACREC's current focus:

- Climate for Change consultations with PMA and OGA
- Providing feedback on the church wide AA/EEO policy
- Directory for Worship revision feedback
- Feedback on Two-State Solution
(Israel/Palestine)
- Commemorating 100th Anniversary Armenian Genocide

- ACREC Self-Study
- Immigration
- Racial Ethnic Issues & Realities:
 - *Christmas Joy Offering changes*
 - *Diminishing Staff Support in Racial Ethnic Congregational Support Offices*
- Native American Issues vis-a-vis Immigration & Consultation & Funding

Members of ACREC have been involved with:

- Presbyteries' Cooperative Committee on Examinations for Candidates process of reviewing ordination exams.

In collaboration with the PMA:

- Creating a national consultation on developing regional racial ethnic ministries (09-14 -- 2014 GA)
- Planning a church wide conference on race, ethnicity, racism and ethnocentricity (09-14 -- 2014 GA)
- Connecting with presbytery and other PCUSA leaders where ACREC meets
- Connecting better and collaborating with Caucuses

ACREC Concerns

- Corresponding membership exists solely with the PMA and the GA, leading to perceived “singling out” of PMA in ACREC’s monitoring function
- Challenge of effectively monitoring and advocating within the PMA due to exclusion from closed sessions regarding staffing decisions.
- Defunding of Racial Ethnic initiatives within the PCUSA
- Working to improve consultation & collaboration with PCUSA Racial Ethnic Caucuses.
- “Leadership Development” directed solely toward and only necessary for Racial Ethnic people





ACWC

The church has called ACWC to:

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 to advocate for full inclusiveness and equity in all areas of the life and work of the church in **society** (*Presbyterian Mission Agency Manual of Operations*, Appendix 1F, 38).

ACWC

Our staff:

Courtney Hoekstra, Associate for Advocacy
Committee Support

Sherri Pettway, Administrative Assistant

Who we are:



Some issues on which ACWC has been focused:

1. Human Trafficking
2. Attacks on Planned Parenthood
3. Violence against Transwomen of Color
4. Rights of Hotel and Hospitality Workers

Underlying Goals of ACWC:

- Intersectional approach to gender justice
- Connecting and collaborating with the Presbyterian Mission Agency
- Serving the PCUSA in challenging the denomination to uphold its historic commitment to being a church of justice and equity



ADVOCACY
COMMITTEE FOR
WOMEN'S
CONCERNS

Report # A.001
FINANCE COMMITTEE
PRESBYTERIAN MISSION AGENCY BOARD
September 23, 2015

The Presbyterian Mission Agency Board Finance Committee reports the activities of the Finance Committee meeting of September 23, 2015:

I. FOR CONSENT:

No Items

II. FOR ACTION:

The Finance Committee recommends that the Presbyterian Mission Agency Board:

- A.** Approve the revised 2016 Presbyterian Mission Agency Budget in the total amount of \$77,499,036. **(A.102)**
- B.** Approve the election of J. Jay Wilkinson to membership on the board of Directors of the Presbyterian Church (U.S.A.) Mortgage Corporation to fill a vacancy in the Class of 2018. **(A.105)**

III. FOR INFORMATION:

The Finance Committee:

- A.** Approved the agenda. **(A.100)**
- B.** Approved the Minutes from the April 17, 2015 Finance Committee meeting and the May 8, 2015 GoToMeeting, July 20, 2015 Conference Call, and August 14, 2015 GoToMeeting **(A.101)**
- C.** Approved the creation of a Finance Subcommittee (Raul Santiago-Rivera, Melinda Sanders, Tom Fleming and Kenneth Godshall) to develop strategy about unrestricted reserves and the possible update of the 1990 GA Action, Section 30.597.3 **(A.103)**
- D.** Approved the creation of a Subcommittee (Kathy Trott, Glen Snider, Alice Ridgill and Jeffrey Joe) to design an educational training session for the full Presbyterian Mission Agency Board. **(A.104)**
- E.** Met jointly in closed session with the Worshiping Communities Committee to discuss personnel and property matters and no actions were taken.
- F.** Met in closed session to discuss personnel and property matters and no actions were taken.

Received for Information:

- A. Presbyterian Mission Agency Mission Management report as of August 31, 2015 **(A.200)**
- B. Presbyterian Mission Program Fund Reports as of August 31, 2015 **(A.201)**
- C. Per Capita operating reports as of August 31, 2015 **(A.202)**
- D. The Congregational Ministries Publishing – Curriculum Publishing Program Area financials as of August 31, 2015 **(A.203)**
- E. Stony Point Center financials as of August 31, 2015 **(A.204)**
- F. Ghost Ranch financials as of August 31, 2015 **(A.205)**
- G. New Gifts & Additions Report for 1st and 2nd Quarters 2015 **(A.206)**
- H. Information Technology Report **(A.207)**
- I. Restoring Creation Loan Program Update **(A.208)**
- J. Coordinated Loan Program Report **(A.209)**
- K. Endowment Return on Investment Presentation **(A.210)**
- L. Charles H. Cook Foundation Update **(A.211)**

Report H.002
EXECUTIVE COMMITTEE
Presbyterian Mission Agency Board
September 23-25, 2015

Report Two

The Presbyterian Mission Agency Board Executive Committee reports the activities of the Executive Committee meetings of June 25 and September 22-23, 2015:

June 25, 2015

FOR ACTION

The Executive Committee recommends that the Presbyterian Mission Agency Board:

- 1. Eliminate the vacant Deputy Executive Director for Mission position**
- 2. Eliminate the Mission ministry area, and**
- 3. Move functions that previously reported to the Deputy Executive Director for Mission to the Executive Director's Office.**
- 4. Approve a revised Appendix 2A in the Manual of Operations. (Additions are underlined, deletions are shown with a strike through)**

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
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 ~~a two~~ 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~~

1. Deputy Executive Director for Shared Services

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

2. Senior Director for Communications

- a) Mission Communications
- b) Communications Services

3. Senior Director for Funds Development Ministry

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

4. Compassion, Peace and Justice

5. Racial Ethnic and Women's Ministries

6. Theology, Formation and Evangelism

7. 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.

Rationale:

At its June 25, 2015 meeting, the Executive Committee received the report of the Executive Director regarding the restructuring of the Mission Agency staff following an extended period of administrative leaves in several positions. The Executive Director gave an overview of the processes and the assumptions that led to the structural changes.

Processes

- Conversations with employees – group and individual
- Conversations with certain individuals who will be affected by changes
- Review with and input from the Personnel Subcommittee
- Executive Committee approval in June
- Public announcements and implementation – early July.
- Board to consider confirmation of Executive Committee approval and Manual of Operations changes in September

Assumptions

- This is the organizational structure for moving forward at this point
- The four positions will not be replaced
- We will move internal people to new roles, without new hires
- Further changes likely as planning proceeds

September 22-23, 2015

I. FOR CONSENT:

The Executive Committee recommends that the Presbyterian Mission Agency Board approve the list of General Assembly Mission restricted funds grants ([H.105](#)).

II. FOR ACTION:

1. **The Executive Committee recommends that the Presbyterian Mission Agency Board approve the proposed changes to the *Presbyterian Mission Agency Manual of Operations* ([H.104](#)):**

Recommended Changes (Additions are underlined, deletions are shown with a strike through)	Rationale
<p>IV. Citation of Major Documents, page 3</p> <p>The following documents guide the work of the Presbyterian Mission Agency Board and are maintained in offices engaged in work related to their subject matter. Unless appended, these documents are available on the Presbyterian Mission Agency Website, with printed copies available by request.</p> <p>A. Mission Policy Guide: Text of policies is available in the Minutes of prior General Assemblies. The guide is prepared by the Presbyterian Mission Agency.</p> <p><u>B.A.</u> Churchwide Equal Employment Opportunity and Affirmative Action Plan Approved by General Assembly. The plan is available from the Presbyterian Mission Agency Office of Human Resources.</p> <p><u>C.B.</u> “Policies Regarding Public Statements by the Board” approved by the Presbyterian Mission Agency Board (Appendix 3).</p> <p><u>D.C.</u> Current Mission Work Plan.</p> <p><u>E.D.</u> Organization for Mission.</p> <p><u>F.E.</u> Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement.</p>	<p>The Mission Policy Guide is a resource that contains brief descriptions of major actions of the General Assembly (GA) from 1973 through the current GA. It was intended to assist persons doing research on actions of the General Assembly by directing them to the appropriate General Assembly Minutes for the full official action. It was available in print format until four years ago when it became an online product with the database accessible through the website.</p> <p>A lot of work each year went into keeping it current with GA actions. However, we were not sure of the impact of that effort. After the 2014 GA, we made the decision to continue doing the work but to take down the online link in order to determine if it was widely used. We went over a year, and had only one request from someone within the Executive Director’s Office. This told us that no one was using it, and that the impact of all that work to update it each year was negligible. Work without impact gets stopped, so we stopped the Mission Policy Guide.</p> <p>Actions taken by GA are available on the web at http://index.pcusa.org. It covers 1987-2012 Minutes, and OGA will be adding 2014 soon.</p>
<p>Appendix 1C: “Presbyterian Mission Agency Board Committees and Task Forces”</p> <p>I.B.2.a “Leadership Committee”</p> <p>Relationships</p> <p>The work of the Leadership Committee connects in relationship with a variety of other groups, including Board-related committees, missional relationships, committees/boards where the Board has a</p>	<p>The Presbyterian Mission Agency has had a long and vibrant relationship with the Association of Presbyterian Colleges and Universities (APCU), celebrated most recently with the approval of a missional relationship agreement in 2012.</p> <p>This relationship was not noted in the Manual of Operations, with other missional relationships, and the linkage between APCU</p>

<p>representative, and ecumenical advisory members.</p> <p>1) Board-related committees</p> <p style="padding-left: 20px;">a. None</p> <p>2) Missional relationships:</p> <p style="padding-left: 20px;">a. Presbyterian Council for Chaplains and Military Personnel – PCCMP</p> <p style="padding-left: 20px;">b. Association of Presbyterian Church Educators – APCE</p> <p style="padding-left: 20px;">c. <u>Association of Presbyterian Colleges and Universities – APCU</u></p>	<p>and the Leadership Committee was not clearly stated. This amendment remedies both concerns.</p>
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2. In response to the April 2015 Board action regarding a churchwide conversation on the mission, priorities, and structures of the PMA, the Executive Committee recommends that the Presbyterian Mission Agency Board ([H.106](#)):

- a. **Embrace the churchwide listening effort sponsored by the Committee on the Office of the General Assembly (COGA) regarding denominational identity as a priority during the lead-up to the 222nd General Assembly (2016).**
- b. **Focus its present attention on developing a two-year interim strategy to guide the Mission Agency to 2018.**
- c. **Recommend that the 222nd General Assembly (2016) forward the results of the research from the Committee on the Office of the General Assembly, the reports of the Presbyterian Mission Agency Review Committee and the Office of the General Assembly (OGA) Review Committee, and other studies as appropriate, as input for the next agency review cycle, which during 2016-2018 is already designed to focus on “the review of the whole of the Presbyterian Church (U.S.A.) and its six agencies, focusing broadly on the effectiveness of the six agencies and other governing bodies in working collaboratively to implement the General Assembly’s mission directives.”**

III. FOR INFORMATION:

The Executive Committee:

- 1. Adopted the Executive Committee Agenda with the following amendments:
 - Replaced Interim Executive Director Search Report with Review of the PMAB Agenda on Wednesday morning.
 - Add Closed Session at 11:30 a.m. to discuss personnel matters.
- 2. Approved the minutes of the following meetings ([H.101](#)):
 - April 15, 2015
 - May 6, 2015
 - May 22, 2015
 - May 31, 2015

- June 4, 2015
- June 12, 2015
- June 16, 2015
- June 18, 2015
- June 25, 2015
- July 8, 2016
- July 14, 2015
- July 22-24, 2015
- August 28, 2015
- September 9, 2015
- September 14, 2015

3. Ratified the following appointments by the chair (**H.102**):

- a. Nominating and Governance Subcommittee, Class of 2017:
 - 1) Mark Brainerd
 - 2) Jeffrey Joe

- b. Personnel Subcommittee, Class of 2017
 - 1) Cecil Corbett, At-large Member (first term)
 - 2) Nancy Ramsay, At-large Member (second term)
 - 3) Kevin Yoho, Executive Committee Member (first term)

- c. Restricted Funds Oversight Subcommittee, Class of 2017
 - 1) Susan Osoinach

Marci Glass – appointed as chair.

- d. Foundation Work Group
 - 1) Josephene Stewart – re-appointed until September 2016

3. Approved the celebration of Holy Communion at (**H.103**):

- a. 2016 Presbyterian CREDO conferences:

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

- b. Events sponsored by Racial Ethnic & Women’s Ministries this fall.
 - October 1-3 Study on the Status of Women Consultation, Chicago, IL
 - October 22-25 Racial Ethnic & New Immigrant Seminarians Conference, Clinton, TN
 - November 5-7 Race & Ethnicity Conference, Stony Point, NY
 - November 10-12 Native American Leadership Development Institute, Greensboro, NC
 - November 11-13 Racial Ethnic & New Immigrant Coaches Training Event, Greensboro, NC
 - November 12-14 Women of Color Consultation, Greensboro, NC
 - c. Polity Conference, Opening Worship on Sunday, October 11.
 - d. Worship at the pre-conferences, Association of Mid Council Leaders, Association of Stated Clerks, General Assembly Committee on Representation (Synod Committees on Representation will be their guests), Moderators Conference, New Stated Clerk Training on Friday, October 9 - Sunday, October 11.
4. Approved changes to Appendix 2B of the *Manual of Operations* (**H.104**):

<p>Appendix 2B: “General Assembly Ministries”</p> <p>I. Mission Ministries:</p> <p>A. Evangelism and Church Growth</p> <p>The Evangelism and Church Growth Ministry equips, empowers, and inspires individuals, congregations and governing bodies to share their personal faith in Christ and to become connected to a community of faith. This work is done in partnership with synods and presbyteries. Work area offices carry out this ministry by coaching and training leaders to plant new churches, to transform existing congregations, and to effectively share and live out the Gospel in our increasingly multicultural world.</p> <p><u>C.A.</u> Compassion, Peace and Justice</p> <p>The Compassion, Peace and Justice Ministry seeks to support, assist and involve congregations and mid councils in ministries of compassion, justice, and peacemaking. This ministry responds to disasters, provides support for sustainable community development, and works to</p>	<p>At the June 25th meeting, the Executive Committee approved the Executive Director’s recommendation to:</p> <p>Merge the Evangelism and Church Growth Ministry Area and the Theology, Worship and Education Ministry Area into a new Theology, Formation and Evangelism Ministry Area.</p> <p>The coming together of these two ministry areas allows for programs and staffs which support leadership development, Christian formation/discipleship, the formation and reformation of worshiping communities, evangelism, and theological rigor to learn from and partner with each other.</p> <p>The revisions proposed in Appendix 2B in the <i>Manual of Operations</i>, reflect the changes previously approved by the Executive Committee, and do not require Board approval.</p>
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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.

D.B. Racial Ethnic and Women's Ministries

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

~~C. Theology, Worship, and Education~~

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

~~responsibility for Faith and Order
ecumenical work on behalf of the entire
Presbyterian Mission Agency.~~

C. Theology, Formation, and Evangelism

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

~~E.~~ D. World Mission

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

nationally, and leadership development for young adults serving nationally and internationally.	
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5. Approved the following amendments to the September 2015 Presbyterian Mission Agency Board Agenda:

Thursday, September 24, 2015

- Start at 8:00 a.m. (originally scheduled to start at 8:30 a.m.)
- Shorten lunch from 90 minutes to 60 minutes - gaining one hour.
- End the Cultural Humility training at 4:00 p.m. instead of 5:00 p.m.
- Begin ACREC and ACWC presentations at 4:00 p.m. and end at 4:30 p.m.
- Add closed session with outside counsel from 4:30 p.m. to 5:30 p.m.
- Move the closed session scheduled for Thursday night to Friday morning from 8:50 a.m. to 10:05 a.m.

Friday, September 25, 2015

- Move items scheduled for Friday morning from 8:50 a.m. to 10:05 a.m. to Thursday night.
 - Finance Committee Report
 - Executive Committee Report
 - Discussion – Strategy Process
 - Justice Committee Report
 - Leadership Committee Report
6. Heard a report on the work of the Special Offerings Task Force from the chair, Mike Kruse.
7. Approved the compensation package for the interim Executive Director in closed session.
8. Met with co-chairs of the Advisory Committee for Social Witness Policy (ACSWP), Christine Darden and Ray Roberts, and staff to ACSWP, Chris Iosso, during lunch.

~~Mission Work Plan 2017-2020~~

Interim Strategy 2017-2018

Update



~~Mission Work Plan
2017-2020~~

Interim Strategy
2017-2018

A lot can happen in 5 months!



~~Mission Work Plan
2017-2020~~

Interim Strategy
2017-2018

Multiple efforts to coordinate:

- Immediate financial challenges
- 2-year interim strategy
- Churchwide discussion
- ED transitions
- Multi-level listening plan



~~Mission Work Plan~~ ~~2017-2020~~

Interim Strategy 2017-2018

Who does what:

- Mission priorities: Board, Leadership
- Interim Strategy:
 - SWG: Leadership Cabinet, coordinator
 - SAG: Brainerd, Godshall, Herring, Meester, Morrow, Stewart, Tajima
 - Konterra: Dan Hess
- Churchwide discussion:
Executive Committee

~~Mission Work Plan~~ ~~2017-2020~~

Interim Strategy 2017-2018

Interim Strategy Priorities

- Help us do less and interpret that to the church – prioritize, and make cuts along those priorities
- Help us with theological underpinning for the agency's purpose, and the decisions the agency makes
- Build trust, guidance for the interim period – reconcile with the larger church and each other
- Nimble follow Christ into the next decade – innovate
- Cultural humility regarding White privilege but also issues that have arisen in the past year
- Keep structure simple, maximize synergies among ministries
- Pursue justice – address sin

~~Mission Work Plan~~ ~~2017-2020~~

Interim Strategy 2017-2018

Multi-level listening plan

- Mission priorities—Board
- Facilitated feedback sessions with constituent groups—pilot next week!
- Survey
- Churchwide discussion (coordinated with OGA)

~~Mission Work Plan~~ ~~2017-2020~~

Interim Strategy 2017-2018

Core questions for feedback sessions

- What does it mean to be a connectional church?
- Why does the church need national church offices?
- What are the crucial issues facing our culture, and how has the Mission Agency been helpful to PC(USA) congregations in addressing those issues?
- How does the Mission Agency currently help congregations do ministry that they cannot do themselves?



~~Mission Work Plan~~ ~~2017-2020~~

Interim Strategy 2017-2018

Priorities Exercise

- Mission comes first
- Need to prioritize underfunded programs
- Consider:
 - What are the programs that the PC(USA) should prioritize in the coming 3 years, even if there are no restricted funds or program fees to pay for them?
 - What is needed for the PC(USA) that no one else but the PMA can do?
 - If a particular program went away, who would notice?
- One of several forms of input

**Report B.001
Justice Committee
Presbyterian Mission Agency Board
September 23, 2015**

The Justice Committee met on September 23, 2015 at The Crown Plaza Airport Expo Center in Louisville, Kentucky and forwards the following to the Presbyterian Mission Agency Board:

I. Consent Agenda: No Items

II. For Action:

- A. Recommends that the Presbyterian Mission Agency Board approve the following addition to the Presbyterian Disaster Assistance Manual of Operations, from the PDA Advisory Committee. (Attachment [B.102](#))

An important element of PDA national response protocols involves PDA National Response Team members and/or staff offering ministry of presence by worshipping with affected congregations the first Sunday following a disaster.

On occasion, a disaster occurs at such a time that Teaching Elders are required to be part of the response. When Teaching Elders who belong to the Presbyterian Disaster Assistance National Volunteer/Response Team (NRT), are needed to deploy at a time that would require them not being able to fulfill their pulpit obligations at their home church, PDA will, if requested, reimburse the NRT member's church for pulpit supply expenses (honorarium for substitute preacher) up to an amount defined in that church's presbytery policy. If there is no presbytery policy in place to cover such honoraria, PDA will reimburse up to \$200.00 upon request of the church.

- B. Recommends that the Presbyterian Mission Agency Board in reference to the Six Agency "Collaborative Agenda on Environmental Stewardship." (Attachment [B.103](#))
1. Endorse the attached Collaborative Agenda for Environmental Stewardship
 2. Commit to the Common Activities to Care for God's Creation described in section II of the Collaborative Agenda, and
 3. Recommend to the 222nd General Assembly (2016) its endorsement of the Collaborative Agenda for Environmental Stewardship.

III. For Information:

- A. The Justice Committee reviewed the agenda of the meeting and VOTED to adopt without amendment. ([B.100](#))
- B. The Justice Committee approved the Justice Committee Minutes of April 16, 2015 without amendment. ([B.101](#))

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Justice Committee

Appendix 10

C. The Justice Committee received for information:

1. The Jinishian Memorial Program United States Advisory Council and Governance Commission Minutes, June 8, 2015. ([B.200](#))
2. The Presbyterian Disaster Assistance (PDA) Advisory Committee Minutes, July 29, 2015. ([B.201](#))
3. The Missional Relationship Agreement between the National Black Presbyterian Caucus (NBPC) and World Mission. ([B.202](#))
4. Generative Topic: The New Jim Crow, Mass Incarceration in the Age of Colorblindness by Michelle Alexander

Respectfully submitted,

James R. Ephraim Jr., Chair

Shannon Beck, Resource Staff

Bill Somplatsky-Jarman, Resource Staff

Report C.001
Leadership Committee
Presbyterian Mission Agency Board
September 23-25, 2015

The Leadership Committee met on Thursday, September 23, 2015 in Louisville, KY and forwards the following to the Presbyterian Mission Agency Board:

I. For Consent: No items.

II. For Action:

1. That the Presbyterian Mission Agency Board vote not to rescind its action from the April 2015 meeting, which was to discontinue base grants from the Christmas Joy Offering to the Charles H. Cook Foundation. ([C.102](#) & [C.300](#))
2. That the Presbyterian Mission Agency, at the recommendation of the Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering:
 - a) Maintain funding to the remaining Historically Presbyterian Racial Ethnic Institutions (HPREIs) at current percentages of the Christmas Joy Offering (CJO). As of the date of this report, the HPREIs that qualify for funding through the CJO are Menaul School, Presbyterian Pan American School and Stillman College.
 - ~~b) Allocate funds that have become available from HPREIs that no longer qualify for funding through the CJO to support the work of the Racial Ethnic Leadership Development Office (including staffing if needed). Further, the Advisory Committee requests the Racial Ethnic Leadership Development Office to work in cooperation with PC(USA) staff who have appropriate relational ties and expertise, to work toward:
 - 1) ~~the convening of a consultation, by the conclusion of 2017, to address how intercultural, interracial, and interreligious proficiencies can become norms of excellence in church leadership. As envisioned by the Advisory Committee, this consultation will bring together a) leaders (presidents and deans) of institutions of higher theological education (seminaries and divinity schools) across different ecclesial bodies and b) national denominational officers who bring expertise in intercultural, interracial, and interreligious work. It is expected that the body of participants will be racially and ethnically diverse. Participants will be invited and expected to present their work on these fronts. The consultation will be designed for the sharing of current practices and insights gained from participants as well as generating new wisdom and innovative practices that will equip institutions to be more effective in the formation of church leaders.~~
 - 2) ~~the initiation and support of a network of professionals engaged in the formation of church leaders across institutions of higher theological education, national ecclesial bodies, and congregational and mid-council leaders who are deliberate in their work of crossing religious and cultural boundaries; and~~~~

~~3) the development of resources that will support a) ongoing work to this end, which may include multiracial peer groups and interreligious peer groups at mid-council and local levels, b) ways to recognize and honor leaders who exhibit these proficiencies, and e) communications highlighting the valuable work of church leaders on these fronts.~~

b.) That the Presbyterian Mission Agency Board approve allocating funds from the Christmas Joy Offering, which were previously designated to Cook Native American Ministries, to Native American Education and Leadership, from the last quarter of 2015 through 2016. (C.106 & C.301)

3. That the Presbyterian Mission Agency Board approve:
 - (1) The April 2008 action and the September 2008 action authorizing a subcommittee of the Leadership and Vocation committee to approve mission personnel appointments and actions be rescinded as of the date of this meeting of the Presbyterian Mission Agency Board (PMAB); and
 - (2) The staff of the PMA be, and hereby are, authorized to revise the Presbyterian Mission Agency of the Presbyterian Church (U.S.A.) Mission Co-Worker Handbook consistent with this action and report revisions to the next PMAB meeting; and
 - (3) Direct that all mission personnel actions be implemented by PMA staff in the manner set forth in the revised Handbook; and
 - (4) Direct PMA staff to report all Mission Personnel appointments and reappointments to the PMAB through its Leadership Committee for information and to make elected members aware of prayer and support needs. (C.103)

4. That the Presbyterian Mission Agency Board receive the nomination from the Trusteeship and Honorary Degrees Subcommittee of the Administrative Committee of Presbyterian College and appoints the following persons for consideration for election by the Presbyterian College Board of Trustees to three-year terms:
 - (1) Thomas H. Milton, First Presbyterian Church, Greensboro, North Carolina
 - (2) David F. Parker, Eastminster Presbyterian Church, South Carolina (C.105)

New Business

5. That the Presbyterian Mission Agency Board recommends to the Special Offerings Review Task Force that the funds, which were previously designated to Cook Native American Ministries through the Christmas Joy Offering, be designated to Native American Education and Leadership from 2018-2021.

6. The Leadership Committee recommends that the Presbyterian Mission Agency Board highlight the need for Board-, Agency-, and Church- wide conversation, prioritization, strategies, and funding for World Mission Personnel for 2016 and beyond.

III. For Information:

1. The Committee approved the agenda. ([C.100](#))
2. The Committee received and approved the April 16, 2015 Leadership Committee Meeting Minutes and the July 9, 2015 Leadership Committee Conference Call Minutes. ([C.101](#))
3. The Leadership Committee, in conjunction with the corporate, Property, Legal, and Finance Committee, approved “How Federal Student Loan Forgiveness in 2017 Affects Undergraduate and Graduate Loans Offered by Financial Aid for Service.” ([C.104](#))
4. The Committee heard a report on the Presbyterian Women 2015 Churchwide Gathering from Carol Winkler. ([C.200](#))
5. The Committee heard a report on Racial Ethnic Leadership Development from Vince Patton. (verbal)
6. The Committee heard a report on Mission Personnel Actions from Nancy Cavalcante. ([C.201](#))
7. The Committee heard a report on a site visit to Menaul School from Marci Glass. (verbal)
8. The Committee heard an update on the Young Adult Volunteer Program from Greg Allen-Picket. ([C.202](#))
9. The Committee heard a report on the minutes of the February 2015 Committee on Theological Education meeting from Barry Ensign-George. ([C.203](#))
10. The Committee heard an update on the military chaplains from Don Wilson. (verbal)
11. The Committee, in a joint session with the Worshiping Communities Committee, heard the following:
 - An update on the 2016 Presbyterian Youth Triennium from Ray Jones. ([C.204](#))
 - Chip Hardwick introduced Simone Adams-Andrade, the new Coordinator for Budget and Mission Effectiveness for Theology, Formation and Evangelism. ([C.205](#))
 - Chip Hardwick provided an introduction to the new Theology, Formation and Evangelism ministry area. ([C.206](#))

**ITEM P.201
FOR INFORMATION**

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

WE CELEBRATE...

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

WE OBSERVE...

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

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Audit Committee

Appendix 13

**Report G.001
Audit Committee
Presbyterian Mission Agency Board
September 22, 2015**

The Audit Committee met on September 22, 2015, at the Crowne Plaza Hotel in Louisville, KY and forwards the following to the Presbyterian Mission Agency Board:

I. Consent Agenda: None

II. For Action: None

III. For Information:

- A. The Audit Committee received and accepted the engagement letter from Crowe Horwath LLP;
- B. The Audit Committee also received a planning update from Crowe Horwath LLP;
- C. The Audit Committee received an update from the Chief Financial Officer;
- D. The Audit Committee received an update from General Counsel;
- E. The Audit Committee approved the minutes of the July 16, 2015 meeting, attached as Exhibit A; and
- F. The Audit Committee received an update from Internal Audit.

EXHIBIT A

**Minutes of the Audit Committee of the
Presbyterian Mission Agency Board and
Presbyterian Church (U.S.A.), A Corporation**

**Conference Call
Louisville, Kentucky
July 16, 2015**

CALL TO ORDER AND OPENING PRAYER The meeting of the Audit Committee was called to order at 9:30 p.m. EDT by the chair of the Committee, Kears Pollock. Mr. Pollock opened the meeting with prayer.

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

Members

Kears Pollock – Chair, Audit Committee
Molly Baskin – Vice Chair, Audit Committee
Tom Fleming
Richard Turpen
Ellen Cason
Eileen Lindner

Others Present

Martha Clark
Tim Stepp
Earline Williams
Kathie Lyvers
Cynthia Pierce, Crowe Horwath
Kristin McDonner, Crowe Horwath

Recorder

Kathie Lyvers

Quorum A quorum was declared present for transaction of business.

Action 1-AC-071615 Agenda The Chair presented, and upon motion made and seconded, the agenda was unanimously approved (Appendix 1).

Action 2-AC-071615 Minutes Approved The Chair presented, and upon motion made and seconded, the minutes of the April 14, 2015 Audit Committee meeting were unanimously approved (as amended).

Action 3-AC-071615 Auditor's Letter The Chair presented, and upon motion made and seconded, the auditor's engagement letter prepared by Crowe Horwath LLP was unanimously approved.

The Chair entertained a motion to move into closed session to discuss personnel matters.

Action 4-AC- On motion made and seconded, the Audit Committee unanimously approved a

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Audit Committee

Appendix 13

**071615
Closed Session**

motion to convene in closed session to discuss personnel and property matters with only members of the Audit Committee and the following individuals who were invited to remain and to attend portions of the closed session:

1. Martha Clark
2. Tim Stepp
3. Earline Williams
4. Cynthia Pierce, Crowe Horwath
5. Kristin McDonner, Crowe Horwath

The Chair called the closed session to order.

Discussion ensued.

**Action 5-AC-
071615
End Closed
Session**

The Chair called for a motion to arise from closed session, and upon motion made, seconded and unanimously approved, stated the Audit Committee rose from closed session and resumed plenary, with no actions taken in closed session.

Meeting Schedule

The members of the Audit Committee were reminded the next meeting will be Tuesday, September 22, 2015, at 2:00 p.m.

**Prayer and
Adjournment**

The meeting was closed with prayer.

Respectfully submitted,

Kears Pollock,
Chair, Audit Committee

Kathie Lyvers, Recorder for the Meeting

APPENDIX 1

**Presbyterian Church (USA) Mission Agency
Audit Committee
of the Board of Directors**

MEETING AGENDA

Thursday, July 16, 2015

9:30 a.m. EDT

9:30am	Welcome. Open with prayer.	Pollock
9:35am	2015 Audit Engagement Letter Presentation and Discussion.	McDonner/Pierce
9:45am	Move into closed session.	
12:30pm	Arise from closed session and announce actions. Approve minutes for meeting of April 14, 2015. Future meeting schedule and content.	Pollock
12:45pm	Close with prayer.	

**Report D.001
Worshiping Communities Committee
Presbyterian Mission Agency Board
September 23-25, 2015**

The Worshiping Communities Committee met on Wednesday, September 23, 2015, at the Crown Plaza Hotel in Louisville, Kentucky and forwards the following to the Presbyterian Mission Agency Board:

I. For Consent: No items

II. For Action:

- 1. Approve the list of Special Days and Programmatic Emphases for 2017. [D.102](#)**

For Information:

1. Approved Worshiping Communities Committee Agenda. [D.100](#)
2. Approved the Minutes from the April 16, 2015 meeting and the July 9, 2015, conference call. [D.101](#)
3. Vera White presented an update on the 1001 New Worshiping Communities. [D.200](#)
4. Ann Philbrick presented the New Beginnings Update report. [D.201](#)
5. Ray Jones shared information on the direction and strategy of Evangelism. [D.202](#)
6. Jason Santos gave an update on Collegiate Ministries. [D.203](#)
7. Sterling Morse gave an update on the Churchwide Conference on Race, Ethnicity, Racism, and Ethnocentricity. [D.204](#). Sterling Morse also reported on the work of the Intercultural Ministries. [D.205](#)

The following information items were shared in a joint session with the Leadership Committee:

8. Ray Jones presented a report on the Youth Triennium. [C.204](#)
9. Chip Hardwick introduced the Coordinator for Budget and Mission Effectiveness in the Theology, Formation and Evangelism. [C.205](#). Chip Hardwick also gave an overview of the new structure to the Theology, Formation And Evangelism Ministry Area. [C.206](#)

ITEM D.200
FOR INFORMATION

REPORT FROM 1001 NEW WORSHIPING COMMUNITIES

Conference: In August almost 300 people attended a conference in St. Pete Beach, Florida, that has been described as “inspiring” and “life-changing.” With presenters such as Rhashell Hunter, Elizabeth Conde-Frazier, Danny Murphy, and Rodger Nishioka, the leadership team showed diversity and vision. Click [here](#) to view a video that brought tears to the eyes of the participants. (Link: <http://www.onethousandone.org/#!/video-playlist/ctm5>)

New Communities: When the Mission Development Resource Committee met in August, it approved 24 Seed Grants and 12 Investment Grants, bringing to 285 the number of new worshiping communities currently active in our database. Since the launch of the 1001 initiative, 321 new communities have started. The 36 communities removed from the list have developed into different kinds of ministry, failed to thrive, or separated from the PC(USA).

Interns: Twenty-one people are serving with the 1001 initiative in 2015 as a summer intern, a program year intern, or a full year resident. Click [here](#) to learn more about our interns. (Link: <http://www.onethousandone.org/#!/2015-interns/c1d5m>)

Coaches: Seventy-three people have been trained as 1001 coaches. Ten new coaches will be trained in September.

Assessments: Discerning Missional Leadership assessments were offered in Seattle (May) and Pittsburgh (Sept.-Oct.), and another event is coming up soon in Atlanta (Oct.) All events were filled to capacity, and we are attempting to add an additional event before the end of the year.

Staff Changes: Sherry Britton, always a key part of the 1001 ministry, has shifted her responsibilities and is now almost full time with the 1001 initiative as Program Assistant. A search has been authorized for a new regional associate to work with the West Coast presbyteries.

ITEM C.206
FOR INFORMATION

**INTRODUCTION TO THE THEOLOGY, FORMATION AND
EVANGELISM MINISTRY AREA**

In late June, the new ministry area Theology, Formation, and Evangelism was instituted from most of the programs and staff from Theology, Worship, and Education and Evangelism and Church Growth. This structure had largely been in place since November 2014; the announcement made the existing structure permanent. No jobs were eliminated.

The coming together of these two ministry areas allows for programs and staffs which support leadership development, Christian formation/discipleship, the formation and reformation of worshiping communities, evangelism, and theological rigor to learn from and partner with each other.

Chip Hardwick is the director overseeing the new ministry area. Simone Adams-Andrade has been promoted from her prior position in Racial Ethnic and Women's Ministries to become Coordinator of Budget and Mission Effectiveness. Stony Point Center continues to report directly to the director's office.

Ray Jones has been promoted to serve as associate director for evangelism, which encompasses collegiate, young adult, and youth ministries; evangelism; 1001 new worshiping communities; and church growth and transformation (including New Beginnings). Vera White has been promoted to coordinator for 1001 new worshiping communities, and Jason Santos has been promoted to coordinator of collegiate, young adult, and youth ministries.

Charles Wiley continues to serve as associate director for theology, which encompasses theology and worship, theological education, and congregational ministries publishing. Mark Hinds has been promoted to serve as interim publisher for congregational ministries publishing.

The mission program grant office and its two staff members have moved to Racial Ethnic and Women's ministries from the former Evangelism and Church Growth area. The two staff translators have moved to Communications from Theology, Worship, and Education.

Please pray that this new ministry area will flourish and serve the church even more faithfully and effectively than the two areas have done separately in the past.

**ITEM A.200
INFORMATION**

Appendix 17

Subject: Monthly Financial Reports - Mission

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Presbyterian Mission Agency Receipts & Disbursement Report reflects the results of operation as of August 31, 2015.

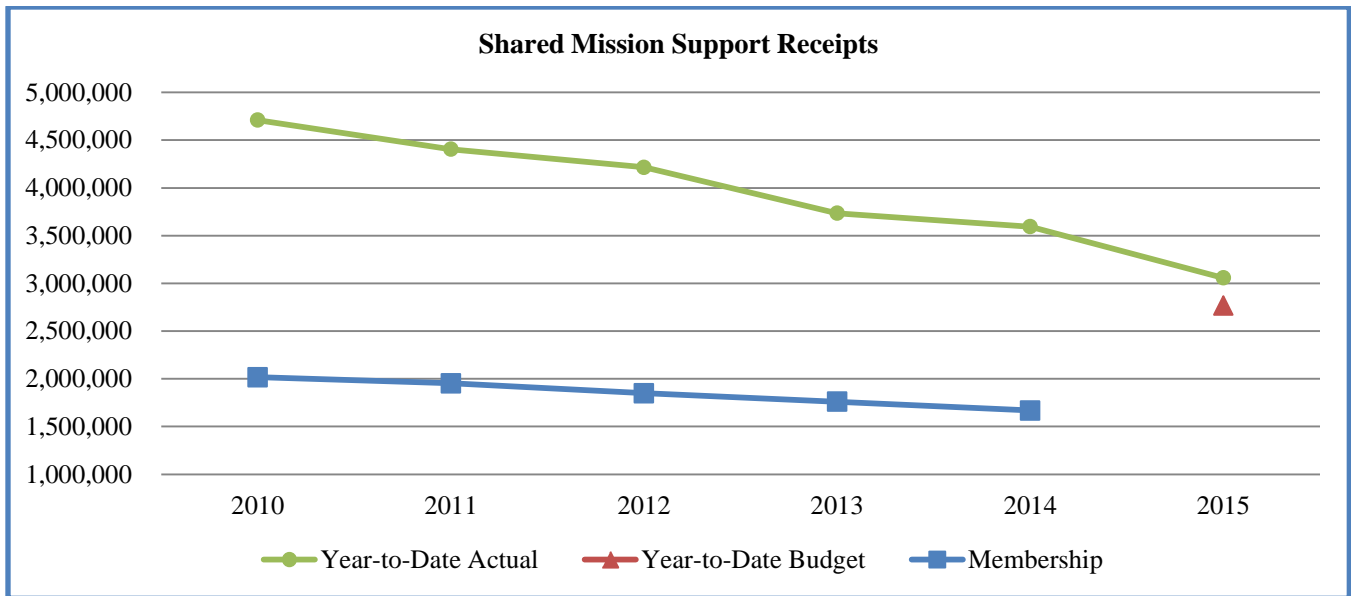
Presbyterian Mission Agency
Budget Compared to Actual
For the Period Ended August 31, 2015



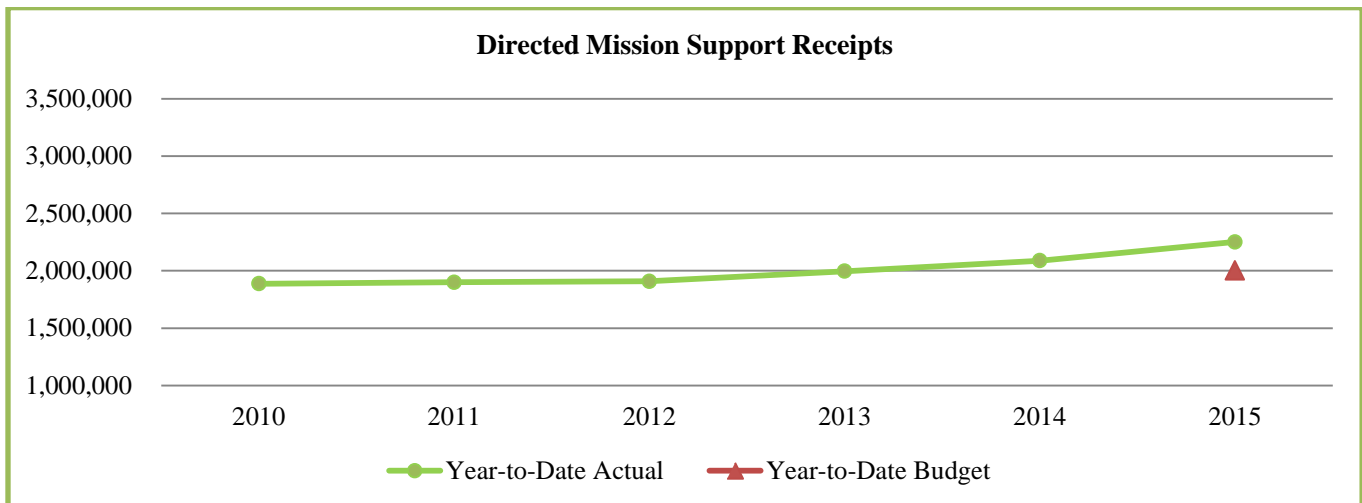
The following highlights summarize activities through August 31, 2015:

RECEIPTS

Support from Congregations and Presbyteries (Shared Mission Support) - Unrestricted receipts were \$291,638 or 10.5% over the 2015 YTD (year-to-date) budget. The graph below provides a six-year history of actual receipts for Shared Mission Support and a five-year history of membership for PC(USA).



Restricted Receipts from Congregations (Directed Mission Support) - Restricted receipts were \$250,849 or 12.5% over the 2015 YTD budget. The graph below provides a six-year history of actual receipts for Directed Mission Support.



**Presbyterian Mission Agency
 Budget Compared to Actual
 For the Period Ended August 31, 2015**

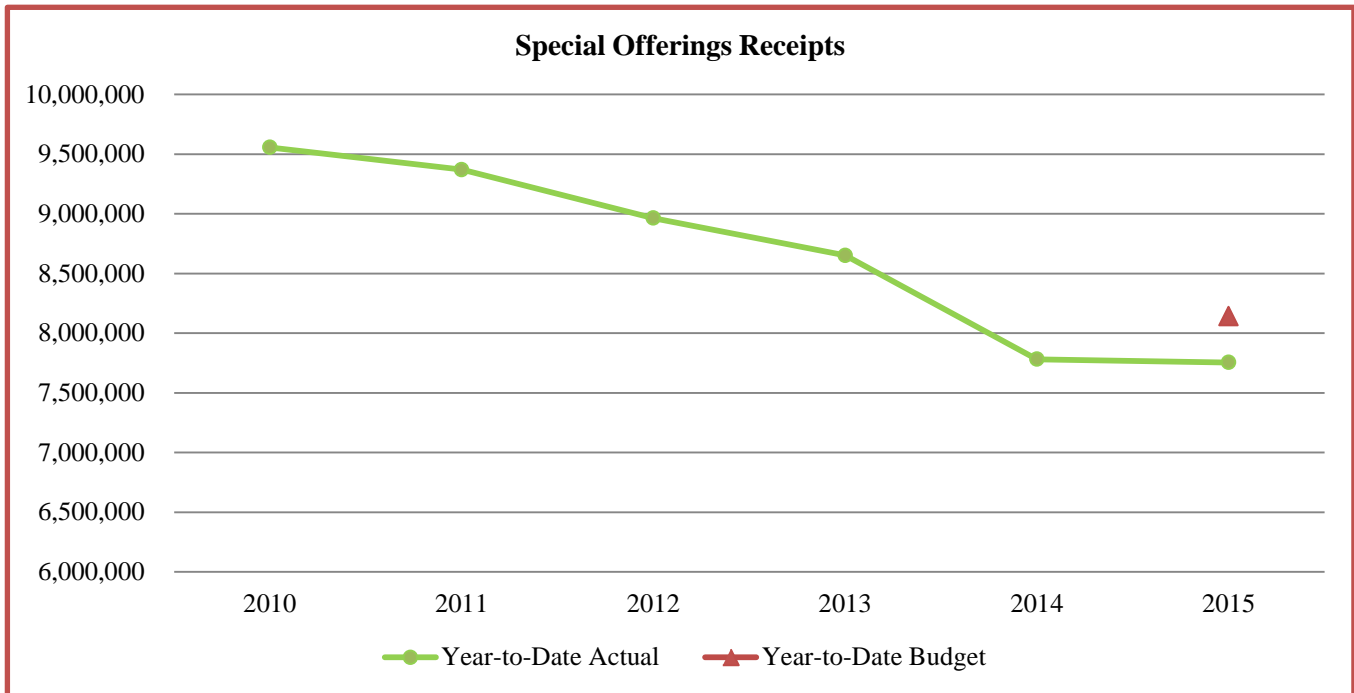


The following highlights summarize activities through August 31, 2015:

RECEIPTS

Special Offerings - Receipts were \$388,094 or 4.8% under the 2015 YTD budget. The following Special Offerings receipts denote the percentage over/(under) the full-year budget for 2015, and the graph below shows a six-year history of actual Special Offerings receipts.

<u>Special Offerings</u>	<u>2015 % Over/(Under)</u>	<u>2015 Collection Dates</u>
Christmas Joy	(7.1)	December 20
One Great Hour of Sharing	(5.4)	April 5
Peacemaking, New Peace and Global Witness Offering	(0.8)	October 4
Pentecost	(8.8)	May 24



Other Specific Appeals – Receipts were \$197,915 or 2.4% over the 2015 YTD budget. Extra Commitment Opportunities (ECO) giving was over budget by \$488,710 or 10.2%.

Total Receipts – Unrestricted Receipts were \$54,791 or 0.8% under the 2015 YTD budget. Restricted receipts were \$1,280,104 or 3.4% under the 2015 YTD budget. Total receipts were \$1,334,895 or 3.0% under the 2015 YTD budget.

**Presbyterian Mission Agency
Budget Compared to Actual
For the Period Ended August 31, 2015**



The following highlights summarize activities through August 31, 2015:

EXPENDITURES

Executive Director

- Policy, Administration and Board Support – Unrestricted expenses were low compared to budget due to a decrease in travel expenses. Restricted expenses were under budget due to cost-savings in salaries related to vacant staff positions in Research Services and timing of expenses related to the new website which is part of the communication plan.

Mission

- Theology, Formation and Evangelism – Unrestricted expenses were under budget due to a decrease in program work and travel related to vacant staff positions in the Evangelism and Church Growth office, special event expenses not yet recorded, and a vacant staff position in the Interfaith office. Restricted expenses were under budget due to less program work in the ministry areas of Theological Education and Company of New Pastors, and timing of Financial Aid Grants.
- Compassion, Peace and Justice – Restricted expenses were under budget because grants will be paid in the last quarter of the year.
- World Mission – Unrestricted expenses were under budget primarily due to lower than anticipated Young Adult Volunteer (YAV) program costs for the second half of the 2014-15 YAV program year, and additional restricted resources were available to cover Mission Personnel expenses.
- Racial Ethnic and Women's Ministries – Unrestricted expenses were under budget due to vacant staff positions, timing of events, including Big Tent, and General Assembly tasks and events. Restricted expenses were under budget due to less costs in the program areas of Native American Congregational Support and African American Congregational Support, timing of grant payments and program work in the Financial Aid office, and a delay in paying Mission Program grants [per Mission Development Resources Committee's (MDRC) procedures, Mission Program Grants could not be either considered or funded until MDRC's policies were approved by the Presbyterian Mission Agency Board (PMAB), which delayed funding any new proposals for the first two cycles of 2015].

Shared Services

- Information Technology – Restricted expenses were under budget by \$37,500 because Internet access fees were not invoiced.
- Mail and Print Services – Restricted expenses were under budget by \$30,000 due to a decrease in use of inkjet services.

Other

- Insurance – Restricted expenses were under budget due to timing of insurance premium payments and reimbursements.
- Shared Expenses – Unrestricted YTD actual expenses were higher than the YTD budget due to a combination of \$845,000 in legal fees that exceeded the budgeted amount of \$725,000, and \$82,000 in production costs for reprinting One Great Hour of Sharing (OGHS) promotional materials.

Total Expenditures

Unrestricted expenses were \$1,616,593 or 13.7% under the 2015 YTD budget. Restricted expenses were \$4,047,093 or 11.5% under the 2015 YTD budget.

**Presbyterian Mission Agency
Budget Compared to Actual
For the Period Ended August 31, 2015**



The following highlights summarize activities through August 31, 2015:

UTILIZATION OF PRIOR YEAR RECEIPTS

Unrestricted Funds

The YTD budget for utilization of prior year receipts was \$4,545,210. Actual YTD utilization of prior year receipts was \$2,983,408; this was under budget by \$1,561,802 or 34.4%.

Restricted Funds

The planned addition to restricted reserves through August was \$2,252,261; however, the actual addition to restricted reserves through August was \$5,019,250 due to less restricted spending.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

Item A.200



PRESBYTERIAN CHURCH (USA)

Presbyterian Mission Agency
For the Period Ended August 31, 2015



	2015 Unrestricted					2015 Restricted					2015 Grand Total					Appendix 17				
	2015 YTD Budget	2015 YTD Actual	+(-)% of YTD Budget	2014 YTD Actual	+(-)% of 2014	2015 YTD Budget	2015 YTD Actual	+(-)% of YTD Budget	2014 YTD Actual	+(-)% of 2014	2015 YTD Budget	2015 YTD Actual	+(-)% of YTD Budget	2014 YTD Actual	+(-)% of 2014					
Support from Congregations and Presbyteries																				
Congregations	\$ 2,766,000	\$ 3,057,638	10.5%	3,594,298	(14.9%)	\$ 2,001,248	\$ 2,252,097	12.5%	2,088,123	7.9%	\$ 4,767,248	\$ 5,309,735	11.4%	5,682,421	(6.6%)					
Special offerings																				
Christmas Joy	-	-	-	-	-	2,387,581	2,218,047	(7.1%)	2,472,086	(10.3%)	2,387,581	2,218,047	(7.1%)	2,472,086	(10.3%)					
One Great Hour of Sharing	-	-	-	-	-	4,990,814	4,719,293	(5.4%)	4,711,315	0.2%	4,990,814	4,719,293	(5.4%)	4,711,315	0.2%					
Peace and Global Witness/Peacemaking	-	-	-	-	-	218,019	216,352	(0.8%)	232,467	(6.9%)	218,019	216,352	(0.8%)	232,467	(6.9%)					
Special Offering (SO projects)	-	-	-	-	-	64,933	160,315	146.9%	-	-	64,933	160,315	-	-	-					
Pentecost	-	-	-	-	-	481,048	438,853	(8.8%)	364,569	20.4%	481,048	438,853	(8.8%)	364,569	20.4%					
Witness	-	-	-	-	-	-	1,441		1,435	0.4%	-	1,441	-	1,435	0.4%					
Specific appeals																				
Emergency and Disaster Relief	-	-	-	-	-	2,975,000	2,587,084	(13.0%)	1,742,763	48.4%	2,975,000	2,587,084	(13.0%)	1,742,763	48.4%					
Extra Commitment	-	-	-	-	-	4,782,213	5,270,923	10.2%	4,218,656	24.9%	4,782,213	5,270,923	10.2%	4,218,656	24.9%					
Mission Initiative	-	-	-	-	-	-	1,588		40,316	(96.1%)	-	1,588		40,316	(96.1%)					
Special Missionary Support	-	-	-	-	-	87,595	318,416	363.5%	117,089	171.9%	87,595	318,416	363.5%	117,089	171.9%					
Hunger	-	-	-	-	-	331,840	192,445	(42.0%)	430,169	(55.3%)	331,840	192,445	(42.0%)	430,169	(55.3%)					
Theological Education Fund	-	-	-	-	-	-	4,107		603,965	(99.3%)	-	4,107		603,965	(99.3%)					
Additional Forms of Giving																				
Presbyterian Women	-	-	-	-	-	254,429	224,950	(11.6%)	272,680	(17.5%)	254,429	224,950	(11.6%)	272,680	(17.5%)					
Gifts and bequests	25,000	24,074	(3.7%)	241,536	(90.0%)	118,000	301,623	155.6%	63,826	372.6%	143,000	325,697	127.8%	305,362	6.7%					
Grants	-	-	-	-	-	169,000	125,452	(25.8%)	127,066	(1.3%)	169,000	125,452	(25.8%)	127,066	(1.3%)					
Total Contributions	2,791,000	3,081,712	10.4%	3,835,834	(19.7%)	18,861,720	19,032,986	0.9%	17,486,525	8.8%	21,652,720	22,114,698	2.1%	21,322,359	3.7%					
Endowments, Interest and Dividends																				
Income from endowment funds held by the Foundation	3,228,189	3,081,034	(4.6%)	3,232,034	(4.7%)	5,032,549	5,663,982	12.5%	5,902,356	(4.0%)	8,260,738	8,745,016	5.9%	9,134,390	(4.3%)					
Income from investments	574,770	208,039	(63.8%)	162,568	28.0%	331,500	223,332	(32.6%)	435,169	(48.7%)	906,270	431,371	(52.4%)	597,737	(27.8%)					
Income from funds held by others	645,240	810,524	25.6%	516,099	57.0%	80,000	80,000	0.0%	80,000	0.0%	725,240	890,524	22.8%	596,099	49.4%					
Other																				
Hubbard Press	-	-	-	-	-	103,912	103,923	0.0%	103,043	0.9%	103,912	103,923	0.0%	103,043	0.9%					
Sales of resources and services	-	3,099		4,712	(34%)	12,993,513	11,018,867	(15.2%)	12,449,674	(11.5%)	12,993,513	11,021,966	(15.2%)	12,454,386	(11.5%)					
Other	-	-	-	-	-	-	-		-		-	-		-						
Total Endowments, Int. Div. & Other	4,448,199	4,102,696	(7.8%)	3,915,413	4.8%	18,541,474	17,090,104	(7.8%)	18,970,242	(9.9%)	22,989,673	21,192,800	(7.8%)	22,885,655	(7.4%)					
Total Receipts	7,239,199	7,184,408	(0.8%)	7,751,247	(7.3%)	37,403,194	36,123,090	(3.4%)	36,456,767	(0.9%)	44,642,393	43,307,498	(3.0%)	44,208,014	(2.0%)					
Expenses																				
Policy Administration & Board Support	622,441	502,910	(19.2%)	770,651	(34.7%)	1,215,656	1,000,518	(17.7%)	1,151,493	(13.1%)	1,838,097	1,503,428	(18.2%)	1,922,144	(21.8%)					
Mission Resources	275,223	93,241	(66.1%)	66,845	39.5%	990,414	913,349	(7.8%)	1,001,881	(8.8%)	1,265,637	1,006,590	(20.5%)	1,068,726	(5.8%)					
Theology, Formation & Evangelism	2,846,818	2,397,085	(15.8%)	2,356,544	1.7%	4,527,324	4,134,639	(8.7%)	5,340,876	(22.6%)	7,374,142	6,531,724	(11.4%)	7,697,420	(15.1%)					
Compassion, Peace and Justice	1,204,632	1,210,539	0.5%	1,368,010	(11.5%)	8,292,922	7,387,686	(10.9%)	7,332,503	0.8%	9,497,554	8,598,225	(9.5%)	8,700,513	(1.2%)					
World Mission	4,408,820	3,691,168	(16.3%)	5,711,387	(35.4%)	11,553,719	11,552,797	(0.0%)	9,260,440	24.8%	15,962,539	15,243,965	(4.5%)	14,971,827	1.8%					
Racial Ethnic and Women's Ministries	1,700,564	1,343,562	(21.0%)	1,440,865	(6.8%)	4,587,221	2,849,464	(37.9%)	3,652,112	(22.0%)	6,287,785	4,193,026	(33.3%)	5,092,977	(17.7%)					
Shared Services	-	-	-	19,305	-	1,356,633	1,260,767	(7.1%)	1,411,641	(10.7%)	1,356,633	1,260,767	(7.1%)	1,430,946	(11.9%)					
Other	725,911	929,311	28.0%	62,341	1390.7%	2,627,044	2,004,620	(23.7%)	2,536,073	(21.0%)	3,352,955	2,933,931	(12.5%)	2,598,414	12.9%					
Total Expenses	11,784,409	10,167,816	(13.7%)	11,795,948	(13.8%)	35,150,933	31,103,840	(11.5%)	31,687,019	(1.8%)	46,935,342	41,271,656	(12.1%)	43,482,967	(5.1%)					
Change in net assets	\$ (4,545,210)	\$ (2,983,408)	(34.4%)	(4,044,701)	(26.2%)	\$ 2,252,261	\$ 5,019,250	122.9%	4,769,748	5.2%	\$ (2,292,949)	\$ 2,035,842	(188.8%)	725,047	180.8%					

**ITEM A.201
INFORMATION**

Appendix 17

Monthly Financial Reports – Presbyterian Mission Program Fund (PMPF)

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Financials reflect preliminary activity through August 31, 2015

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

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Presbyterian Church (U.S.A.)
 Presbyterian Mission Program Fund
 as of August 31, 2015



Appendix 17

	UNRESTRICTED			
	UNDESIGNATED FUNDS	DESIGNATED FUNDS	PROGRAMMATIC LOAN FUND	COMBINED TOTAL
Balance as of January 1, 2015	6,621,323	11,791,601	546,937	18,959,861
Market Value Adjustment in Investments	(2,372)			(2,372)
Net increase (decrease) in loans/receivables	(25,678)		25,678	-
2015 Allocation	(1,801,583)	1,801,583		-
Use of allocations		427,340		427,340
Unused allocations restored	1,005,552	(1,005,552)		-
Increase (Decrease) YTD	(824,081)	1,223,371	25,678	424,967
Subtotal	5,797,242	13,014,972	572,615	19,384,829
Excess unrestricted revenues/(expenditures) from PMA Budget		(2,983,408)		(2,983,408)
Balance as of August 31, 2015	\$ 5,797,242	\$ 10,031,564	\$ 572,615	\$ 16,401,421
Balance as of August 31, 2014	\$ 8,624,910	\$ 7,038,148	\$ 765,261	\$ 16,428,319

	8/31/15	8/31/14
Reserve Requirement		
Unrestricted Receipts	13,454,763	16,321,823
Directed Mission Support Receipts	3,706,023	3,500,000
Total	17,160,786	19,821,823
30% Reserve Requirement	5,148,236	5,946,547
Amount Over(Under) Required Reserve	649,006	2,678,363

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

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Presbyterian Church (U.S.A.)
 Presbyterian Mission Program Fund
 Funds Committed for Special Projects
 as of August 31, 2015



Appendix 17

Board Actions	Original Designation	Balance 1/1/15	Designated	Payments	Restored	Balance 8/31/15
1 Balance of allocations of \$1,093,000 (4/03), \$814,210 (2/04), \$150,000 (12/04), and reallocations (9/06), (2/08), (10/08), (5/10), & (2/12) to support the Independent Abuse Review Panel	116,574	68,023				68,023
2 Sales of Resources		133,206		(11,500)		121,706
3 Allocation (5/12) to balance the 2014 Mission Budget (9/12), (4/13), (4/14), (9/14)	4,014,845	505,552			(505,552)	-
4 2013-2014 New Initiatives Allocation (4/13)	1,000,000	176,395		(50,682)		125,712
5 DREAM Fund (4/14) (Replaces Mission Partnerships for Synods)	500,000	500,000		(75,665)		424,335
6 Allocation (4/14) to balance the 2015 Mission Budget, (9/14), (4/15)	3,971,994	3,971,994	989,592	(2,983,408)		1,978,178
7 Allocation (4/14) to balance the 2016 Mission Budget, (9/14), (4/15)	3,936,432	3,936,432	811,991			4,748,423
8 World Mission - Contingency Expenses (4/14), (4/15)	1,000,000	1,000,000		(2,958)	(500,000)	497,042
9 Ghost Ranch Capital Expenditures (9/14)	1,500,000	1,500,000		568,145		2,068,145
10 TOTAL		11,791,601	1,801,583	(2,556,068)	(1,005,552)	10,031,564

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

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Appendix 17

Presbyterian Church (U.S.A.)

**Sales of Resources
as of August 31, 2015**



	Balance 1/1/15	Additions	(Payments)	Budgeted	Balance 8/31/15
Senior Director Funds Development					
Funds Development	3,968				3,968
Total	3,968	-	-	-	3,968
Senior Director Communications					
Mission Resources	24,161				24,161
	24,161	-	-	-	24,161
Deputy Executive Director - Mission					
Mission	100,152		(11,500)		88,652
Social Witness Policy	4,925				4,925
Research Services	-		-		-
Total	105,077	-	(11,500)	-	93,577
TOTAL	133,206	-	(11,500)	-	121,706

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

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Appendix 17

Presbyterian Church (U.S.A.)
 Programmatic Loan Fund
 as of August 31, 2015



RECEIVABLE	Balance 1/1/15	Increase (Decrease)	Balance 8/31/15
Receivable from Congregational Ministries Publishing	546,937	25,678	572,615
TOTAL PRESBYTERIAN MISSION PROGRAM FUND	546,937	25,678	572,615

OTHER RECEIVABLES

Ghost Ranch Conference Center (Abiquiu and Santa Fe)	2,881,146	(178,930)	2,702,216
Stony Point Center	1,995,736	82,793	2,078,529
TOTAL OTHER RECEIVABLES	4,876,882	(96,137)	4,780,745

Operating Income (Loss) - August 31, 2015			
Curriculum - English	(189,689)		
Curriculum - Language	(212,848)		
Stony Point	(136,786)		
Ghost Ranch	(246,855)		

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

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Appendix 17

**Presbyterian Church (U.S.A.)
Self Insurance Fund
as of August 31, 2015**



	<u>YTD 2015</u>	<u>YTD 2014</u>
Beginning Balance	6,219,583	6,010,024
Revenues:		
Income from investments	32,998	30,369
Unrealized gain (loss)	76,151	140,645
Total Revenues	<u>109,149</u>	<u>171,014</u>
Expenditures:		
Foundation investment fees	(122)	(179)
Shared Services management fees	(6,667)	(6,667)
Risk Management recoveries	(35,712)	(45,095)
Insurance claims paid	(92,997)	(82,423)
Total Expenditures	<u>(135,497)</u>	<u>(134,363)</u>
Funds Available	<u><u>6,193,234</u></u>	<u><u>6,046,674</u></u>

**ITEM A.202
FOR INFORMATION**

Monthly Financial Reports - Per Capita

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Per Capita Operation Report reflects preliminary results of operation as of August 31, 2015.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

Item A.202

Presbyterian Church (U.S.A.)

Per Capita

Appendix 17

COMBINED STATEMENTS OF FINANCIAL POSITION

August 31, 2015 and 2014

Assets	Per Capita	Dept. of History	Total 08/31/2015	Total 08/31/2014
Cash and cash equivalents	\$ 181,324	\$ 5,470	\$ 186,793	\$ 135,096
Short term investments	3,276,848	31,889	3,308,737	1,836,059
OGA Foundation	884,888	-	884,888	860,960
Per Capita Investments	4,062,530	-	4,062,530	3,983,564
Long term investments	-	3,754,004	3,754,004	3,728,091
Endowment investments	654,664	88,075	742,738	750,438
Investments PILP	378,690	-	378,690	375,014
Apportionment receivable--current year	5,569,557	-	5,569,557	5,767,785
Apportionment receivable--prior year	1,244,942	-	1,244,942	1,274,859
Allowance for Uncollectible Apportionments	(1,075,867)	-	(1,075,867)	(1,386,250)
Receivable - Big Tent	1,871	-	1,871	-
Other receivables	(116,278)	165,000	48,722	309,217
Receivable - PMA	-	(26,149)	(26,149)	(16,188)
Prepaid-Other	9	-	9	24,700
Land, Building and Fixed Assets	18,668	3,671,167	3,689,834	3,273,310
Accumulated depreciation	(16,801)	(2,296,534)	(2,313,335)	(2,118,412)
Total Assets	<u>\$ 15,065,045</u>	<u>\$ 5,392,921</u>	<u>\$ 20,457,966</u>	<u>\$ 18,798,241</u>
 Liabilities and Net Assets				
Liabilities:				
Accounts Payable-PMA	\$ 213,416	-	\$ 213,416	\$ 331,197
Accounts Payable	1,559	-	1,559	8,923
Receipts in Process/ Other	263,411	-	263,411	356,611
Total liabilities	<u>\$ 478,386</u>	<u>\$ -</u>	<u>\$ 478,386</u>	<u>\$ 696,731</u>
 Net assets:				
Unrestricted:				
Undesignated	\$ 12,762,395	\$ -	\$ 12,762,395	12,451,256
Designated	1,467,725	2,348,277	3,816,003	4,637,892
Plant Fund	5,600	1,264,083	1,269,683	1,269,683
Temporarily Restricted	261,370	1,085,499	1,346,869	1,336,741
Permanently Restricted	89,569	695,061	784,630	784,630
Total net assets	<u>\$ 14,586,659</u>	<u>\$ 5,392,921</u>	<u>\$ 19,979,580</u>	<u>\$ 20,480,202</u>
Total Liabilities and Net Assets	<u>\$ 15,065,045</u>	<u>\$ 5,392,921</u>	<u>\$ 20,457,966</u>	<u>\$ 21,176,933</u>

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

Item A.202

Appendix 17

Presbyterian Church (U.S.A.)
PER CAPITA
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
For The Period Ending August 31, 2015

	UNDESIGNATED			DESIGNATED		TEMPRARILY RESTRICTED		PERM. RESTR.	GRAND TOTAL			
	2015	YTD	Variance	2015	YTD	2015	YTD	YTD	2015	YTD	YTD	
	Budget	Actual		Budget	Actual	Budget	Actual	Actual	Budget	Actual	2014	
Revenue, gains and other support												
1 Apportionment	\$ 12,368,937	\$ 12,192,773	\$ 176,164	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,368,937	\$ 12,192,773	\$ 12,741,384	
2 Income on investments	213,000	44,907	168,093	-	-	-	-	-	213,000	44,907	50,304	
3 Realized and unrealized gain on investments	-	(999)	999	-	-	-	-	-	-	(999)	117,921	
4 Sale of resources and services/ Other		-	-	1,724,091	375,951	-	-	-	1,724,091	375,951	420,551	
5 Miscellaneous	2,000	-	2,000	-	-	-	-	-	2,000	-	-	
Total revenue, gains and other support	\$ 12,583,937	\$ 12,236,681	\$ 347,256	\$ 1,724,091	\$ 375,951	\$ -	\$ -	\$ -	\$ 14,308,028	\$ 12,612,632	\$ 13,330,160	
Expenditures												
Programs:												
1 Church Wide Ministries	\$ 2,780,601	\$ 1,635,292	\$ 1,145,309	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,780,601	\$ 1,635,292	\$ 4,460,582	
2 Ecclesial & Ecumenical Ministries	2,772,549	1,673,839	1,098,710	-	-	-	-	-	2,772,549	1,673,839	1,639,121	
3 Mid Council Ministries	1,595,849	902,182	693,667	-	-	-	-	-	1,595,849	902,182	793,818	
Subtotal	\$ 7,148,999	\$ 4,211,313	\$ 2,937,686	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,148,999	\$ 4,211,313	\$ 6,893,521	
4 Presbyterian Mission Agency/Board	99,550	655,059	(555,509)	1,899,815	452,457	-	-	-	1,999,365	1,107,517	1,684,458	
5 Other PMA Supervised Work	1,754,664	1,130,176	624,488	-	-	-	-	-	1,754,664	1,130,176	691,001	
Subtotal	\$ 1,854,214	\$ 1,785,236	\$ 68,978	\$ 1,899,815	\$ 452,457	\$ -	\$ -	\$ -	\$ 3,754,029	\$ 2,237,693	\$ 2,375,459	
6 Other Expenses	100,000	29,278	70,722	-	-	-	-	-	100,000	29,278	74,350	
7 Uncollectible Apportionments	1,000,000	-	1,000,000	-	-	-	-	-	1,000,000	-	-	
Total expenses	\$ 10,103,213	\$ 6,025,827	\$ 4,077,386	\$ 1,899,815	\$ 452,457	\$ -	\$ -	\$ -	\$ 12,003,028	\$ 6,478,284	\$ 9,343,330	
Uncollectible Apportionments												
Funds Allocated for Subsequent GA	1,354,306	-	1,354,306	(1,354,306)	-	-	-	-	-	-	-	
Estimated Under-Expenditure	-	-	-	-	-	-	-	-	-	-	-	
Change in Net Assets	\$ 3,835,030	\$ 6,210,854	\$ (2,375,824)	\$ (1,530,030)	\$ (76,506)	\$ -	\$ -	\$ -	\$ 2,305,000	\$ 6,134,347	\$ 3,986,830	
Net Assets at January 31, 2015		6,557,141			1,544,232		261,370	89,569		8,452,312	8,430,917	
Net Assets at August 31, 2015		\$ 12,767,995			\$ 1,467,725		\$ 261,370	\$ 89,569		\$ 14,586,659	\$ 12,417,748	

**ITEM A.203
INFORMATION**

Subject: Monthly Financial Reports - Curriculum

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Congregational Ministries Publishing – Curriculum Publishing Program Area Financials reflect activity through August 31, 2015.

**Presbyterian Church (U.S.A.)
Congregational Ministries Publishing
Statements of Financial Position**

Appendix 17

August 31, 2015 and 2014

	<u>2015</u>	<u>2014</u>
Assets		
Accounts Receivables	28,863	208,564
Inventory PDS	78,146	125,906
Inventory - Work in Process Inventory	64,217	72,017
Total Assets	<u><u>171,226</u></u>	<u><u>406,487</u></u>
 LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable	1,148	4,648
Accounts Payable - General Missions	572,615	765,262
Total Liabilities	<u>573,763</u>	<u>769,910</u>
Net Assets	(402,537)	(363,423)
Total Liabilities and Net Assets	<u><u>171,226</u></u>	<u><u>406,487</u></u>

Presbyterian Church (U.S.A.)
 Congregational Ministries Publishing
 Statements of Activities
 For The Periods Ending August 31, 2015 and 2014

Appendix 17

	Year-to-Date 2015			Year-to-Date 2014	2015	2015
	Budget	Actual	Variance Positive/ (Negative)	Actual	Actual as a % of Year-To- Date Budget	Actual as a % of Annual Budget
Curriculum Sources of Funding						
Sale of Resources						
Gross Sales-Resources	\$ 811,818	\$ 731,929	\$ (79,889)	\$ 926,039	90.16%	45.85%
Discounts-Resources	-	(8,818)	(8,818)	(4,667)	100.00%	100.00%
Net Sales-Resources	811,818	723,111	(88,707)	921,372	89.07%	45.30%
Cost of Goods Sold and Misc Prod Exp	180,510	223,011	(42,501)	247,422	123.54%	70.96%
		-				
Curriculum Sale of Resources Gross Margin	631,308	500,100	(131,208)	673,950	79.22%	39.01%
Other Sources of Funding						
Funding From Endowments and ECOs	267,002	152,495	(114,507)	122,436	57.11%	39.77%
Total Other Sources of Funding	267,002	152,495	(114,507)	122,436	57.11%	39.77%
Total Gross Margin - Resources Sales and Other Funding	898,310	652,595	(245,715)	796,386	72.65%	39.18%
Expenses						
Executive Editor's Office	258,363	166,211	92,152	209,791	64.33%	43.89%
General Editor's Office	211,463	202,919	8,544	206,628	95.96%	61.18%
Marketing	252,501	173,948	78,553	162,509	68.89%	46.32%
Point/Resource Center	107,594	75,262	32,332	71,782	69.95%	46.80%
Managing Editor's Office	105,973	106,836	(863)	101,719	100.81%	65.37%
Total Expenses	935,894	725,176	210,718	752,429	77.48%	51.43%
Net Surplus/(Shortfall) From Operations	(37,584)	(72,581)	(34,997)	43,957	193.12%	(28.42%)
Support Services	(129,891)	(117,108)	12,783	(208,833)	90.16%	45.85%
Net Surplus/(Shortfall) After Support Services	(167,475)	(189,689)	(22,214)	(164,876)	113.26%	
For Information Purposes						
Common Cost Allocations	269,500	255,717	13,783	374,282	94.89%	57.68%
Unrestricted Cost Allocations	126,264	124,112	2,152	108,153	98.30%	53.62%
Restricted Cost Allocations	143,236	131,605	11,631	266,129	91.88%	62.12%

Presbyterian Church (U.S.A.)
 Congregational Ministries Publishing
 Statements of Activities
 For The Periods Ending August 31, 2015 and 2014

PRESBYTERIAN MISSION AGENCY BOARD
 September 23-25, 2015
 Finance and Accounting
 Item A.203

	Year-to-Date 2015			Year-to-Date 2014	2015	2015
	Budget	Actual	Variance Positive/ (Negative)	Actual	Actual as a % of Year-To- Date Budget	Actual as a % of Annual Budget
Language Resources Sources of Funding						
Sale of Resources						
Gross Sales-Resources	\$ 61,050	\$ 60,858	\$ (192)	\$ 65,663	99.69%	51.57%
Discounts-Resources	-	-	-	-	0.00%	0.00%
Net Sales-Resources	61,050	60,858	(192)	65,663	99.69%	51.57%
Cost of Goods Sold and Misc Prod Exp	27,817	49,629	(21,812)	38,844	178.41%	92.62%
Curriculum Sale of Resources Gross Margin	33,233	11,229	(22,004)	26,819	33.79%	17.43%
Other Sources of Funding						
Funding From ECOs and Endowments	9,900	-	(9,900)	4,802	0.00%	0.00%
Total Other Sources of Funding	9,900	-	(9,900)	4,802	0.00%	0.00%
Total Gross Margin - Resources Sales and Other Funding	43,133	11,229	(31,904)	31,621	26.03%	13.54%
Expenses						
Korean Development	119,157	107,307	11,850	115,872	90.06%	57.55%
Spanish Development	110,425	107,033	3,392	98,796	96.93%	62.77%
Total Expenses	229,582	214,340	15,242	214,668	93.36%	60.05%
Net Surplus/(Shortfall) From Operations	(186,449)	(203,111)	(16,662)	(183,047)	108.94%	74.12%
Support Services	(9,768)	(9,737)	31	(15,502)	99.68%	51.57%
Net Surplus/(Shortfall) After Support Services	(196,217)	(212,848)	(16,631)	(198,549)	108.48%	72.66%
For Information Purposes						
Common Cost Allocations	60,849	54,810	6,039	59,475	90.08%	54.42%
Unrestricted Cost Allocations	28,077	26,838	1,239	25,366	95.59%	50.89%
Restricted Cost Allocations	32,772	28,172	4,600	34,109	85.96%	58.24%

Appendix 17

**ITEM A.204
INFORMATION**

Subject: Comparative Financial Reports – Stony Point Conference Center

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Stony Point Financials reflect activity through August 31, 2015.

Presbyterian Church (U.S.A.)
Statement of Financial Position - Stony Point Center

Appendix 17

YTD vs Prior YTD Assets and Liabilities

	As of 8/31/2015	As of 8/31/2014
ASSETS		
CURRENT ASSETS		
Operating Cash	\$158,668	\$593,087
Investments	\$0	\$0
TOTAL CURRENT ASSETS	\$158,668	\$593,087
OTHER ASSETS		
Accounts Receivable	\$348,635	\$233,321
Less: Provision for Uncollectable Amounts	(\$3,232)	(\$10,000)
Inventory	\$50,711	\$49,855
Prepaid	\$0	\$33,885
TOTAL OTHER ASSETS	\$396,115	\$307,061
FIXED ASSETS		
Property, Plant and Equipment	\$1,438,818	\$1,454,033
TOTAL FIXED ASSETS	\$1,438,818	\$1,454,033
TOTAL ASSETS	\$1,993,601	\$2,354,181
LIABILITIES		
Accounts Payable - Interfund Due PMA	(\$2,078,529)	(\$2,264,867)
Security Deposits Held	\$1,500	\$1,500
Amounts Held for Special Projects	\$0	\$0
Deferred Revenue	\$98,761	\$81,090
Other Liabilities	\$191	\$0
TOTAL LIABILITIES	(\$2,178,981)	(\$2,347,457)
NET ASSETS		
Net Assets	(\$185,381)	\$6,724
TOTAL NET ASSETS	(\$185,381)	\$6,724
TOTAL LIABILITES & NET ASSETS	(\$1,993,601)	(\$2,354,181)
BEGINNING BALANCE WITH CURRENT YEAR ADJUSTMENTS	(\$48,594)	\$79,882
NET SURPLUS/(DEFICIT)	(\$136,786)	(\$73,157)
ENDING NET ASSETS	(\$185,381)	\$6,724

**Presbyterian Church (U.S.A.)
Stony Point Conference Center**

Statement of Activities and Changes in Net Assets
For the eight months ending August 31, 2015 and 2014

Appendix 17

	YTD Actual	YTD Budget	Variance YTD/Budget	2014 YTD Actual
Revenue				
270 - Guest Income	\$987,855	\$1,152,061	\$164,206	\$826,566
272 - Program	\$1,873	\$513	(\$1,360)	\$1,300
273 - Transportation	\$32,730	\$39,898	\$7,168	\$31,359
274 - Readers Service	\$0	\$1,800	\$1,800	\$618
275 - Shop at the Point	\$29,900	\$40,542	\$10,642	\$30,711
276 - Building and Grounds	\$70,645	\$86,232	\$15,587	\$49,864
277 - Administration	\$134,546	\$141,050	\$6,504	\$103,226
280 - Community of Living Traditions	\$3,873	\$2,000	(\$1,873)	\$1,000
278, 279 - Gilmore Sloane / Allison Estate	\$0	\$0	\$0	\$165,002
290 - Temporarily Restricted	\$160,326	\$0	(\$160,326)	\$51,920
291 - Plant Fund	\$0	\$0	\$0	\$0
Total Revenue	\$1,421,747	\$1,464,096	\$42,349	\$1,261,567
Expense				
270 - Housekeeping	\$176,385	\$187,612	\$11,227	\$187,765
271 - Food Service	\$327,626	\$369,633	\$42,007	\$287,539
272 - Program	\$30,592	\$26,951	(\$3,641)	\$25,978
273 - Transportation	\$39,934	\$42,331	\$2,397	\$40,653
274 - Readers Service / CLBSJ	\$2,821	\$2,351	(\$470)	\$2,653
275 - Shop at the Point	\$18,370	\$31,425	\$13,055	\$26,989
276 - Building and Grounds	\$321,617	\$292,233	(\$29,384)	\$327,712
277 - Administration	\$487,614	\$481,048	(\$6,566)	\$412,677
280 - Community of Living Traditions	\$11,081	\$12,050	\$969	\$9,354
281 - Conference Services	(\$7,541)	\$12,953	\$20,494	\$0
282 - Development	\$17,420	\$15,002	(\$2,418)	\$0
278, 279 - Gilmore Sloane / Allison Estate	\$0	\$0	\$0	\$20,896
290 - Temporarily Restricted	\$137,118	\$0	(\$137,118)	\$58,075
291 - Plant Fund	\$0	\$0	\$0	\$0
Total Expense	\$1,563,036	\$1,473,589	(\$89,447)	\$1,400,291
Transfers				
to Stony Point Center	(\$4,503)	(\$22,661)	(\$18,158)	(\$65,567)
Total Transfers	(\$4,503)	(\$22,661)	(\$18,158)	(\$65,567)
CHANGE IN NET ASSETS	(\$136,786)	\$13,168	\$149,954	(\$73,157)

**ITEM A.205
INFORMATION**

Appendix 17

Subject: Comparative Financial Reports – Ghost Ranch Conference Center

Financial reports are prepared, analyzed and provided to management for utilization in the decision-making process. The reporting function is essential to make planning and controls effective.

The attached Ghost Ranch Financials reflect activity through August 31, 2015.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

Item A.205

Appendix 17

Presbyterian Church (U.S.A.)
 Ghost Ranch Conference Center
 Statements of Financial Position

	<u>Aug. 31, 2015</u>	<u>Aug. 31, 2014</u>
ASSETS		
Cash	\$ 195,422	\$ 97,285
Total Cash	<u>\$ 195,422</u>	<u>\$ 97,285</u>
Investments		
Long-term Investments at the Foundation	450,092	475,063
Other Assets		
Accounts Receivable	\$ (4,673)	\$ 43,575
Prepaid Expenses	30,326	293,115
Inventory	139,351	116,736
Total Other Assets	<u>\$ 165,004</u>	<u>\$ 453,425</u>
Fixed Assets	<u>6,219,844</u>	<u>5,855,569</u>
TOTAL ASSETS	<u>\$ 7,030,362</u>	<u>\$ 6,881,342</u>
LIABILITIES		
Interfund	\$ 2,702,216	\$ 2,528,227
Accounts Payable - Accruals	303,876	195,964
Amounts Held for Others	141,305	35,016
Notes Payable	14	211,698
Deferred Revenue	439,519	596,854
Total Liabilities	<u>\$ 3,586,930</u>	<u>\$ 3,567,759</u>
NET ASSETS		
Unrestricted Net Assets	\$ (2,771,660)	\$ (2,744,037)
Temporarily Restricted	249,376	149,312
Temporarily Restricted-La Bruzza	(82,558)	(57,587)
Permanently Restricted-La Bruzza	532,650	532,650
Plant Fund	5,515,624	5,433,246
Total Net Assets	<u>\$ 3,443,432</u>	<u>\$ 3,313,584</u>
TOTAL LIABILITIES & NET ASSETS	<u>\$ 7,030,362</u>	<u>\$ 6,881,342</u>

Footnote: These statements were prepared based on information presented by management of Ghost Ranch.

PRESBYTERIAN MISSION AGENCY BOARD

September 23-25, 2015

Finance and Accounting

Item A.205

Presbyterian Church (U.S.A.)
Ghost Ranch Conference Center

Statements of Activities
For the Periods Ending August 31, 2015 and 2014

Appendix 17

	YTD 2015			8/14 YTD	YoY
	Actual	Budget	Variance	Actual	% Chg.
Revenue					
Operating Revenues					
Program	\$ 1,419,957	\$ 1,428,600	\$ (8,643)	\$ 1,281,441	10.8
Groups & Meetings	701,679	700,000	1,679	457,508	53.4
Overnight Stays	176,884	180,700	(3,816)	159,924	10.6
Day Activities	311,460	303,900	7,560	234,716	32.7
Retail Operations	341,610	375,200	(33,590)	317,278	7.7
Museums	19,569	20,100	(531)	15,644	25.1
Ranchland Revenue (Movies, Water, Grazing)	175,992	40,800	135,192	121,212	45.2
Other Miscellaneous	58,378	70,500	(12,122)	66,288	(11.9)
Total Operating	\$ 3,205,529	\$ 3,119,800	\$ 85,729	\$ 2,654,010	20.8
Non-Operating Support					
Annual Fund	\$ 243,200	\$ 300,120	\$ (56,920)	\$ 261,714	(7.1)
NGRF Support	169,194	150,000	19,194	118,952	42.2
Total Non-Operating Support	\$ 412,394	\$ 450,120	\$ (37,726)	\$ 380,666	8.3
Santa Fe Revenue	\$ 1	\$ -	\$ 1	\$ (250)	(100.4)
Total Revenue	\$ 3,617,924	\$ 3,569,920	\$ 48,004	\$ 3,034,426	19.2
Expenditures					
Ranch Operations					
Facilities, Operations & Guest Services	\$ 1,098,153	\$ 1,257,748	\$ 159,595	\$ 1,120,357	(2.0)
Food Service & Housekeeping	860,620	880,804	20,184	759,906	13.3
Education	713,056	718,447	5,391	634,074	12.5
Total Ranch Operations	\$ 2,671,829	\$ 2,856,999	\$ 185,170	\$ 2,514,337	6.3
Marketing & Admin. Expenses					
Director's Office & Board	\$ 79,565	\$ 78,813	(752)	\$ 86,068	(7.6)
Finance	147,325	149,113	1,788	140,352	5.0
Marketing	248,714	236,653	(12,061)	221,718	12.2
HR & IT	89,097	101,429	12,332	94,446	(5.7)
Funds Development	122,785	151,930	29,145	154,404	(20.5)
Total Marketing & Admin. Expenses	\$ 687,487	\$ 717,938	\$ 30,451	\$ 696,988	(1.4)
Other Operating Expenses					
Retail Operations	\$ 267,056	\$ 295,870	28,815	\$ 287,955	(7.3)
Museums	95,780	113,572	17,793	91,348	4.9
Total Other Operating Expenses	\$ 362,835	\$ 409,442	\$ 46,607	\$ 379,303	(4.3)
Santa Fe Expenses	29,153	16,440	(12,713)	36,275	(19.6)
Total Expenditures	\$ 3,751,304	\$ 4,000,819	\$ 249,515	\$ 3,626,903	3.4
Net Income (Loss)	\$ (133,380)	\$ (430,899)	\$ 297,519	\$ (592,477)	(77.5)
Other Adjustment					
Net Change in Net Assets	-	-	-	-	-
Unrestricted Net Assets at January 1, 2015	(2,638,280)	(2,638,280)	(2,638,280)	(2,638,280)	(2,638,280)
Unrestricted Net Assets at August 31, 2015	\$ (2,771,660)	\$ (2,771,660)	\$ (2,771,660)	\$ (2,771,660)	\$ (2,771,660)

Footnote: These statements were prepared based on information presented by management of Ghost Ranch.

ITEM A.206

INFORMATION

Endowments and Gifts Report
First and Second-Quarter 2015 Additions and New Funds Received

The attached report is for receipts by the Foundation of terminated deferred giving arrangements, bequests or living gifts.

The allocation and classification of additions and new funds received for the first and second-quarter of the year as set forth in the report is for information to the Finance Committee and the Presbyterian Mission Agency Board.

**Endowments and Gifts Report
First and Second-Quarter 2015 Additions and New Funds Received**

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
1.	059173	\$ 5,000	N/A		-	PC(USA) - Separately invested creative investments	A
2.	058709	300	C		World Mission	PC(USA) - Arab student scholarships at Near East School of Theology (N.E.S.T.); Chouran Beirut, Lebanon	A
3.	070600	3,696	C		Compassion, Peace & Justice	PC(USA) - Income for the Social Justice and Peacemaking Unit, or its Successors, to advocate public policy positions of the GA of the PC(USA) in cooperation with governing bodies and ecumenical partners, and assist church in implementing these public policy statements and witnessing for social justice; in addition, Social Justice and Peacemaking Unit, or its successors, may withdraw either a portion or all of principal at any time should it so desire to be used for above purpose	A
4.	094021	10,575	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A
5.	202002	100	C		Evangelism & Church Growth	PC(USA) - To be used to facilitate advocacy, coordination, management, networking, and promotion of fiscal responsibility, among camping and conference ministries of the PC(USA); specifically, (1) to extent feasible, funds shall support a staff position to promote, support and strengthen camp and conference center ministries throughout the denomination and coordinate programmatic efforts between all Presbyterian camps and conference centers, or (2) to provide grants to support collaborative programs, excellence in leadership, and coordination among members of the Presbyterian Church Camp and Conference Association (PCCCA)	A
6.	202894	100	C		Deputy Executive Director for Mission	PC(USA), A Corporation - To be used for Presbyterian Hunger Program	A
7.	058170	150	C(P)	A	World Mission	PC(USA) - For its work through Baring Union Christian College, Batala, 143505, Punjab, India, or its successor organization, for the Christian Institute for Religious Studies, founded in 1966 by Clinton and Eunice Loehlin	A
8.	059007	100	C(P)	A	World Mission	PC(USA) - Worldwide Ministries Division for the Evangelical Theological Seminary in Matanzas, Cuba	A
9.	058409	75	C		Racial Ethnic & Women's Ministries	PC(USA) - Foundation shall reinvest net income so that net income becomes principal until principal reaches one million dollars (\$1,000,000.00); thereafter FDN shall continue to reinvest ten percent (10%) of net income into principal and perpetuity so that net income becomes principal and FDN shall pay ninety percent (90%) of net income there from (hereinafter "Net Income") after expiration of each calendar quarter (or at any regular time interval as established by Board of trustees of the Foundation from time to time) to GA of PC(USA) to be used for Racial Justice Program area, or its successor	A
10.	057356	412	D		Evangelism & Church Growth/Theology, Worship & Education	PC(USA) - For educational purposes among mountain children	A

Endowments and Gifts Report

First and Second-Quarter 2015 Additions and New Funds Received

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
11.	057533	385	D		Deputy Executive Director for Mission	PC(USA) BCE – To Board of Christian Education of the PC in the U.S.A., to be used in Western and Southwestern parts of U.S.A. and Alaska for following purposes: be used instead by the General Assembly Mission Council or its successor to create resources for use by churches to assist in providing Christian education, preferably to unchurched persons, and to assist churches in promoting such Christian education work [per 6/21/11 cy pres order]; I hereby order and direct that no portion of this legacy shall be used for work among Negroes	A
12.	057534	385	D		Evangelism & Church Growth	PC(USA) BNM - For benefit of poor white population of mountain regions of states of West Virginia, Tennessee and Kentucky	A
13.	057699	76	D		Theology, Worship & Education/Racial Ethnic & Women's Ministry	PC(USA) BHM – To Board of Home Missions of PC(USA), incorporated April 19, 1872, by Act of the Legislature of the State of New York; same to be applied only towards payment of salaries of teachers, in work of the Women's Board	A
14.	057726	15,791	D		World Mission	PC(USA) COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
15.	057809	1,344	D		Theology, Worship & Education	PC(USA) BCE - To be used and applied to assistance of needy students preparing for Christian ministry	A
16.	061302	38,287	D		Racial Ethnic & Women's Ministries	PC(USA) - Developing and training persons for leadership in Negro race in the United States; if, in discretion of BNM of the PC, purpose is not feasible or is unnecessary, income so paid to it shall be feasible or is unnecessary, income so paid to it shall be used by Board for such educational and charitable purposes as it shall deem best, having regard particularly to its most urgent needs; decision of said Board shall be final and binding upon all persons in interest	A
17.	061303	38,287	D		Racial Ethnic & Women's Ministries	PC(USA) - Developing and training persons for leadership among American Indians; if, in opinion of BNM of the PC, purpose is not feasible or is unnecessary, income paid to it shall be used by Board for such educational and charitable purposes as it deems best; having regard particularly to its most urgent needs; decision of said Board final and binding upon all persons in interest	A
18.	061304	8,750	D		Theology, Worship & Education	PC(USA) BNM - I request (but do not direct) that BNM shall apply \$2,000 annually for maintenance, repair and operation of Drs. Home at Embudo Hospital, Embudo, NM, so long as (i) hospital shall be owned and operated by BNM of the United PC(USA), and (ii) Board in its discretion considers work of Hospital is furthering Board's general missionary purposes; further request (but do not direct) that portion of share as is not applied for Drs. Home at Embudo Presby Hospital shall be applied by Board for Warren H. Wilson Jr. College, a NC corp. located at Swannanoa, NC, so long as (i) College shall continue an affiliation with Board and (ii) Board in its discretion considers work of College is furthering Board's general missionary purposes (see copy of will for restriction in its entirety)	A

Endowments and Gifts Report

First and Second-Quarter 2015 Additions and New Funds Received

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
19.	061309	40,000	D		Evangelism & Church Growth	PC(USA), A Corp, Home Missions - For use and purposes of Board of Home Missions of PC(USA); it is my intention and desire that mission churches and schools established as hereinabove [Board of Church Erection Fund of the General Assembly of the Presbyterian Church in the USA] provided for shall be known and designated as "The Charles K. Smith Chain of Mission Churches and Schools," and that preference shall be given in the use of said income by said organizations to the USA and the colonial possessions thereof, and to the Republic of Mexico, if in the judgment of the Trustees of the General Assembly [Presbyterian Foundation] it is desirable to do so (see copy of will for restriction in its entirety)	A
20.	063184	40,000	D		Racial Ethnic & Women's Ministries/Theology, Worship & Education	PC(USA), A Corp - Christian Education - For purchase and distribution of Bibles, tracts, hymn books and for purchase in whole or in part of libraries for missionaries	A
21.	070969	33,173	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
22.	102301	10,000	D		Racial Ethnic & Women's Ministries	PC(USA) - To be used as Board [Women's General Missionary Society of United Presby Church of North America] may direct	A
23.	200441	897	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Board of Home Missions of United Presbyterian Church of North America	A
24.	200442	448	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Board of Freedmen's Missions of United Presbyterian Church of North America	A
25.	200443	897	D		Evangelism & Church Growth	PC(USA) - For purposes of Board of Church Extension of the United Presbyterian Church of North America	A
26.	200444	896	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Women's General Missionary Society of United Presbyterian Church of North America	A
27.	061951	40,000	L		Church Loans	PC(USA) BNM - Church Erection Fund - It is my intention and desire that mission churches and schools established as hereinabove [Board of Church Erection Fund of the General Assembly of the Presbyterian Church in the USA] provided for shall be known and designated as "The Charles K. Smith Chain of Mission Churches and Schools," and that preference shall be given in the use of said income by said organizations to the USA and the colonial possessions thereof, and to the Republic of Mexico, if in the judgment of the Trustees of the General Assembly [Presbyterian Foundation] it is desirable to do so (see copy of will for restriction in its entirety)	A
28.	100131	141,615	F		GA Unrestricted	PC(USA) - For general uses and purposes	T
29.	102376	15,584	F		GA Unrestricted	PC(USA) - Unrestricted	A
30.	102373	49,156	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
31.	102287	12,950	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A

Endowments and Gifts Report
First and Second-Quarter 2015 Additions and New Funds Received

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
32.	102299	3,372	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
33.	102312	2,630	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
34.	102318	295	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
35.	200241	10	OTGA		GA Unrestricted	PC(USA) COEMAR - Unrestricted	A
36.	200440	4,482	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
37.	202218	27,900	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
38.	057275	5,872	C		World Mission	PC(USA) COEMAR - Request, but do not direct, that Commission use income from endowment fund created by Article Eleventh hereof for maintenance of a free dispensary and clinic with staff of nurses and devoted men of high character, to visit Armenian families, especially those with sick members, to help poor and needy Armenians by distributing food, clothing, medical and other essential supplies... see document, restrictions continue for 3 pages	A
39.	058345	200	C		Evangelism & Church Growth	PC(USA) - Income for Older Adult Ministry	A
40.	058647	2,000	C		World Mission	To Worldwide Ministries Division of PC(USA) for foreign medical missions	A
41.	059144	15,764	C		World Mission	PC(USA) - Income to support work of UPC in the USA in its overseas missions enterprises which witnesses to Gospel of Jesus Christ by establishing and strengthening indigenous churches and furthering mission education projects	A
42.	094021	350	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A
43.	201557	400	C		Compassion, Peace & Justice	PC(USA) - One Great Hour of Sharing Offering	A
44.	202006	1,875	C		World Mission	PC(USA) - For DMS D504680 (Alice Winters) as long as service continues, then to Leadership Training in Colombia if possible, then for Worldwide Mission of PC(USA)	A
45.	203023	426	C		Deputy Executive Director for Mission	PC(USA) - Income to Presbyterian Disaster Assistance	A
46.	203024	426	C		Deputy Executive Director for Mission	PC(USA) - Income for Presbyterian Hunger Program	A
47.	203036	43,333	C		Deputy Executive Director for Mission	PC(USA) - For Presbyterian Church (USA) Hunger Program	N

**Endowments and Gifts Report
First and Second-Quarter 2015 Additions and New Funds Received**

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
48.	203036	42	C		Deputy Executive Director for Mission	PC(USA) - For Presbyterian Church (USA) Hunger Program	A
49.	203037	43,333	C		Deputy Executive Director for Mission	PC(USA) - For Presbyterian Church (USA) Disaster Relief Fund	N
50.	203037	42	C		Deputy Executive Director for Mission	PC(USA) - For Presbyterian Church (USA) Disaster Relief Fund	A
51.	057697	5,329	D		World Mission	PC(USA) - For overseas work of Commission on Ecumenical Mission and Relations	A
52.	057717	3,178	D		Deputy Executive Director for Mission	PC(USA) BHM - [Per 6/21/2011 cy pres order] Modified so that income may be used instead by General Assembly Mission Council or its successor to create resources for use by churches to assist in providing Christian education, preferably to unchurched persons, and to assist churches in promoting such Christian education work	A
53.	057726	15,791	D		World Mission	PC(USA) - COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
54.	057968	3,548	D		Compassion, Peace & Justice	PC(USA) - Principal and income to General Assembly of the PC(USA) for Presbyterian Hunger Program	A
55.	062228	893	D		World Mission	PC(USA) - Foreign missions of United Presbyterian Church of America	A
56.	070969	62,980	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
57.	203034	10,296	D		Deputy Executive Director for Mission	PC(USA) - To provide scholarships for theological students	A
58.	102298	23,800	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
59.	102302	55	OTGA		GA Unrestricted	PC(USA) COEMAR - Unrestricted	A
60.	102304	1,699	OTGA		GA Unrestricted	PC(USA) BHM - Unrestricted	A
61.	102317	8,453	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
62.	102319	1,360	OTGA		GA Unrestricted	PC(USA) COEMAR - Unrestricted	A
63.	200248	3,256	OTGA		GA Unrestricted	PC(USA) COEMAR - Income to general foreign missions of PC(USA)	A
64.	200249	3,256	OTGA		GA Unrestricted	PC(USA) BHM - Income to general Board of Home Missions	A
65.	200258	482	OTGA		GA Unrestricted	PC(USA) COEMAR - 23.5% income to COEMAR	A

**Endowments and Gifts Report
First and Second-Quarter 2015 Additions and New Funds Received**

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
66.	200259	482	OTGA		GA Unrestricted	PC(USA) BNM - 23.5% income to BNM	A
67.	200263	357	OTGA		GA Unrestricted	PC(USA) BNM - 50% BNM - Northern Church IRG	A
68.	200264	357	OTGA		GA Unrestricted	PC(USA) COEMAR - 50% income to COEMAR	A
69.	200270	785	OTGA		GA Unrestricted	PC(USA) BNM - .0860388 of net to BNM for memorial fund of Frederick D. Secor Family	A
70.	200271	729	OTGA		GA Unrestricted	PC(USA) BCE - .0799732 of net to BCE for Memorial Fund of Frederick D. Secor Family	A
71.	200272	314	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 net income to BFM - Unrestricted	A
72.	200273	157	OTGA		GA Unrestricted	PC(USA) BHM - 1/8 net income to BHM - Unrestricted	A
73.	200283	6,375	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/2 to BFM of PC(USA) - Unrestricted	A
74.	200284	6,375	OTGA		GA Unrestricted	PC(USA) - 1/2 to BHM of PC(USA) - Unrestricted	A
75.	200288	3,178	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 net income BFM - Unrestricted	A
76.	200289	3,178	OTGA		GA Unrestricted	PC(USA) BHM - 1/4 net income BHM - Unrestricted	A
77.	102373	89,938	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
78.	RPO	829	F		GA Unrestricted	PC(USA) - Unrestricted	T
79.	058840	24,041	C		Committee on Theological Education (Foundation Fund)	PC(USA) - Reinvest income until principal reaches \$2 million or until year 2040, whichever comes first; then income to Theological Education Fund for enhancement of general student financial assistance fund for qualified and worthy students; any income not expended in the year it is earned for general student financial assistance fund shall be added to general operating fund	A
80.	094021	175	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A

Endowments and Gifts Report

First and Second-Quarter 2015 Additions and New Funds Received

Appendix 17

	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
81.	059065	50	C(P)	A	World Mission	PC(USA) - Income paid to Worldwide Ministries Division, PC(USA) for immediate transfer to Near East School of Theology, Beirut, Lebanon, for fulfilling Board Action B 2000-6; should School cease to exist, income from endowment to be used for theological education and church leadership development as determined by Board of Managers of the Near East School of Theology, or its successor, in consultation with Worldwide Ministries Division or its successor, of PC(USA), or its successor	A
82.	203038	155,436	C		Deputy Executive Director for Mission	PC(USA) - To the greatest extent possible, use the trust income for the direct personal benefit of persons served by the institution and not for capital improvements	T
83.	054800	18,390	D		World Mission	PC(USA) - Solely for foreign medical missionary work	A
84.	057696	3,921	D		World Mission	PC(USA) - "EIGHTH...[establishes a \$100,000 trust for St. Paul Presby Church, Philadelphia, PA]; in the event said Church shall go out of existence, I give said net income unto the Board of Foreign Missions for missionary work of PC(USA) or its successors	A
85.	057723	3,539	D		World Mission	PC(USA) – Income applied toward preparation of Christian students born outside U.S. desiring to enter Christian missionary work or work complementary to missionary program in their native countries and requiring funds to be educated either within the U.S. or in educational institutions under jurisdiction of board located outside U.S., it being duty of board to determine need and usefulness of such students in overall Christian program of all denominations (see trust for restriction in its entirety)	A
86.	057726	15,791	D		World Mission	PC(USA) - COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
87.	058208	5,257	D		World Mission	PC(USA) - Mission work outside USA	A
88.	058209	5,257	D		Racial Ethnic & Women's Ministries	PC(USA) - Mission work inside USA	A
89.	061301	5,709	D		World Mission/Restricted Funds Oversight Subcommittee (RFOS)	PC(USA) - Income to be paid to the Home Missionary Board for Sabbath School work in the PCUSA, or its successor, to be expended by said Board for the following purposes (see copy of will for restriction in its entirety)	A
90.	063182	5,762	D		Theology, Worship & Education	PC(USA) BCE - Scholarship aid to needy students attending Princeton Seminary at Princeton, NJ, and such other seminaries as Board may from time to time designate	A
91.	070969	43,063	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
92.	200224	30,393	D		Evangelism & Church Growth	PC(USA) - For purpose of publication and extension of Gospel of Jesus Christ on continent of North America by employment and support of ministers and missionaries, erection of church edifices, establishing and supporting of schools for secular and religious training	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
93.	200226	217	D		Racial Ethnic & Women's Ministries	PC(USA) - To be used for purposes of Board of Home Missions of United Presbyterian Church of North America	A
94.	061300	7,877	L		Church Loans	PC(USA), A Corporation - For construction of a Sunday School Building	A
95.	102285	299	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
96.	102288	10,337	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
97.	102289	17,289	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
98.	102291	1,531	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
99.	102317	7,792	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
100.	200223	10,131	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
101.	200225	1,084	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
102.	200260	15,623	OTGA		GA Unrestricted	PC(USA) BHM - 2/5 - Unrestricted	A
103.	200261	7,812	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/5 - Unrestricted	A
104.	200262	7,812	OTGA		GA Unrestricted	PC(USA) BCE - 1/5 - Unrestricted	A
105.	200276	479	OTGA		GA Unrestricted	PC(USA) BNM - 1/3 - Unrestricted	A
106.	200277	479	OTGA		GA Unrestricted	PC(USA) BFM - 1/3 - Unrestricted	A
107.	200285	951	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 BFM - Unrestricted	A
108.	200286	951	OTGA		GA Unrestricted	PC(USA) - 1/4 BHM - Unrestricted	A
109.	102373	33,605	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
110.	057196	100	C		Theology, Worship & Education	PC(USA) - Income to support Presbyterian theological institutions recognized by PC(USA)	A
111.	057994	50	C		World Mission	PC(USA) - Income used to provide financial assistance to deserving students in medical, nursing, or paramedical training; recipients of said financial assistance should come from disadvantaged classes of rural North India; recipients of financial assistance shall be selected in consultation with administrators of designated teaching institution	A
112.	059012	25	C		Compassion, Peace & Justice	PC(USA) - Income to be used for provision and/or distribution of clean water at Presbyterian or Presbyterian partnership mission sites such as, but not limited to, well drilling equipment, water treatment, or water storage	A
113.	094021	995	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A
114.	202002	25	C		Evangelism & Church Growth	PC(USA) - To be used to facilitate advocacy, coordination, management, networking, and promotion of fiscal responsibility, among camping and conference ministries of the PC(USA); specifically, (1) to extent feasible, funds shall support a staff position to promote, support and strengthen camp and conference center ministries throughout the denomination and coordinate programmatic efforts between all Presbyterian camps and conference centers, or (2) to provide grants to support collaborative programs, excellence in leadership, and coordination among members of the Presbyterian Church Camp and Conference Association (PCCCA)	A
115.	058400	25	C(P)	A	World Mission	PC(USA) - Income used to further work of PC(USA) in educating Chinese women (preferably baptized Christians) for possible church vocation, and more particularly, to provide annual scholarship for such a student specializing in study of English language at Fujian Hwa Nan Women's College (see additional restrictions regarding selection of student)	A
116.	059065	50	C(P)	A	World Mission	PC(USA) - Income paid to Worldwide Ministries Division, PC(USA) for immediate transfer to Near East School of Theology, Beirut, Lebanon, for fulfilling Board Action B 2000-6; should School cease to exist, income from endowment to be used for theological education and church leadership development as determined by Board of Managers of the Near East School of Theology, or its successor, in consultation with Worldwide Ministries Division or its successor, of PC(USA), or its successor	A
117.	057533	700	D		Deputy Executive Director for Mission	PC(USA) BCE - To Board of Christian Education of the PC in the U.S.A., to be used in Western and Southwestern parts of U.S.A. and Alaska for following purposes: be used instead by the General Assembly Mission Council or its successor to create resources for use by churches to assist in providing Christian education, preferably to unchurched persons, and to assist churches in promoting such Christian education work [per 6/21/11 cy pres order]; I hereby order and direct that no portion of this legacy shall be used for work among Negroes	A
118.	057534	700	D		Evangelism & Church Growth	PC(USA) BNM - For benefit of poor white population of mountain regions of states of West Virginia, Tennessee and Kentucky	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
119.	057697	4,000	D		World Mission	PC(USA) - For overseas work of Commission on Ecumenical Mission and Relations	A
120.	057726	15,791	D		World Mission	PC(USA) COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
121.	057809	197	D		Theology, Worship & Education	PC(USA) BCE - To be used and applied to assistance of needy students preparing for Christian ministry	A
122.	058207	357	D		World Mission	PC(USA) - Foreign missions	A
123.	061302	8,782	D		Racial Ethnic & Women's Ministries	PC(USA) - Developing and training persons for leadership in Negro race in the United States; if, in discretion of BNM of the PC, purpose is not feasible or is unnecessary, income so paid to it shall be feasible or is unnecessary, income so paid to it shall be used by Board for such educational and charitable purposes as it shall deem best, having regard particularly to its most urgent needs; decision of said Board shall be final and binding upon all persons in interest	A
124.	061303	8,782	D		Racial Ethnic & Women's Ministries	PC(USA) - Developing and training persons for leadership among American Indians; if, in opinion of BNM of the PC, purpose is not feasible or is unnecessary, income paid to it shall be used by Board for such educational and charitable purposes as it deems best; having regard particularly to its most urgent needs; decision of said Board final and binding upon all persons in interest	A
125.	061304	8,750	D		Theology, Worship & Education	PC(USA) BNM - I request (but do not direct) that BNM shall apply \$2,000 annually for maintenance, repair and operation of Drs. Home at Embudo Hospital, Embudo, NM, so long as (i) hospital shall be owned and operated by BNM of the United PC(USA), and (ii) Board in its discretion considers work of Hospital is furthering Board's general missionary purposes; further request (but do not direct) that portion of share as is not applied for Drs. Home at Embudo Presby Hospital shall be applied by Board for Warren H. Wilson Jr. College, a NC corp. located at Swannanoa, NC, so long as (i) College shall continue an affiliation with Board and (ii) Board in its discretion considers work of College is furthering Board's general missionary purposes (see copy of will for restriction in its entirety)	A
126.	061309	40,000	D		Evangelism & Church Growth	PC(USA), A Corp, Home Missions - For use and purposes of Board of Home Missions of PC(USA); it is my intention and desire that mission churches and schools established as hereinabove [Board of Church Erection Fund of the General Assembly of the Presbyterian Church in the USA] provided for shall be known and designated as "The Charles K. Smith Chain of Mission Churches and Schools," and that preference shall be given in the use of said income by said organizations to the USA and the colonial possessions thereof, and to the Republic of Mexico, if in the judgment of the Trustees of the General Assembly [Presbyterian Foundation] it is desirable to do so (see copy of will for restriction in its entirety)	A
127.	063184	40,000	D		Racial Ethnic & Women's Ministries/Theology, Worship & Education	PC(USA), A Corp - Christian Education - For purchase and distribution of Bibles, tracts, hymn books and for purchase in whole or in part of libraries for missionaries	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
128.	070969	44,029	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
129.	102301	10,000	D		Racial Ethnic & Women's Ministries	PC(USA) - To be used as Board [Women's General Missionary Society of United Presby Church of North America] may direct	A
130.	200256	596	D		World Mission	PC(USA) - Use in foreign mission work	A
131.	200257	596	D		World Mission	PC(USA) - Use in home mission work	A
132.	200441	907	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Board of Home Missions of United Presbyterian Church of North America	A
133.	200442	453	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Board of Freedmen's Missions of United Presbyterian Church of North America	A
134.	200443	907	D		Evangelism & Church Growth	PC(USA) - For purposes of Board of Church Extension of the United Presbyterian Church of North America	A
135.	200444	906	D		Racial Ethnic & Women's Ministries	PC(USA) - For purposes of Women's General Missionary Society of United Presbyterian Church of North America	A
136.	202230	2,243	D		Deputy Executive Director for Mission	PC(USA) - For mission work to BFM - Unrestricted	A
137.	203041	29,750	D		Deputy Executive Director for Mission	PC(USA) - For Presbyterian World Mission of the Presbyterian Church (U.S.A.) for its general use and purposes	T
138.	061951	40,000	L		Church Loans	PC(USA) BNM - Church Erection Fund - It is my intention and desire that mission churches and schools established as hereinabove [Board of Church Erection Fund of the General Assembly of the Presbyterian Church in the USA] provided for shall be known and designated as "The Charles K. Smith Chain of Mission Churches and Schools," and that preference shall be given in the use of said income by said organizations to the USA and the colonial possessions thereof, and to the Republic of Mexico, if in the judgment of the Trustees of the General Assembly [Presbyterian Foundation] it is desirable to do so (see copy of will for restriction in its entirety)	A
139.	102373	36,800	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
140.	070773	42,050	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
141.	102287	5,119	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
142.	102299	2,000	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
143.	102320	1,985	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
144.	102327	126	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
145.	200278	771	OTGA		GA Unrestricted	PC(USA) COEMAR - 50% BFM	A
146.	200279	771	OTGA		GA Unrestricted	PC(USA) BNM - 50%	A
147.	200290	6,520	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
148.	200291	6,520	OTGA		GA Unrestricted	PC(USA) COEMAR - Unrestricted	A
149.	200292	6,520	OTGA		GA Unrestricted	PC(USA) BCE - Unrestricted	A
150.	200440	4,534	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
151.	057275	11,724	C		World Mission	PC(USA) COEMAR - Request, but do not direct, that Commission use income from endowment fund created by Article Eleventh hereof for maintenance of a free dispensary and clinic with staff of nurses and devoted men of high character, to visit Armenian families, especially those with sick members, to help poor and needy Armenians by distributing food, clothing, medical and other essential supplies... see document, restrictions continue for 3 pages	A
152.	059012	250	C		Compassion, Peace & Justice	PC(USA) - Income to be used for provision and/or distribution of clean water at Presbyterian or Presbyterian partnership mission sites such as, but not limited to, well drilling equipment, water treatment, or water storage	A
153.	094021	50	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A
154.	203043	29,165	C		Deputy Executive Director for Mission	PC(USA) - For benefit of Global Mission Ministry Unit	T
155.	059065	100	C(P)	A	World Mission	PC(USA) - Income paid to Worldwide Ministries Division, PC(USA) for immediate transfer to Near East School of Theology, Beirut, Lebanon, for fulfilling Board Action B 2000-6; should School cease to exist, income from endowment to be used for theological education and church leadership development as determined by Board of Managers of the Near East School of Theology, or its successor, in consultation with Worldwide Ministries Division or its successor, of PC(USA), or its successor	A
156.	057356	989	D		Evangelism & Church Growth	PC(USA) - For educational purposes among mountain children	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
157.	057717	2,022	D		Deputy Executive Director for Mission	PC(USA) BHM - [Per 6/21/2011 cy pres order] Modified so that income may be used instead by General Assembly Mission Council or its successor to create resources for use by churches to assist in providing Christian education, preferably to unchurched persons, and to assist churches in promoting such Christian education work	A
158.	057726	15,791	D		World Mission	PC(USA) COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
159.	057968	1,104	D		Compassion, Peace & Justice	PC(USA) - Principal and income to General Assembly of the PC(USA) for Presbyterian Hunger Program	A
160.	070969	41,345	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
161.	203048	200,000	D		Deputy Executive Director for Mission	PC(USA), A Corp - To help with their Protestant Missionary efforts in Latin America (or anywhere else in the world where any authoritarian religion predominates)	T
162.	RPO	737	F		Compassion, Peace & Justice	PC(USA) - One Great Hour of Sharing	T
163.	RPO	385	F		Compassion, Peace & Justice	PC(USA) - One Great Hour of Sharing	T
164.	RPO	26,512	F		GA Unrestricted	PC(USA) - Unrestricted	T
165.	RPO	848	F		GA Unrestricted	PC(USA) BCE - Unrestricted	T
166.	RPO	1,490	F		GA Unrestricted	PC(USA) BNM - Unrestricted	T
167.	102373	27,402	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
168.	094034	45,629	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
169.	102298	23,800	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
170.	200248	686	OTGA		GA Unrestricted	PC(USA) COEMAR - Income to general foreign missions of PC(USA)	A
171.	200249	686	OTGA		GA Unrestricted	PC(USA) BHM - Income to general Board of Home Missions	A
172.	200254	1,801	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 BFM income - Unrestricted	A
173.	200255	1,801	OTGA		GA Unrestricted	PC(USA) - 1/4 BNM income - Unrestricted	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
174.	200258	482	OTGA		GA Unrestricted	PC(USA) COEMAR - 23.5% income to COEMAR	A
175.	200259	482	OTGA		GA Unrestricted	PC(USA) BNM - 23.5% income to BNM	A
176.	200263	357	OTGA		GA Unrestricted	PC(USA) BNM - 50% BNM - Northern Church IRG	A
177.	200264	357	OTGA		GA Unrestricted	PC(USA) COEMAR - 50% income to COEMAR	A
178.	200270	1,252	OTGA		GA Unrestricted	PC(USA) BNM - .0860388 of net to BNM for memorial fund of Frederick D. Secor Family	A
179.	200271	1,217	OTGA		GA Unrestricted	PC(USA) BCE - .0799732 of net to BCE for Memorial Fund of Frederick D. Secor Family	A
180.	200283	8,670	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/2 to BFM of PC(USA) - Unrestricted	A
181.	200284	8,670	OTGA		GA Unrestricted	PC(USA) - 1/2 to BHM of PC(USA) - Unrestricted	A
182.	200288	2,022	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 net income to BFM - Unrestricted	A
183.	200289	2,022	OTGA		GA Unrestricted	PC(USA) BHM - 1/4 net income to BHM - Unrestricted	A
184.	203016	90,434	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
185.	059012	100	C		Compassion, Peace & Justice	PC(USA) - Income to be used for provision and/or distribution of clean water at Presbyterian or Presbyterian partnership mission sites such as, but not limited to, well drilling equipment, water treatment, or water storage	A
186.	094021	175	C		World Mission	PC(USA) - Income to General Assembly for work of Global Education and International Leadership Development of Worldwide Ministries Division, or its successor for its international educational mission efforts in Ethiopia, with preferences	A
187.	202002	100	C		Theology, Worship & Education	PC(USA) - To be used to facilitate advocacy, coordination, management, networking, and promotion of fiscal responsibility, among camping and conference ministries of the PC(USA); specifically, (1) to extent feasible, funds shall support a staff position to promote, support and strengthen camp and conference center ministries throughout the denomination and coordinate programmatic efforts between all Presbyterian camps and conference centers, or (2) to provide grants to support collaborative programs, excellence in leadership, and coordination among members of the Presbyterian Church Camp and Conference Association (PCCCA)	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
188.	203007	10,860	C		Deputy Executive Director for Mission	PC(USA) - To be used for hunger and health care assistance in United States, preferably for ongoing programs (i.e., not limited to disaster relief); if funds are not needed for such programs in United States, consideration can be given to disbursement for hunger and health care assistance in other countries	A
189.	054800	18,390	D		World Mission	PC(USA) - Solely for foreign medical missionary work	A
190.	057665	5,000	D		World Mission	PC(USA) - To finance Christian endeavors of the Division of International Missions of the PC(USA)	A
191.	057696	3,921	D		World Mission	PC(USA) - "EIGHTH...[establishes a \$100,000 trust for St. Paul Presby Church, Philadelphia, PA]; in the event said Church shall go out of existence, I give said net income unto the Board of Foreign Missions for missionary work of PC(USA) or its successors	A
192.	057723	3,539	D		World Mission	PC(USA) – Income applied toward preparation of Christian students born outside U.S. desiring to enter Christian missionary work or work complementary to missionary program in their native countries and requiring funds to be educated either within the U.S. or in educational institutions under jurisdiction of board located outside U.S., it being duty of board to determine need and usefulness of such students in overall Christian program of all denominations (see trust for restriction in its entirety)	A
193.	057726	15,791	D		World Mission	PC(USA) COEMAR - Exclusively in aid of charitable medical or surgical work in foreign missions	A
194.	058836	29,931	D		World Mission	PC(USA) - For work of Global Mission Ministry Unit, or its successor; it is my intention that this bequest be treated by said beneficiary as over and above its regular budget program for Global Mission, for work of Ministry Unit of Global Mission	A
195.	061301	5,709	D		World Mission/Restricted Funds Oversight Subcommittee (RFOS)	PC(USA) - Income to be paid to the Home Missionary Board for Sabbath School work in the PCUSA, or its successor, to be expended by said Board for the following purposes (see copy of will for restriction in its entirety)	A
196.	063182	5,762	D		Theology, Worship & Education	PC(USA) BCE - Scholarship aid to needy students attending Princeton Seminary at Princeton, NJ, and such other seminaries as Board may from time to time designate	A
197.	070969	23,206	D		Theology, Worship & Education	PC(USA) - For educational, benevolent and charitable programs of church as directed by General Assembly	A
198.	102301	9,742	D		Racial Ethnic & Women's Ministries	PC(USA) - To be used as Board [Women's General Missionary Society of United Presby Church of North America] may direct	A
199.	200224	78,356	D		Theology, Worship & Education	PC(USA) - For purpose of publication and extension of Gospel of Jesus Christ on continent of North America by employment and support of ministers and missionaries, erection of church edifices, establishing and supporting of schools for secular and religious training	A
200.	200226	217	D		Racial Ethnic & Women's Ministries	PC(USA) - To be used for purposes of Board of Home Missions of United Presbyterian Church of North America	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
201.	200256	2,908	D		World Mission	PC(USA) - Use in foreign mission work	A
202.	200257	2,908	D		World Mission	PC(USA) - Use in home mission work	A
203.	061300	7,877	L		Church Loans	PC(USA), A Corporation - For construction of a Sunday School Building	A
204.	RPOGA	2,080	F		GA Unrestricted	PC(USA) - to be used in the Sudan for Extra Commitment Projects	T
205.	102285	112	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
206.	102288	1,248	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
207.	102289	5,284	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
208.	102291	1,531	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
209.	102315	4,205	OTGA		GA Unrestricted	PC(USA) - to Board of Home Missions of PC(USA) incorporated April 19, 1872, by act of the Legislature of State of New York	A
210.	102316	12,922	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
211.	102317	7,792	OTGA		GA Unrestricted	PC(USA) BNM - Unrestricted	A
212.	102325	95,285	OTGA		GA Unrestricted	PC(USA) COEMAR - To be expended for missions	A
213.	102373	24,196	OTGA		GA Unrestricted	PC(USA) - Unrestricted	A
214.	200223	26,119	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
215.	200225	1,084	OTGA		GA Unrestricted	PC(USA) BFM - Unrestricted	A
216.	200260	15,623	OTGA		GA Unrestricted	PC(USA) BHM - 2/5 - Unrestricted	A
217.	200261	7,812	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/5 - Unrestricted	A
218.	200262	7,812	OTGA		GA Unrestricted	PC(USA) BCE - 1/5 - Unrestricted	A
219.	200276	479	OTGA		GA Unrestricted	PC(USA) BNM - 1/3 - Unrestricted	A

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	Established Fund Reference	Amount	Class	Type	Assigned Program Area/Entity	Restriction	New Fund/ Addition/ Termination
220.	200277	479	OTGA		GA Unrestricted	PC(USA) BFM - 1/3 - Unrestricted	A
221.	200285	951	OTGA		GA Unrestricted	PC(USA) COEMAR - 1/4 BFM - Unrestricted	A
222.	200286	951	OTGA		GA Unrestricted	PC(USA) - 1/4 BHM - Unrestricted	A
Total		\$ 2,724,825					

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Class	Presbyterian Mission	Overseas Entities	Other Entities	Total Amount
A	5,000	0	0	5,000
C	362,178	0	0	362,178
C(P)	0	475	0	475
D	1,154,419	0	0	1,154,419
D(P)	0	0	0	0
F	190,080	0	0	190,080
L	95,754	0	0	95,754
Z	0	0	0	0
OTGA	916,920	0	0	916,920
	<u>\$ 2,724,350</u>	<u>\$ 475</u>	<u>\$ -</u>	<u>\$ 2,724,825</u>

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Class

A	General Endowment - Permanent fund; income available for general use; income is part of the Unrestricted budget
C	Specific Endowment - Permanent fund; income is part of the budget; donor restrictions limit or prefer the use of the income to specific purposes
C(P)	Specific Endowment Pass-Through - Permanent fund; income is not budgeted, but is earned and paid out; donor restrictions limit use of the income to specific non-GA entities
D	Restricted Expendable - Entire fund balance can be used; is part of the budget; donor restrictions limit use to specific purposes
D(P)	Restricted Expendable Pass-Through - Expendable fund. Entire fund balance can be used. Is not budgeted; is ultimately paid out in full; donor restrictions limit use to specific non-GA entities
F	Unrestricted Undesignated - No donor restrictions limiting use of fund; gifts are placed in Unrestricted income account
L	Loan Fund - Fund balance and/or income can be used for student or church loans as designated by the donor
Z	"Z" Fund - Shared per GAC/FDN agreement
CLP	Church Loan Program
DMF	Designated Memorial Fund - A permanent fund which benefits an entity or governing body other than the General Assembly
OTGA	Outside Trust, General Assembly
RRPOG	Restricted Received and Paid Out General Assembly
T	Termination (new gift as a result of a Gift Annuity Agreement)
URPOG	Unrestricted Received and Paid Out General Assembly

Pass-Through Type

A	Determination required and/or overseas; to be paid by ministry division
B	No determination required; to be paid by Foundation
C	Foundation D(P) Pass-through type C paid by Foundation

**ITEM A.208
FOR INFORMATION**

Subject: RESTORING CREATION LOAN UPDATE

Presbyterian Church (U.S.A.) Investment & Loan Program, Inc.
Margaret Jorgensen, Chair of the Board
James G. Rissler, President

BACKGROUND: The 221st General Assembly (2014) referred consideration of divestment from fossil fuel entities to Mission Responsibility Through Investment. As a positive step in responding to the General Assembly's fossil fuel concerns, congregations and mid-councils can take steps to reduce energy use through energy efficient upgrades to congregational facilities, such as renewable energy sources and other green initiatives.

The Presbyterian Church (U.S.A.) Foundation and the Presbyterian Church (U.S.A.) Investment & Loan Program met to explore the possibility of encouraging proactive steps within congregations to advance green initiatives. A new loan product was developed named the "Restoring Creation Loan" that would be available to churches and other PCUSA organizations for the funding of sustainable energy systems, highly efficient heating/cooling systems, or other improvements aimed at reducing their carbon footprint. This was presented to the Presbyterian Mission Agency Board (PMAB) in April 2015 for their information and to request that they give the PMAB Executive Committee the authority to approve the necessary changes to the Policies and Guidelines of the General Assembly Church Loan Program Endowment Funds once the loan had been approved by the Mission Development Resources Committee (MDRC).

UPDATE: The new loan was presented to and approved by the MDRC in May 2015 for their recommendation for approval to the PMAB Executive Committee in June 2015. At the June 2015 meeting of the PMAB Executive Committee meeting the new product was approved, the necessary changes to the Policies and Guidelines were approved, and authorization was given to commence offering the product.

The Restoring Creation Loan as approved by the MDRC and PMAB Executive Committee has the following terms and conditions:

- Maximum loan amount of \$300,000.
- Loans up to \$50,000 - term not to exceed 10 years.
Loans \$50,001 to \$100,000 - term not to exceed 15 years.
Loans over \$100,000 - term not to exceed 20 years.

- Interest rate to be set at 1% below the Church Loan Program base rate with no floor rate policy imposed.
- Five-year adjustable rate. Three-year adjustable rate for loans funded jointly with investor funds.
- Cash injection by borrower of 10% of total project amount.
- Collateral: Up to \$100,000 to be unsecured unless required due to credit risk. \$100,001 and above, mortgage on subject property.

In order that the Investment and Loan Program could be fully engaged in the initiative, and in order to offer full financing for the majority of projects of this nature, similar type of funding was made available within the Investment and Loan Program's Loan Policies and Guidelines.

The following are the terms and conditions for use of investor funds regarding the Restoring Creation Loan product:

- Loan requests that exceed the \$300,000 maximum from endowment funds will be funded by investor funds in an amount not to exceed an additional \$300,000 or a total loan between both funding sources of \$600,000.
- Loans over \$100,000 - term not to exceed 20 years.
- Interest rate to be set 1% below the investor fund base rate. Loans funded jointly with endowment funds will have a blended rate.
- Three-year adjustable rate for investor-funded loans or loans funded jointly with endowment funds.
- Cash injection by borrower of 10% of total project amount.
- Collateral: Up to \$100,000 to be unsecured unless required due to credit risk. Loans of \$100,001 and above, mortgage on subject property.

Between the two sources of funds - the endowment funds and the investor funds, a church or other qualifying PCUSA organization could borrow up to \$600,000 depending on the details of the project.

The product was introduced at the Big Tent event in Knoxville at the end of July. We have had many conversations with churches and presbyteries regarding the product and have already received two loan applications – one for renovations including solar panels and one for upgrading a boiler system.

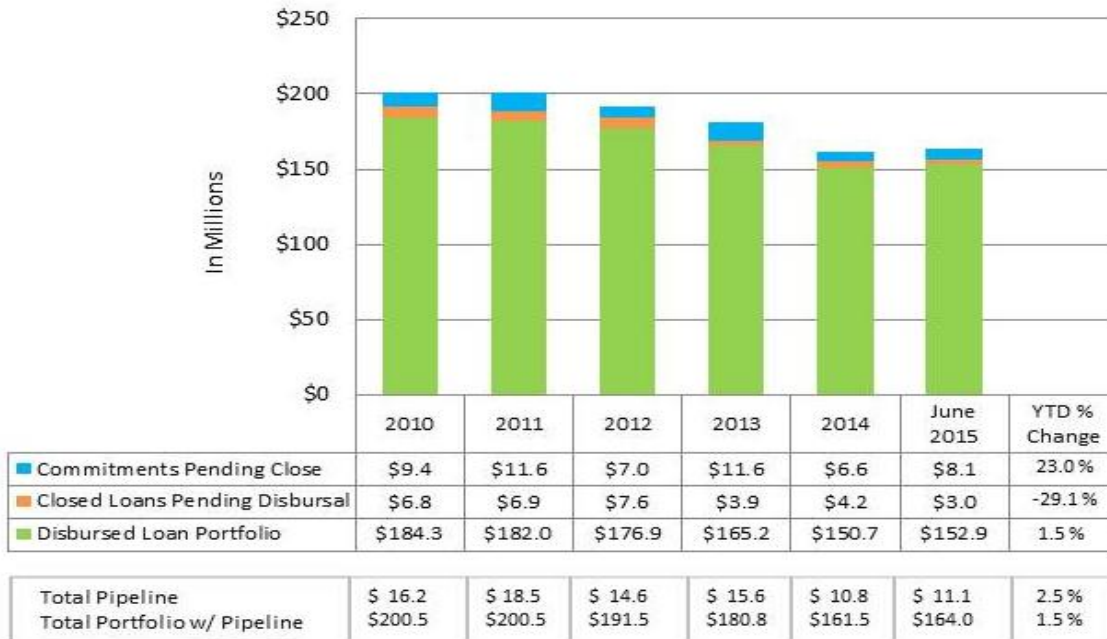
**ITEM A.209
 FOR INFORMATION**

Subject: REPORT OF THE COORDINATED LOAN PROGRAM

Presbyterian Church (U.S.A.) Investment & Loan Program, Inc.
 Margaret Jorgensen, Chair of the Board
 James G. Rissler, President

The Coordinated Loan Program is a combination of the Church Loan Program and the Investment and Loan Program. This represents the total lending program of the General Assembly for capital projects in congregations and mid-councils. We are currently administering a total loan portfolio of \$164 million, including a pipeline of \$11.1 million in closed loans not yet disbursed and commitments not yet closed. This combined portfolio saw growth for the first time in over three years.

**Coordinated Loan Program
 Loan Portfolio**



After two years of declines that included four straight quarters of \$1 million plus drops, the investor-funded loan portfolio has once again begun a positive trend. As of the end of June, the portfolio is up 13% over 2014 YE. Strong disbursements (\$15.5 million [“M”]) eclipsing the *annual* disbursements for each of the past five years is the primary reason. This is largely due to four large loans that were refinanced through the investor-funded program. The total of these

disbursements went out through a variety of loans: loans closed in 2014 but mostly disbursed in 2015, loans first cultivated during 2014 (or earlier) that came to fruition in 2015, and loans from 2015 prospects. Additionally, the principal pay downs, although up from 2014, remained off the heightened levels of 2013.

Investment and Loan Program Loan Portfolio



We certainly still have exposure to loan payoffs, which was the biggest factor in our declining portfolio of 2013 and remained a factor during 2014 – in fact, we had a \$2.25M payoff this May. However, activity such as this appears to be waning. Churches continue to leave our denomination due to General Assembly issues but seemingly not at the pace we have experienced over the last three years. Separately, the possibility of market interest rates rising is the best it has been in eight years. This could spur some refinancing activity should borrowers search for longer fixed rate options. We have put some practices in place in an attempt to raise awareness of this and address such situations.

Having closed and disbursed so many loans during second quarter the pipeline has dropped. Although we were unable to backfill all the loans moving through the pipeline, with \$15.5M going out, the \$1.4M drop in the loan pipeline feels minimal. It does appear that this painfully slow economic recovery has created some pent-up demand that began to shake loose last fall and continues. This has helped get our numbers moving again; however, it has been the large refis that have pushed our numbers over the top. We will see if the increased interest in renovations, expansions, and new builds continues upward as the refi opportunities most certainly decline in a rising interest rate environment.

The base interest rate for investor funds remains competitive at 4.25%. Borrowers still have the opportunity to lower their effective interest rate through our rebate program.

The Church Loan Program (“CLP”) new loan activity continues to improve but at an extremely slow pace. After hitting the lowest point in many years (\$3.4 million (“M”)) at the end of 2014, the pipeline of new loans (loans approved not yet closed and loans closed not yet disbursed) has begun to increase and stood at \$5.1M as of the end of June. As stated, there has been an increase in loan activity but the size of the projects and the requests remain lower than past years. We have had an increase of the mid-range loan requests (\$350 thousand (“K”) to \$750K) but not the number needed to sustain or build the endowment loan portfolio. Except for special actions such as the Church Development Corporation transition, the endowment funds are not used for refinancing existing loans which have benefited the investor-funded portfolio.

With the pipeline of loans being so low at the end of 2014, the new loan disbursements during the first half of 2015 have been well below average totaling just under \$2M. For comparison, the average six-month disbursement rate over the previous five years was just under \$5M. Combining the low disbursements with the continued principal pay downs of over \$1.4M per month has pushed the disbursed loan portfolio down to a low \$76.1M.

**Church Loan Program
Loan Portfolio**



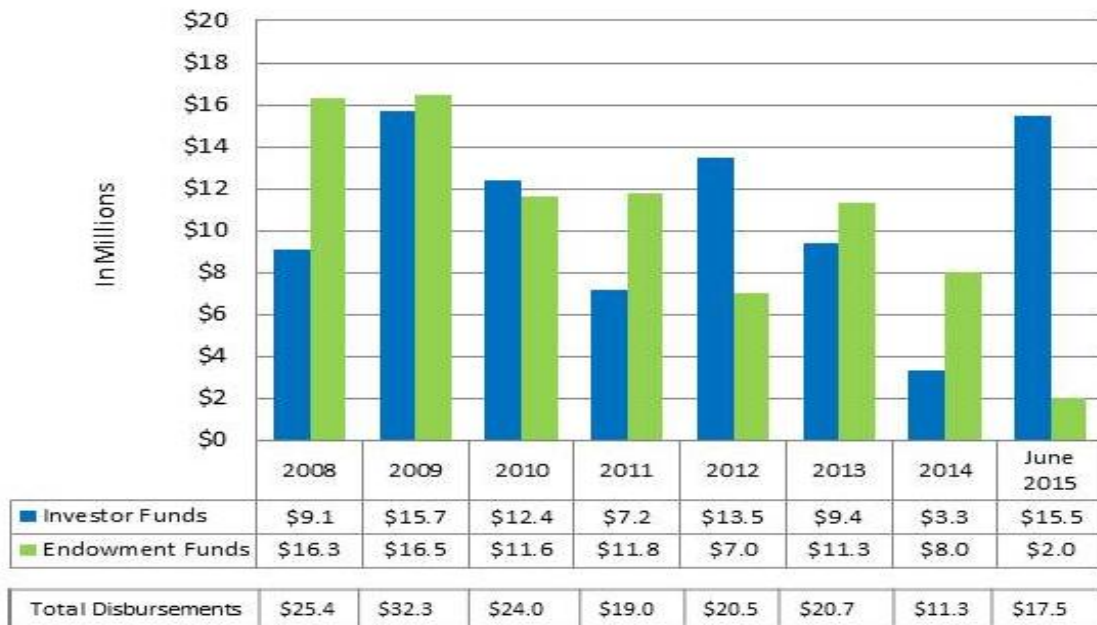
The disbursed loan portfolio has been in a steady decline ever since 2009 when the portfolio reached \$105.7M. The recession/financial crisis caused many churches to halt building project plans and created reluctance within many to start any new projects. This naturally led to lower disbursements over the past five and a half years. We also experienced higher payoffs than normal since 2012 due to denominational concerns. Since loans can only be made to churches of the PCUSA, churches seeking dismissal must pay off their loans. This has directly led to the higher payoffs we have seen. Combining the lower disbursements with the increased payoffs has led to our sixth year of a declining portfolio.

At the current rate of principal payments/payoffs, the Church Loan Program needs roughly \$14M in annual disbursements to keep the portfolio from eroding further, a rate of disbursement we have not seen since 2009. We are hopeful that the new loan product, the Restoring Creation Loan will be helpful in generating additional loan volume for the Church Loans. Previously approved by MDRC at the May meeting, it was then approved in June by the PMA Board Executive Committee. We started marketing the loan at this year’s Big Tent event in Knoxville. Additional good news, the number of loan payoffs appears to be decreasing as the number of churches seeking dismissal (and have CLP loans) seems to be declining.

The base interest rate for loans to existing congregations from the Church Loan Program remains at 3.5%. Rates can be further reduced for congregations with strong mission giving to the Presbyterian Church (U.S.A.) or for churches that take advantage of the Restoring Creation Loan which has a current loan rate of 2.5%.

The following history of loans disbursed from investor funds and endowment funds shows the extreme change and variance in the two funds that has occurred this year. We do believe the Church Loan disbursements will pick up during the second half of 2015 based upon current activity but not to the degree necessary to avoid further decline in the portfolio.

**New Loans Disbursed
Coordinated Loan Program**



Although the total investment dollars have not changed significantly this year, the mix between Term Notes and DARs continues to move to the favor of the DARs. The increase in the DARs can largely be attributed to monies presbyteries are receiving from churches going through the

dismissal process and paying to take their church building with them and from the sale of church buildings no longer in use. Much of this is money that has been temporarily “parked” in Mission Market Fund accounts. Our preference is to have the Term Notes make up an increasing percentage of the total as the dollars are spread more widely and therefore create less of a tendency of having significant redemptions.

Term Notes and Denominational Accounts



After seeing the balances drop throughout 2014 and the first part of 2015, we experienced a \$1.1M increase by mid-year. This does seem to be directly related to the presbyteries situation described above. We remain in a strong cash/liquidity position.

We continue to have the commitments to invest up to \$10 million from the Presbyterian Foundation and up to \$5 million from PC (U.S.A.), A Corp. These investments are appreciated and essential to our ongoing ministry.

Sincerely,

James G. Rissler
President & CEO

INFORMATION ITEM: A.210

Presbyterian Mission Agency

Investment Review

June 30, 2015

Presented by:
Anita Clemons, CFP
Vice President, Managing Director of Investments
Anita.Clemons@PresbyterianFoundation.org

Global market review

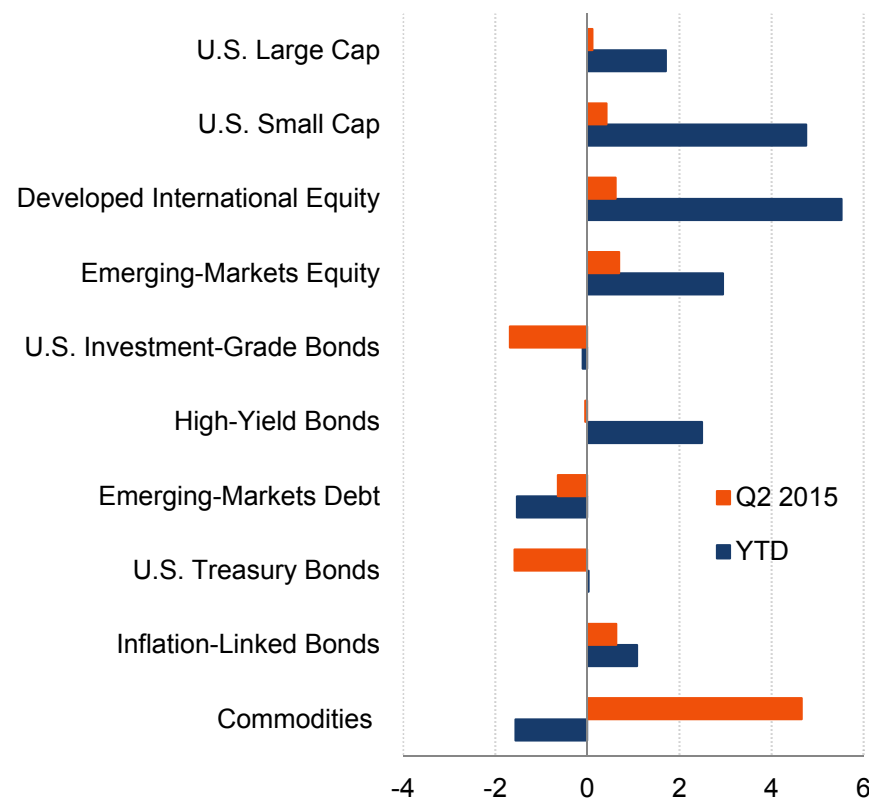
Market review

- The prospects for higher interest rates and international headlines have resulted in a volatile, yet flat, experience during the second quarter.
- Outside the U.S., equity markets have outperformed as prospects for economic progress have accelerated.
- Primary fixed income markets were negative as higher and more volatile interest rates took hold. Treasuries and a broad range of credit-related sectors were in negative territory, however high yield remains a bright spot on the year.

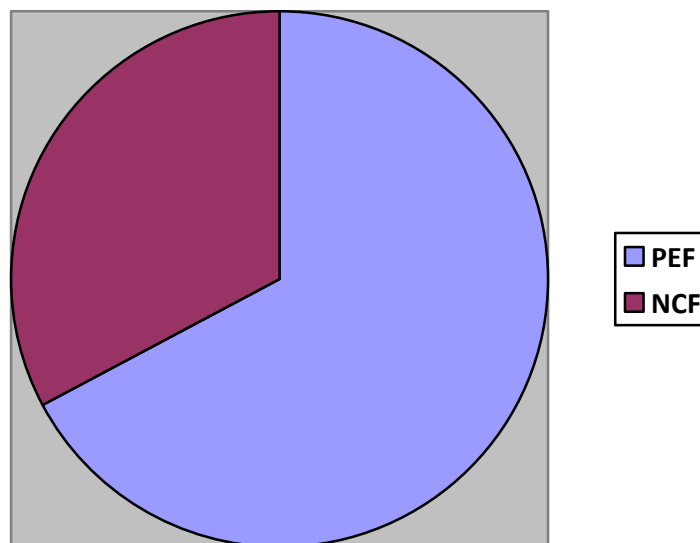
Market and economic outlook

- Despite increased volatility from Greece and China, we believe that global economic conditions continue to improve.
- We continue to believe the Fed will raise rates in 2015, yet recent headline risks create less certainty about a September increase. We will look to be opportunistic in our rate sensitivity positioning as a result of this volatility.

Financial Markets Performance (%)



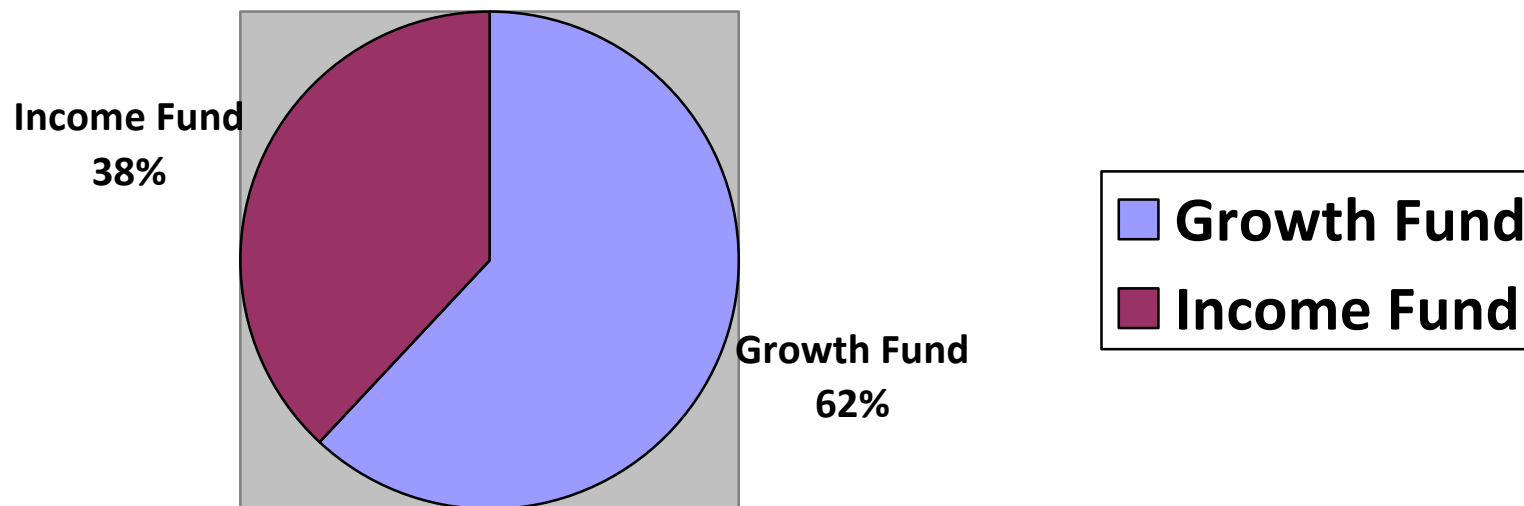
U.S. Large Cap = Russell 1000, U.S. Small Cap = Russell 2000, International Equity = MSCI EAFE, Emerging Markets Equity = MSCI EME, U.S. Investment Grade Bonds = Barclays U.S. Aggregate, High Yield = BofA ML Master II HY Constrained, Emerging Markets Debt = 50% JPM EMBI GD / 50% GBI-EM GD Index, Treasury = Treasury component of the Barclays U.S. Aggregate, Inflation Linked = Barclays 1-5 Year TIPS, Commodities = DJ UBS Commodity TR Index. Source: SEI, FactSet. Past performance is no guarantee of future results.



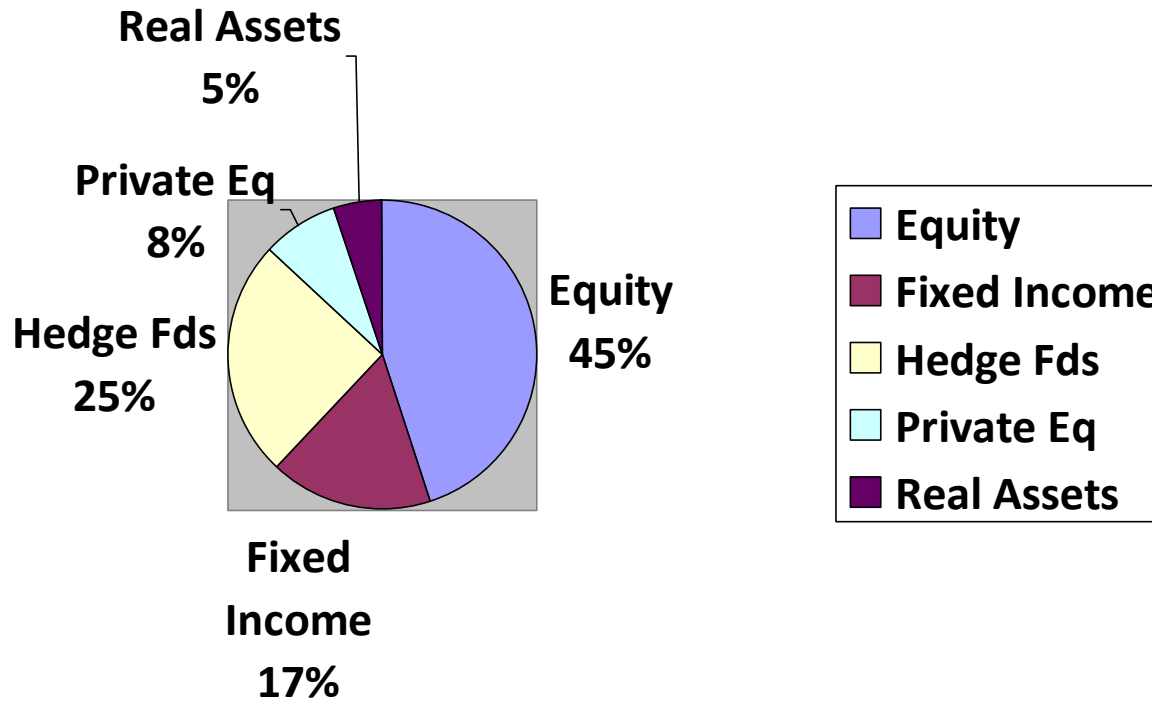
Market Value as of June 30, 2015

PEF = Presbyterian Endowment Fund \$320,039,369

NCF = New Covenant Funds \$156,990,883



New Covenant Funds



Permanent Fund Asset Allocation



September 2015

Presbyterian Church Foundation
Presbyterian Endowment Fund

Overview of Cambridge Associates and PEF Investment Strategy



CAMBRIDGE ASSOCIATES LLC

Appendix 17

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Introduction to Cambridge Associates

Portfolio Structure

Recent Markets and Performance Update



Who We Are

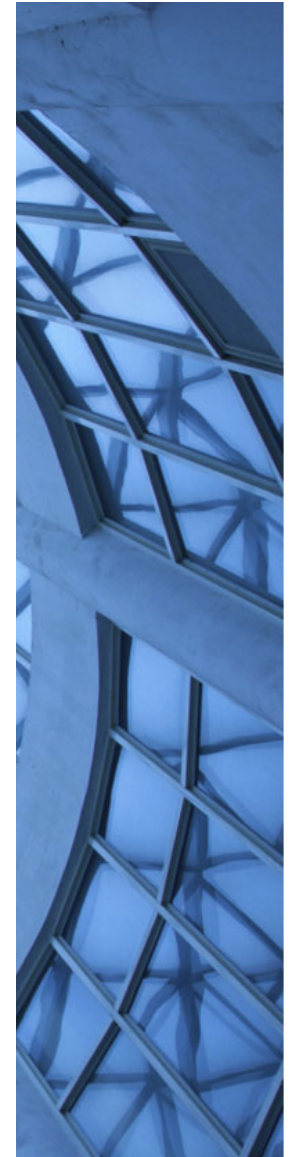
We are a leading global investment firm that delivers innovative portfolio management services to institutional and private investors. For more than 40 years, we have focused on discovering new ways to add long-term value to our clients' portfolios based on their unique objectives.

Strengths

Our clients trust the experience, leadership, and integrity of our investment professionals. Working with some of the world's most sophisticated institutional investors for more than 40 years, we bring a deep knowledge of portfolio management best practices to the clients we serve. Our commitment to independence helps to ensure that the advice we give our clients is solely based on what is best for their portfolios.

Our Team

We have built a global network of outstanding investment advisors and an extensive research platform to support them. With more than 1,140 employees around the globe, including investment and research staff on four continents, we are constantly looking to discover best-in-class ideas for our clients' portfolios.



Introduction to C|A Capital

Who We Are

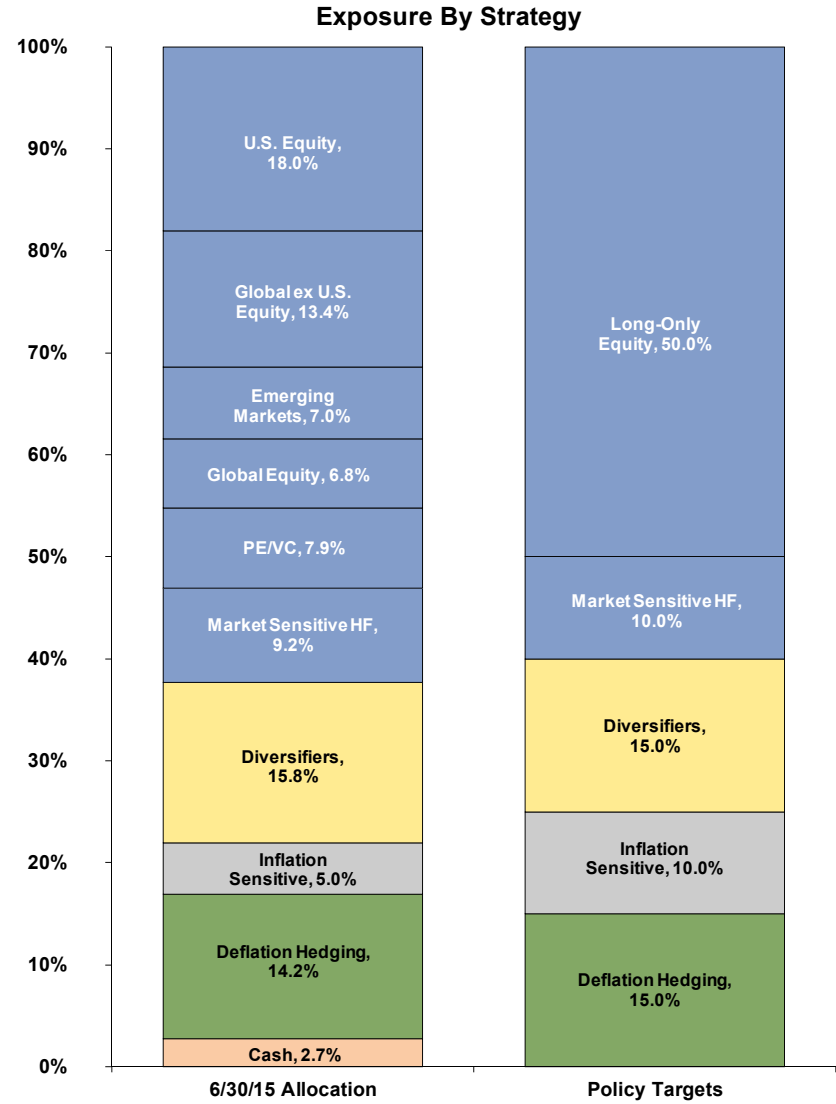
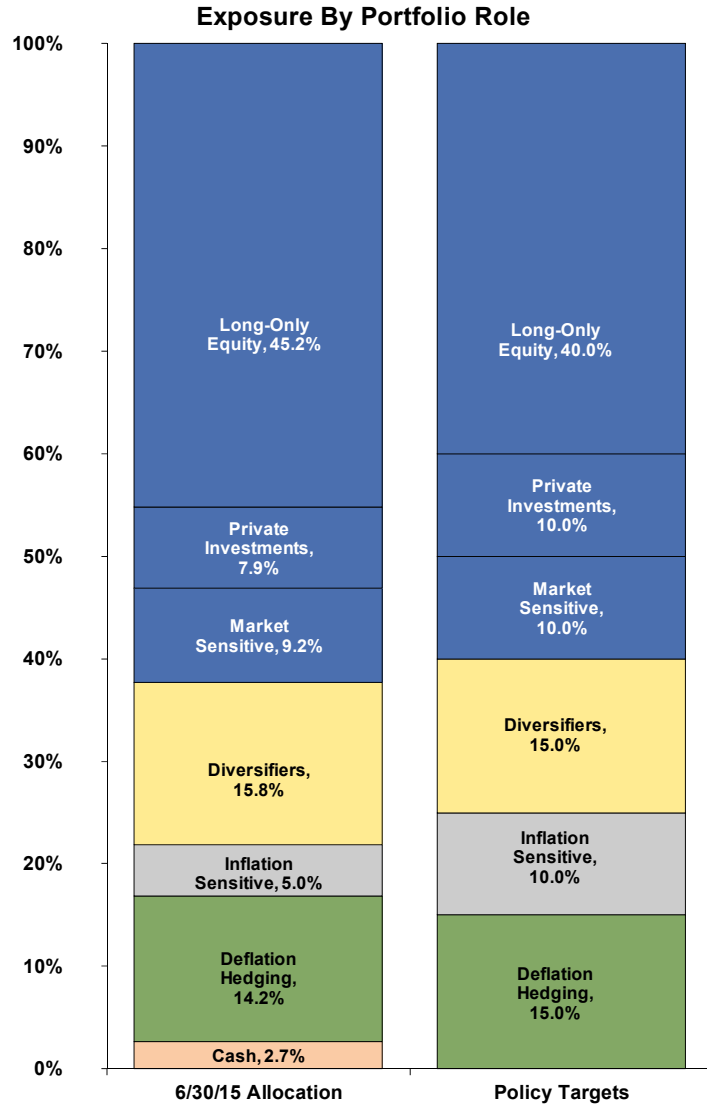
- ◆ C|A Capital Management is the dedicated business unit of Cambridge Associates that serves as the discretionary outsourced investment office for our institutional clients.
- ◆ Clients are served by a full-service investment office (CIO, investment team, and investment operations team) that manages portfolios to maximize performance within guidelines set by the client.

How We Help Our Clients Succeed

- ◆ We offer our clients an outsourced investment office that replicates best practices of the high-performing in-house investment offices we have been advising for years, including:
 - ◆ An investment team that is always on, always available, and fully accountable to client
 - ◆ A broad and deep global research platform
 - ◆ Portfolios that are customized at the manager level
 - ◆ Direct ownership of managers – no commingling with other clients

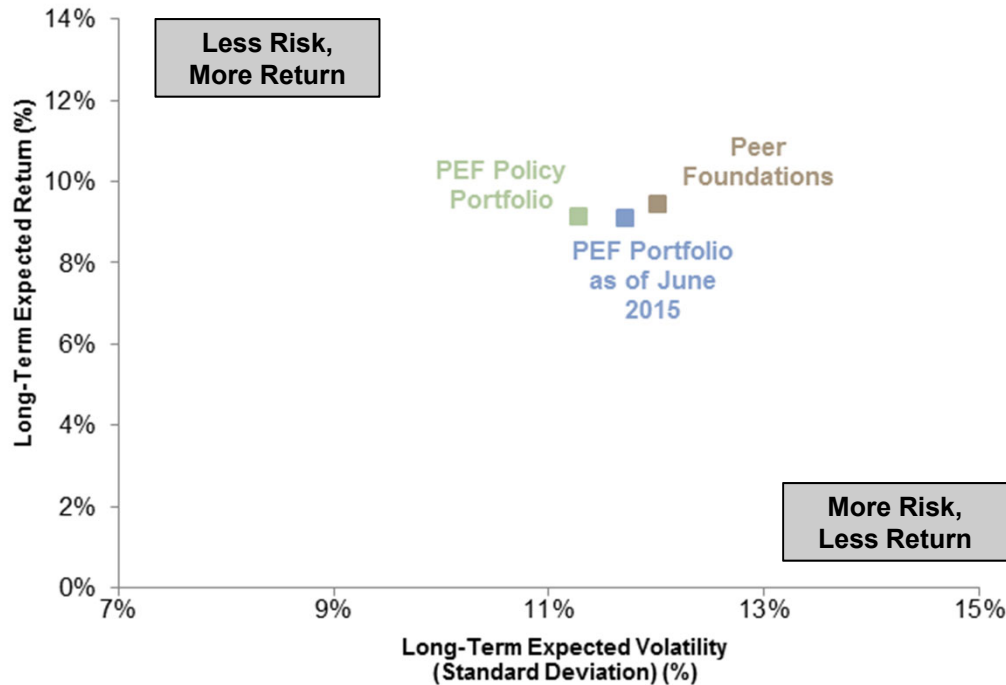
Current PEF Portfolio Exposures

Close to policy targets with modest tactical tilts. As of 6/30/15, CA Managed PEF stood at \$692.5mm.



Note: Allocations may not sum to 100% due to rounding.

Long-Term Expected Risk-Return Profile



Key Points:

- Modeling shows expected return and volatility over the very long-term horizon (e.g. 25 years).
- PEF Policy Portfolio offers similar return with less volatility versus similar sized peer foundations.

Asset Classes

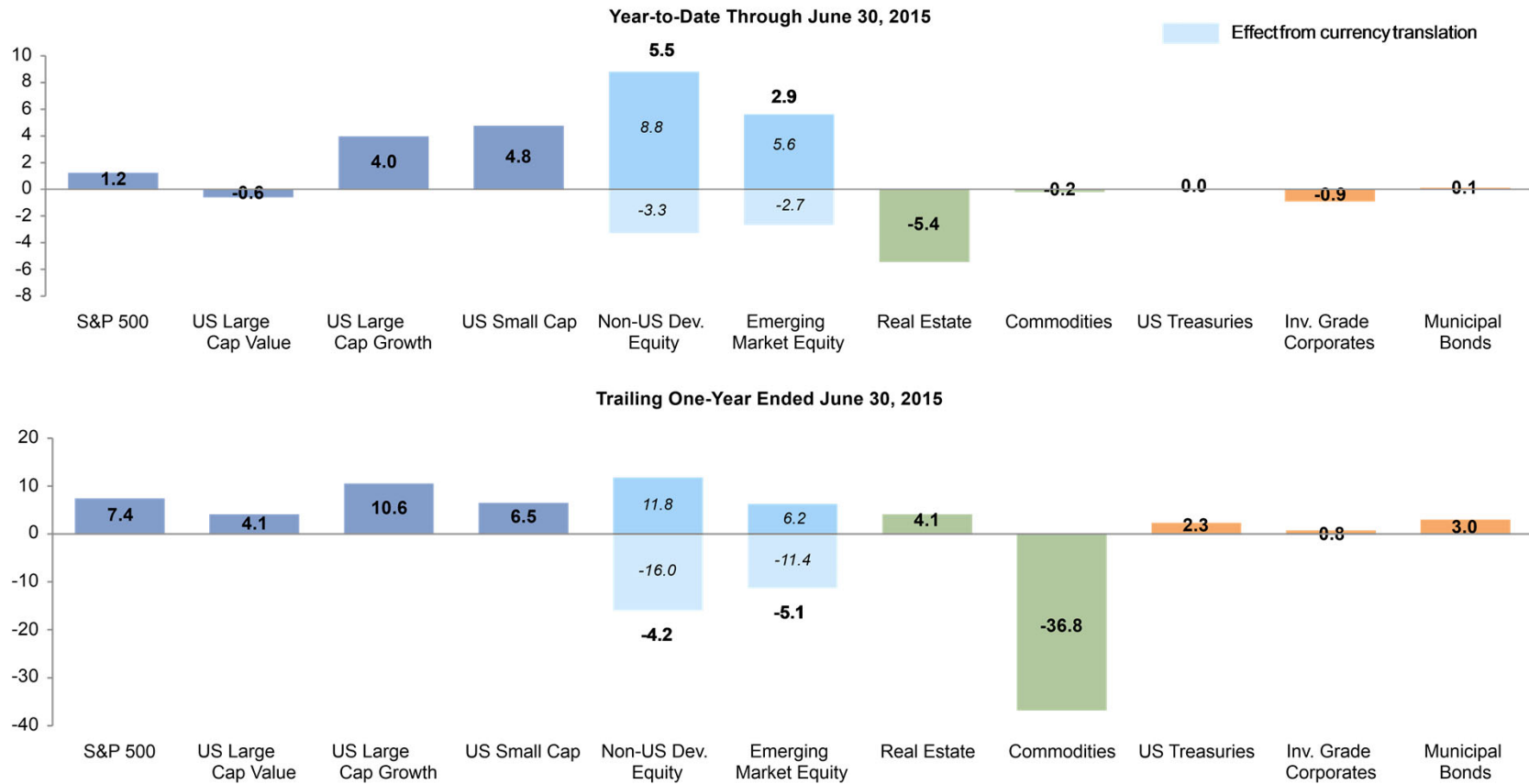
	Allocations		
	PEF Policy Portfolio	PEF Portfolio as of June 2015	Peer Foundations
Public Equities	40.0%	45.2%	43.1%
Hedge Funds	25.0	25.0	20.4
Private Investments	10.0	7.9	12.1
Inflation Sensitive	10.0	5.0	9.3
Fixed Income	15.0	14.2	11.0
Cash	---	2.7	4.0
<i>Nominal Arithmetic Return:</i>	<i>9.1%</i>	<i>9.1%</i>	<i>9.4%</i>
<i>Standard Deviation:</i>	<i>11.3%</i>	<i>11.8%</i>	<i>12.1%</i>

Notes: Allocations may not sum to 100% due to rounding.

"Peer Foundations" are foundations with market values between \$500 million and \$1 billion as of March 31, 2015. Cash includes "Other" assets not otherwise classified.

Private Investments include private equity and venture capital.

Returns for Selected Indices (US Dollars)



Sources: Barclays, Bloomberg L.P., Frank Russell Company, FTSE International Limited, MSCI Inc., and Standard & Poor's. MSCI data provided "as is" without any express or implied warranties.

Notes: Asset classes are represented by the following indexes, from left to right: S&P 500, Russell 1000 Value, Russell 1000 Growth, Russell 2000, MSCI Daily TR Net EAFE, MSCI Daily TR Net Emerging Markets, FTSE® NAREIT All Equity REITs Index, S&P GSCI Total Return Index, Barclays Treasuries, Barclays Investment Grade Corporate, and Barclays Municipal Bond Index.

2070m

Portfolio (Inception Date)	Total Return (%)				
	Total Assets (\$ mm)	Latest Month June	CYTD	Cumulative Trailing 1 Year	Annualized Since CJA Oversight
CA Managed PEF (12/31/12)	\$692.5	-1.7	1.4	-0.6	6.7
Policy Benchmark		-1.4	2.2	0.0	7.4
<i>Value Added</i>		-0.3	-0.8	-0.6	-0.8
Market Indices					
MSCI All Country World Index		-2.3	3.0	1.2	12.1
S&P 500 Index		-1.9	1.2	7.4	18.3
Barclays Aggregate Bond Index		-1.1	-0.1	1.8	1.5



PCF - Presbyterian Endowment Fund (PEF)
Quarterly Snapshot
 As of June 30, 2015
 CA Managed PEF Total Assets: \$692.5 mm



Objectives

Financial Objectives:

- Provide a stream of relatively stable and constant earnings in support of annual budgetary needs; and
- Preserve and enhance the real (inflation-adjusted) purchasing power of the Endowment Fund.

Investment Objectives:

- Attain a real compound annual return of at least 5.5%, net of investment expenses, on average, over a five- to seven-year period;
- Outperform the Endowment Fund's custom policy benchmark; and
- Invest in accordance with the Social Witness Principles of the General Assembly of the PC(USA).

Quarterly Performance Commentary

- Global equity markets (MSCI ACWI Index) were positive for the quarter, returning +0.5%. U.S. stocks (Russell 3000 Index; +0.1%) underperformed emerging market stocks (MSCI Emerging Markets Index; +0.8%) and developed non-U.S. stocks (MSCI EAFE Index; +0.6%). Bonds were negative for the quarter, returning -2.1% (Barclays Government / Credit Index).
- In June PEF returned -1.7%. This is compared to -1.4% for the Policy Benchmark. For the fiscal year to date, PEF returned -0.1% versus +0.4% for the Policy Benchmark.
- PEF's Capital Appreciation strategies returned -0.2% during the quarter, while Diversifying Strategies returned -0.1%. PEF's macroeconomic hedges - Inflation Sensitive and Deflation Hedging strategies - returned +2.3% and -0.5%, respectively.

Performance

Performance						Value of \$1 Over Time
	Total Assets	June 5/31/2015 6/30/2015	QTD 3/31/2015 6/30/2015	FYTD 3/31/2015 6/30/2015	Trailing 1-Year 6/30/2014 6/30/2015	Since CIA Oversight 12/31/2012 6/30/2015
CA Managed PEF	\$692.5 mm	-1.7%	-0.1%	-0.1%	-0.6%	6.7%
Benchmarks						
Policy Benchmark		-1.4%	0.4%	0.4%	0.0%	7.4%
Market Indices						
MSCI All Country World Index		-2.3%	0.5%	0.5%	1.2%	12.1%
Barclays Govt/Credit Index		-1.2%	-2.1%	-2.1%	1.7%	1.3%

Current Portfolio Positioning

Cash Flows

Asset Allocation		Liquidity	Cash Flows																			
		<table border="1"> <thead> <tr> <th></th> <th>Trailing 1-Year</th> <th>Since CIA Oversight</th> </tr> </thead> <tbody> <tr> <td>Opening Balance</td> <td>\$726,118,348</td> <td>\$ 624,720,363</td> </tr> <tr> <td>Net Contributions</td> <td>\$ (2,476,339)</td> <td>\$ 36,307,229</td> </tr> <tr> <td>Beneficiary Payments</td> <td>\$ (28,427,859)</td> <td>\$ (72,859,085)</td> </tr> <tr> <td>Change in Value</td> <td>\$ (2,673,085)</td> <td>\$ 104,372,558</td> </tr> <tr> <td>Closing Balance</td> <td>\$692,541,064</td> <td>\$ 692,541,064</td> </tr> </tbody> </table>		Trailing 1-Year	Since CIA Oversight	Opening Balance	\$726,118,348	\$ 624,720,363	Net Contributions	\$ (2,476,339)	\$ 36,307,229	Beneficiary Payments	\$ (28,427,859)	\$ (72,859,085)	Change in Value	\$ (2,673,085)	\$ 104,372,558	Closing Balance	\$692,541,064	\$ 692,541,064		
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Change in Value	\$ (2,673,085)	\$ 104,372,558																				
Closing Balance	\$692,541,064	\$ 692,541,064																				

*Sourced from Northern Trust

Notes:

Inception Date: 12/31/2010

Policy Benchmark: 50% Long Only Equity Custom Benchmark / 10% HFRI Equity Hedge Index / 15% HFRI Event Driven Index / 10% Inflation Sensitive Custom Benchmark / 12% Barclays Gov't/Credit Index / 3% Citigroup World Government Bond Index from 8/1/13 to present.

MSCI All Country World Index: Represents global equities, including public equities of U.S., ex-U.S., and emerging market companies.

Liquidity is as of June 30, 2015

New Covenant Funds

Growth Fund

Appendix 17

Investment Strategy

The Fund invests primarily in common stocks and other equity securities of companies of all sizes, domestic and foreign, that are believed to have long-term growth potential. Investment decisions are consistent with the social-witness principles of the General Assembly of the Presbyterian Church (U.S.A.).

Investment Philosophy and Process

The Fund uses a multi-manager approach to portfolio construction that seeks to generate excess returns (i.e., returns in excess of benchmark) and at the same time provide diversification by avoiding over-concentration in a single investment style, sector or market trend. Asset allocation to a given manager is based on the manager's skill set, the current macroeconomic environment and the risks inherent in each manager's strategy.

Fund Details

Total Net Assets	\$415.4 Million
Share Class	Class A (No-load)
Ticker	NCGFX
CUSIP	643642101
Inception Date	7/1/1999
Expense Before Waivers	1.15%
Expense After Waivers*	1.02%

* Fee waivers are voluntary and may be discontinued at any time.

Manager Allocations



- BlackRock Investment Mgmt, LLC - 31%
- Brandywine Global Invnt Mgmt, LLC - 34%
- Parametric Portfolio Associates LLC - 5%
- Waddell & Reed Investment Mgmt Co. - 30%

Manager Details

Manager Details	Start Date	Key Attributes
■ BlackRock Investment Management, LLC	Jul 14, 2014	Multi-faceted growth portfolio
■ Brandywine Global Investment Management, LLC	Oct 22, 2013	Encompasses varying value sub-styles, providing flexibility to adapt
■ Parametric Portfolio Associates LLC	Apr 11, 2012	Consolidates trades across all managers in the portfolio to reduce trading costs
■ Waddell & Reed Investment Management Company	Apr 11, 2012	Differentiated research culture coupled with macro thematic exposure

Performance Review

Period	Cumulative (%) as of 6/30/15			Annualized (%) as of 6/30/15				
	1 Month	3 Month	YTD	1 Year	3 Year	5 Year	10 Year	Since Inception
Growth Fund	-2.01	-0.10	1.78	6.41	15.67	15.06	6.41	3.77

Calendar Year Returns (%)	2014	2013	2012	2011	2010	2009	2008	2007
Growth Fund	10.36	27.55	17.14	-3.02	14.08	27.77	-38.93	5.02

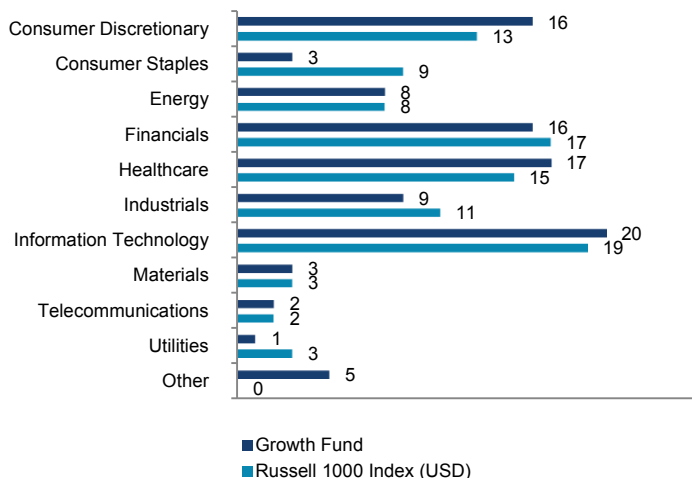
Performance data quoted is historical and past performance does not guarantee future results. Current performance may be higher or lower. Performance current to the most recent month end can be obtained by calling 1-877-835-4531. The principal value and investment return of an investment will fluctuate so that shares, when redeemed, may be worth more or less than their original value.

To determine if the Fund(s) are an appropriate investment for you, carefully consider the investment objectives, risk factors and charges and expenses before investing. This and other information can be found in the Fund's prospectus, which can be obtained by calling 1-877-835-4531. Read the prospectus carefully before investing.

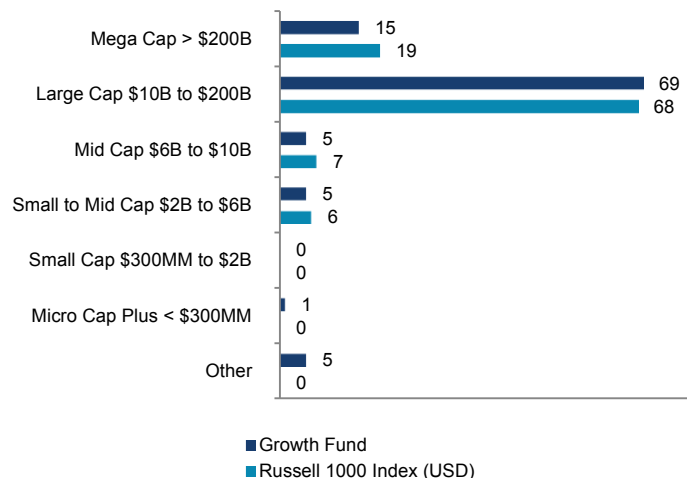
Portfolio Characteristics	Fund	Index
WEIGHTED CAPITALIZATION (\$ MIL)	\$102,980	\$118,716
NUMBER OF HOLDINGS	258	1,029
PRICE-TO-BOOK RATIO	3.89	3.94
MEDIAN FORWARD PRICE-TO-EARNINGS RATIO	16.95	18.00
BETA	1.09	1.00
TRACKING ERROR (3 YEAR)	2.38%	n/a
STANDARD DEVIATION (3 YEAR)	9.03%	8.59%

Top Ten Securities	% of Net Assets
CITIGROUP INC	2.62
GOOGLE INC	Appendix I7 1.91
TOYOTA MOTOR CORPORATION	1.86
JPMORGAN CHASE & CO	1.84
ABBVIE INC	1.73
APPLE INC	1.68
ALLERGAN PLC	1.56
METLIFE INC	1.55
DOLLAR GENERAL CORPORATION	1.40
FACEBOOK INC	1.32

Sectors (% of portfolio)



Market Capitalization (% of portfolio)



Glossary and Disclosures

Beta: Quantitative measure of the Fund's volatility relative to the benchmark used. A beta above 1 indicates the fund is more volatile than the overall market, while a beta below 1 indicates the fund is less volatile.

Median Forward Price to Earnings Ratio: Forecasted value (using median range of values – the middle set of values in a distribution range) of the market capitalization divided by the after-tax earnings for the prior 12-month period. The higher the P/E ratio, the more the market is willing to pay for each dollar of annual earnings. (Source: Russell)

Price to Book Ratio: Stock's capitalization divided by its book value, where book value is the value of an asset as it appears on a balance sheet, equal to cost minus accumulated depreciation. The value is the same whether the calculation is done for the whole company or on a per-share basis.

Standard Deviation (Absolute): Used to describe historical volatility, a statistical measure of the distance a quantity is likely to lie from its average value. It is applied to the annual rate of return of an investment, to measure the investment's volatility (risk). Standard Deviation is synonymous with volatility, in that the greater the standard deviation the more volatile an investment's return will be. A standard deviation of zero would mean an investment has a return rate that never varies.

Tracking Error: The measure of the risk of the portfolio relative to the benchmark.

Weighted Capitalization: The market price of an entire company, calculated by multiplying the number of shares outstanding by the price per share.

For those New Covenant Funds which employ the "manager of managers" structure, New Covenant Investments Management Corporation (New Covenant) has ultimate responsibility for the investment performance of the Funds due to its responsibility to oversee the sub-advisers and recommend their hiring, termination and replacement. New Covenant is the adviser to the New Covenant Funds, which are distributed by New Covenant Investments Distribution Co. (SIDCO). New Covenant and SIDCO are wholly owned subsidiaries of New Covenant Investments Company.

Current and future portfolio holdings are subject to risks. In addition to the normal risks associated with equity investing, international investments may involve risk of capital loss from unfavorable fluctuation in currency values, from difference in generally accepted accounting principles or from economic or political instability in other nations. Narrowly focused investments and smaller companies typically exhibit higher volatility. Products of companies in which technology funds invest may be subject to severe competition and rapid obsolescence.

Current and future portfolio holdings are subject to risks. In addition to the normal risks associated with equity investing, international investments may involve risk of capital loss from unfavorable fluctuation in currency values, from difference in generally accepted accounting principles or from economic or political instability in other nations. Narrowly focused investments and smaller companies typically exhibit higher volatility.

The Russell 1000 Index includes 1000 of the largest U.S. equity securities based on market cap and current index membership; it is used to measure the activity of the U.S. large-cap equity market.

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Income Fund

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Investment Strategy

The Fund invests primarily in corporate bonds and government bonds issued or guaranteed by the U.S. government or one of its agencies, and mortgage-backed and asset backed securities of varying maturities. Investment decisions are consistent with the social-witness principles of the General Assembly of the Presbyterian Church (U.S.A.).

Investment Philosophy and Process

The Fund uses a multi-manager approach to portfolio construction that seeks to generate excess returns (i.e., returns in excess of benchmark) and at the same time provide diversification by avoiding over-concentration in a single investment style, sector or market trend. Asset allocation to a given manager is based on the manager's skill set, the current macroeconomic environment and the risks inherent in each manager's strategy.

Fund Details

Total Net Assets	\$307.5 Million
Share Class	Class A (No-load)
Ticker	NCICX
CUSIP	643642200
Inception Date	7/1/1999
Expense Before Waivers	0.98%
Expense After Waivers*	0.80%

* Fee waivers are voluntary and may be discontinued at any time.

Manager Allocations



- J.P. Morgan Investment Mgmt Inc. - 50%
- Western Asset Management Company - 50%

Manager Details

	Start Date	Key Attributes
■ J.P. Morgan Investment Management Inc.	Apr 30, 2012	Fundamental research at the individual security level
■ Western Asset Management Company	Apr 30, 2012	Successful implementation of macro-driven investment process

Performance Review

Period	Cumulative (%) as of 6/30/15			Annualized (%) as of 6/30/15				
	1 Month	3 Month	YTD	1 Year	3 Year	5 Year	10 Year	Since Inception
Income Fund	-0.68	-0.68	0.69	1.46	1.39	2.71	2.35	3.77

Calendar Year Returns (%)	2014	2013	2012	2011	2010	2009	2008	2007
Income Fund	3.62	-1.63	4.04	5.32	6.37	12.81	-14.63	5.65

Performance data quoted is historical and past performance does not guarantee future results. Current performance may be higher or lower. Performance current to the most recent month end can be obtained by calling 1-877-835-4531. The principal value and investment return of an investment will fluctuate so that shares, when redeemed, may be worth more or less than their original value.

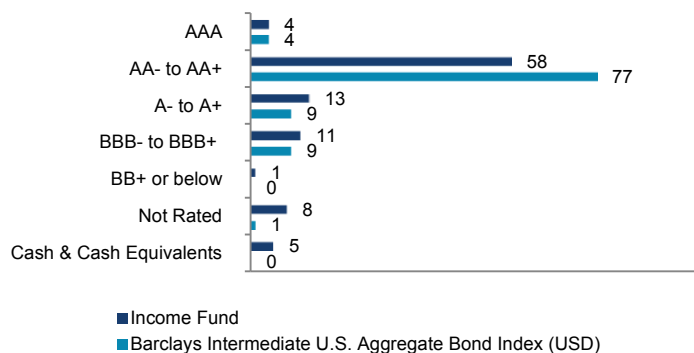
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Portfolio Characteristics	Fund	Index
EFFECTIVE DURATION (YEARS)	3.79	3.94
WEIGHTED AVERAGE LIFE (YEARS)	5.12	4.77
30-DAY SEC YIELD	1.39	n/a
UNSUBSIDIZED 30-DAY SEC YIELD	1.21	n/a
NUMBER OF HOLDINGS	1,111	7,332

Top Ten Securities	% of Net Assets
GOLDMAN SACHS & CO (REPO DEALER)	4.89
DEUTSCHE BANK SECURITIES INC (REPO)	1.94
FNMA 30YR 2012 PRODUCTION 4.00% 04/01/2042	1.57
UNITED STATES TREASURY 1.88% 06/30/2020	1.09
UNITED STATES TREASURY 1.38% 05/31/2020	1.00
UNITED STATES TREASURY 0.00% 02/15/2022	0.78
FNMA 15YR TBA(REG B) 3.00% 07/16/2015	0.78
FNMA 30YR 2014 PRODUCTION 4.50% 11/01/2044	0.74
GNMA2 30YR 2010 PRODUCTION 5.00% 07/20/2040	0.70
UNITED STATES TREASURY 2.13% 08/31/2020	0.69

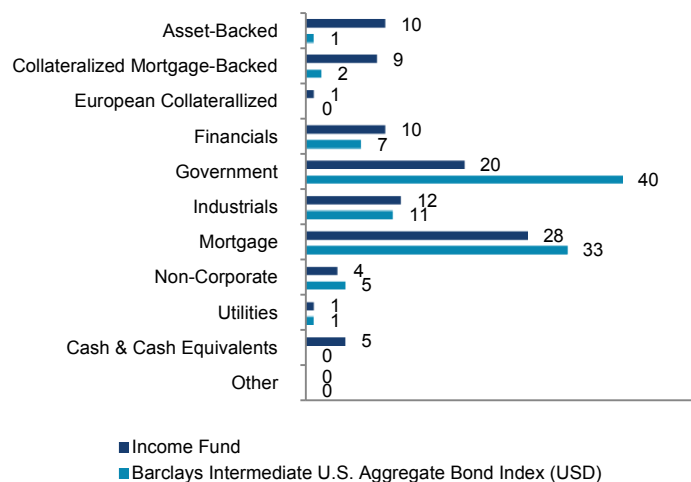
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Credit Quality (% of portfolio)



The credit quality of a fund's holdings is derived using Standard & Poor's as the ratings source. The purpose of the ratings is to provide investors with a simple system of gradation by which relative creditworthiness of a fund's securities may be noted. Ratings are measured on a scale that generally ranges from AAA (highest) to D (lowest).

Sectors (% of portfolio)



Glossary and Disclosures

Effective Duration: Duration is a measure of a security's price sensitivity to changes in interest rates. Specifically, duration measures the potential change in value of a bond that would result from a 1% change in interest rates. The shorter the duration of a bond, the less its price will potentially change as interest rates go up or down; conversely, the longer the duration of a bond, the more its price will potentially change.

Weighted Average Life: The average number of years for which each dollar of unpaid principal on a loan or mortgage remains outstanding.

This material represents an assessment of the market environment at a specific point in time and is not intended to be a forecast of future events, or a guarantee of future results. This information should not be relied upon by the reader as research or investment advice regarding the Funds or any stock in particular, nor should it be construed as a recommendation to purchase or sell a security, including futures contracts. There is no assurance as of the date of this material that the securities mentioned remain in or out of the New Covenant Funds.

For those New Covenant Funds which employ the "manager of managers" structure, New Covenant Investments Management Corporation (New Covenant) has ultimate responsibility for the investment performance of the Funds due to its responsibility to oversee the sub-advisers and recommend their hiring, termination and replacement. New Covenant is the adviser to the New Covenant Funds, which are distributed by New Covenant Investments Distribution Co. (SIDCO). New Covenant and SIDCO are wholly owned subsidiaries of New Covenant Investments Company.

There are risks involved with investing, including loss of principal. Current and future portfolio holdings are subject to risks as well. Diversification may not protect against market risk. There is no assurance the goals of the strategies discussed will be met. International investments may involve risk of capital loss from unfavorable fluctuation in currency values, from difference in generally accepted accounting principles or from economic or political instability in other nations. Emerging markets involve heightened risks related to the same factors as well as increased volatility and lower trading volume.

The Barclays Intermediate Aggregate U.S. Bond Index is an unmanaged index generally representative of intermediate investment grade government and corporate debt securities with maturities of 10 years or less.

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Fund Performance

	Fund Inception	Performance Cumulative Total Return as of 06/30/2015			Performance Annualized Total Return as of 06/30/2015					Since Incept	Performance Calendar Year Return as of 12/31				
		1 Mo	3 Mo	Ytd	Qtr	1 Yr	3 Yr	5 Yr	10 Yr		2014	2013	2012	2011	2010
		New Covenant Growth*	7/1/1999	-2.01	-0.10	1.78	-0.10	6.41	15.67		15.06	6.41	3.77	10.36	27.55
<i>Russell 1000 Index (USD)</i>		-1.88	0.11	1.71	0.11	7.37	17.68	17.56	7.99	4.59	13.24	33.11	16.40	2.11	15.06
<i>Contractual Expenses (%) = 1.15</i>															
<i>Actual Expenses (%) = 1.02</i>															
New Covenant Income	7/1/1999	-0.68	-0.68	0.69	-0.68	1.46	1.39	2.71	2.35	3.77	3.62	-1.63	4.04	5.32	6.37
<i>Barclays Intermediate US Aggregate Bond Index (USD)</i>		-0.66	-0.67	0.64	-0.67	1.89	1.74	2.89	4.22	5.07	4.12	-1.02	3.56	5.97	6.15
<i>Contractual Expenses (%) = 0.98</i>															
<i>Actual Expenses (%) = 0.8</i>															

The performance data shown is past performance. Past performance is no guarantee of future results. The investment return and principal value of an investment will fluctuate so that an investor's shares, when redeemed, may be worth more or less than their original cost and current performance may be lower or higher than the performance quoted. For performance data current to the most recent month end, please call 877-835-4531.

*From July 1999 to March 2014, the New Covenant Growth Fund had international equity exposure ranging from 10% to 20% of the portfolios assets.

Item A.211
FOR INFORMATION

Subject: Charles H. Cook Foundation

In April 2015, the Presbyterian Mission Agency Board (PMAB) voted to discontinue base grants from the Christmas Joy Offering (CJO) to Cook Native American Ministries, with thanksgiving for its many years of dedicated educational ministry, as the campus has been sold, and Cook Native American Ministries has transitioned from a racial ethnic school to The Charles H. Cook Foundation (“**Cook Foundation**”); and that Cook Foundation receive its final Christmas Joy Offering disbursement on August 21, 2015.

The PMAB in a separate Action gave a directive to the Finance Committee.

ACTION 21-415

EXPLORE FUNDING FOR COOK FOUNDATION’S OPERATIONS

The Presbyterian Mission Agency Board **VOTED** to direct its Finance Committee to facilitate conversation between representatives from the Charles H. Cook Foundation, The Presbyterian Foundation, and Racial Ethnic & Women’s Ministries staff to explore additional funding for Cook Foundation’s operations for a limited period of time

The Presbyterian Mission Agency Finance and Accounting staff collaborated with The Presbyterian Foundation leadership, and the Racial Ethnic & Women’s Ministries to determine if unallocated endowment funds could be used to support the Cook Foundation operations for a limited period of time. Prior to the PMAB meeting the Cook Foundation board approved an Action prohibiting the use of endowment earnings for operating expenses or purposes. The Presbyterian Foundation consulted with the Cook Foundation board member(s) to seek to “redesignate” the endowment fund earnings from reinvestment to operations. This suggestion was rejected by the Cook Foundation board member(s).

The Presbyterian Mission Agency in good faith has identified \$140,000 of Restricted Funds that can be used to support The Charles H. Cook Foundation operations- \$70,000 disbursement in 2016 and \$70,000 disbursement in 2017. The designation and release of these mission funds is contingent upon the PMAB Christmas Joy Offering Business Items C.102 and C.106.

ITEM B.200
FOR INFORMATION

**JINISHIAN MEMORIAL PROGRAM UNITED STATES ADVISORY COUNCIL AND
GOVERNANCE COMMISSION MINUTES, JUNE 8, 2015**

Draft – Not Yet Approved (until Approved)

Minutes of the Jinishian Memorial Program
United States Advisory Council and Governance Commission of the
Presbyterian Mission Agency Board
of the Presbyterian Church (U.S.A.)
Sherman Oaks, CA
June 8, 2015

CALL TO ORDER AND
WORSHIP

The spring 2015 Stated Meeting of the Jinishian Memorial Program (JMP) Governance Commission (GC) of the Presbyterian Mission Agency Board was held together with the meeting of the United States Advisory Committee for the JMP (USAC). Martin Lifer, called the GC Stated Meeting to order on June 8, 2015 at 9:15 a.m., confirmed the presence of a quorum, and opened the meeting in prayer. Vicki Gehrt called the USAC meeting to order.

ATTENDANCE

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

Members of both the
United States Advisory
Commission and
Governance Commission

Vicki Chopourian Gehrt– Chair

Michael Haratunian

Mark Momjian

Greg Allen-Pickett—General Manager (World Mission)

Additional Members of the
GC Only

Rev. Martin Lifer—Governance Commission Chair

Rev. Jack Hodges

Staff

Eliza Minasyan—Coordinator/Executive Director (JMP)

Cara Taylor—Administrative Assistant (JMP), Recorder

Armen Hakobyan - JMP Armenia Country Director

Pauline Sagherian – JMP Lebanon Country Director

EXCUSED

Amgad Beblawi—Area Coordinator, Middle East, Europe, Central Asia
(World Mission)

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MINUTES – October 30-31,
2014
ACTION

The Governance Commission (GC) voted to approve the Minutes of the GC Stated Meeting of October 30-31, 2014. Jack Hodges was not present for the vote.

The United States Advisory Committee (USAC) voted unanimously to approve the Minutes of the USAC Stated Meeting of October 30-31, 2014.

Jack Hodges was not present for the vote.

JMP FINANCIAL REPORT
INFORMATION

Eliza Minasyan presented JMP budget, expense, and endowment reports for 2014 and 2015(1st Quarter). The savings goal of \$500,000 was met for the balance of 2014. The market value of the endowment fund went up to \$31.95 million. The projected receipts went down according to the payout formula for 2015, but they are projected to increase for 2016. This should allow maintenance of the current budget without further cuts for the country programs. The cost allocation to the Presbyterian Mission Agency went down to 5%. The money transfer system through the Evangelical Union in Lebanon into Syria is working efficiently and on time. Syria staff is satisfied. The first payment for 2015 was made; the second will go this fall.

SOUTHERN CALIFORNIA
DEVELOPMENT EVENT
INFORMATION

Vartan Jinishian's 145th Birthday Party Event was held at Bel Air Presbyterian Church on Sunday, June 7. Deep appreciation was expressed to Jack Hodges and the local Planning Committee. Honored guests were present from Presbyterian, Armenian Apostolic, and Evangelical communities. Los Angeles City Council commendation was presented to JMP and the PC (USA) for genocide recognition and service to Armenians. Attendance was 200 and revenue from donations and pledges about \$25,000. Jack Hodges and Eliza Minasyan will develop a plan regarding follow up and strategy for future events.

ACTION

The Governance Commission (GC) and USAC voted unanimously to send a letter of thanks to Bel Air Presbyterian Church and Los Angeles City Councilman, Paul Krekorian.

NEXT MEETING

The next stated meeting of the Jinishian Memorial Program Governance Commission and United States Advisory Committee was set for Thursday-Friday, November 5-6, 2015 in Wilmington, DE.

RECESS/RECONVENE

The GC and the USAC recessed at 12:00 p.m. and reconvened at 1:07 p.m.

LEBANON REPORT
INFORMATION

The Lebanon Country Report was presented by Country Director Pauline Sagherian. In addition to a budget reduction for the 11th consecutive year, conditions have worsened in Lebanon because of the vacant presidency and resultant political instability. An increase in Syrian refugees has strained the economy, health, and education systems across the board (over 27% population swell). JMP assisted about 600 Syrian refugees in Lebanon in 2014. Altogether, over 2600 beneficiaries received holistic medical and social services.

Reconstruction of the Kurkjian wing was completed. Six housing

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clients became owners. Application for a dispensary permit is underway, which would allow for uninterrupted operation of the pharmacy. Long-time retiring staff was honored, and the new personnel hired will bring fresh skills.

**ARMENIA REPORT
INFORMATION**

The Armenia Country report was presented by Director Armen Hakobyan. The published 2014 Annual Report details 40 active projects serving 131,567 (4% of population) indirect beneficiaries. Goals for project sustainability and funding diversification through ongoing partnerships, as well as staff development and overall operations are on target.

**SYRIA REPORT
INFORMATION**

The Syria Country Report was delivered by Eliza Minasyan on behalf of Talin Topalakian, who could not be present. Beneficiaries continue to multiply to include nearly every Armenian remaining in Syria—all but the most needy have left the country after nearly four years of war. The currency is devalued, but costs are going up. JMP increased salaries to adjust to changing costs of living in the country. Despite horrible conditions, work has continued uninterrupted. At personal risk, Talin travelled out of Aleppo to visit Kamishly and Damascus offices. Deep appreciation was expressed for Talin's devoted leadership. The question arose of potential future need to completely evacuate Armenians from the country.

ACTION

The Governance Commission (GC) and USAC voted to authorize a letter regarding shared use of the Kamishly property among the Armenian Apostolic Prelacy and the Catholic Church.

**JMP PROGRESS REPORT
INFORMATION**

Eliza Minasyan reported that operations continue in the Jerusalem office. She will return to evaluate the need for the clinic and to discuss a potential housing project with the Patriarch. Istanbul operations are naturally phasing out as beneficiaries age because no new families are being added.

A senior staff meeting and strategic plan workshop was held in Lebanon; country directors Armen Hakobyan (Armenia) and Talin Topalakian (Syria) joined Eliza and Pauline Sagherian in Beirut. Staff recognition was given.

Eliza reported activities in the New York metropolitan area. She connected with the Eastern Prelate, Fund of Armenian Relief, Karageusian Corporation, Prelacy of Armenia, and AMAA director. The Manhattan Office of the Karageusian Foundation is available for meetings. Cara Taylor also relocated to New Jersey.

ACTION

The Governance Commission (GC) and USAC voted unanimously to register an independent JMP booth for the 222nd General Assembly meeting

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in Portland, OR in 2016.

ACTION

The Governance Commission (GC) and USAC voted unanimously to communicate their prayers to all JMP staff overseas.

**ARMENIAN GENOCIDE
COMMEMORATION
REPORT**

According to the 221st General Assembly action (11-07) to officially recognize the Armenian genocide, JMP developed and published resources for congregational use on April 26 in observance of the 100th Anniversary of the Armenian Genocide in Presbyterian churches. Christine Chakoian, David Gambrel, Vartkes Kassouni, and Cara Taylor were the main contributors. A centennial pilgrimage trip to Armenia hosted by Pittsburg Seminary is scheduled for October 2015.

**ADJOURN WITH
APPRECIATION AND
PRAYERS**

By general consent, the Governance Commission and the USAC respectively agreed to adjourn their respective meetings together with prayer. Vicki Gehrt gave thanks to Pauline Sagherian and Armen Hakobyan for their outstanding reports, event presentations, and presence. Jack Hodges offered a closing prayer.

Respectfully Submitted,

Vicki Gehrt
JMP United States Advisory Committee Chair

Martin Lifer
JMP Governance Commission Chair

Eliza Minasyan
Jinishian Memorial Program Coordinator/Executive Director

Cara Taylor
Recorder

**ITEM B.201
FOR INFORMATION**

**PRESBYTERIAN DISASTER ASSISTANCE (PDA)
ADVISORY COMMITTEE CONFERENCE CALL
7/29/15**

Participants: Committee Members: Stephanie Fritts, Zandra Maffett, Sally Campbell Evans, Kathy Morriss, Kathy Fay Lee, & John Buchanan.

PDA Staff: Laurie Kraus, Rick Turner, Luke Asikoye, Pamela Burdine, Beth Snyder, Susan Krehbiel, Eden Carroll, Dayna Oliver, Deborah Harrison, Suzanne Case & Cameron Stevens.

Excused: David Barnhart

Our meeting opened with a review of the dates & times for the October 2015 Advisory Committee meeting in Louisville at 100 Witherspoon Street, Louisville, KY 40202.

Monday, Oct. 5

- Check in - Residence Inn by Marriott – Louisville Downtown
- 11:00 AM @ PC(USA) – 3rd Floor Conf. Room #3601 – Orientation for newer A.C. Members – Zandra Maffett, Kathy Morris, Sally Campbell Evans & possibly John Buchanan plan to participate.
- 4:00 PM @ PC(USA) – 2nd Floor Conf. Room B - Meeting Begins
- 7:00 PM Dinner

Tuesday, Oct 6

- 8:30 AM – 5 PM @ PC(USA) – 2nd Floor Conf. Room B
- 7:00 PM Dinner

Wednesday, Oct 7

- Check out - Residence Inn by Marriott – Louisville Downtown
- 8:30 AM – 2 PM @ PC(USA) – 2nd Floor Conf. Room B – Meeting Concludes

Laurie Kraus gave an update on the PMA Exec Director Succession plans. – if possible, would like to name an interim Executive Director (ED) by the Sept 2015 Presbyterian Mission Agency Board (PMAB) Meeting, with ED named at GA 2016.

Advisory Committee Decision:

There has been some confusion about “pulpit supply expenses” policies in the PMA, and how they are to be applied to the rare circumstance of PDA providing reimbursement to a congregation who has released their pastor for volunteer service on a Sunday in which he/she was scheduled to preach. Some congregations, mostly smaller and single pastor congregations, already give sacrificially to Presbyterian Disaster Assistance by donating four weeks of their pastor’s professional time to volunteer as part of PDA’s national response. For some of these congregations, paying for extra pulpit supply on an emergency basis is a burden on already

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strained budgets. During the past 15 years of the National Response Team's service, such pulpit reimbursements have been authorized by Stan Hankins or John Robinson (Associate for National Disaster Response) on a case by case basis. These amounts have varied from \$75.00 to \$200.00. I had a conversation with Sara Lisherness about this last week, and upon her recommendation, carried the conversation further to Barry Creech. He suggested we might develop policy around this as he does not see how the existing "pulpit supply expenses" section in the PMA operational manual addresses the specific circumstance we are trying to address with our disaster response protocols.

The addition of this language to PDA and PMA practices is meant to clarify PDA practice within PDA and across the PMA.

If for whatever reason it is deemed helpful to move this clarification through Board approval, PDA's advisory committee will look at it this summer and recommend to PMA Justice Committee this fall. I am not certain that PDA internal expense policy necessarily requires full PMA board action, however. Thanks, Laurie

PROPOSED ADDITION TO PDA MANUAL OF OPERATIONS

7/20/15, Laurie Kraus and Rick Turner

An important element of PDA national response protocols involves PDA National Response Team members and/or staff offering ministry of presence by worshiping with affected congregations the first Sunday following a disaster.

On occasion, a disaster occurs at such a time that Teaching Elders are required to be part of the response. If Teaching Elders who belong to the Presbyterian Disaster Assistance National Volunteer/Response Team (NRT), are needed to deploy at a time that would require them not being able to fulfill their pulpit obligations at their home church, PDA will, if requested, reimburse the NRT member's church for pulpit supply expenses (honorarium for substitute preacher) up to an amount defined in that church's presbytery policy. If there is no presbytery policy in place to cover such honoraria, PDA will reimburse up to \$200.00 upon request from the church.

Sally Campbell Evans moved the issue to a vote, Kathy Fay Lee seconded, and the Committee voted to approve. Information on the addition will go to the PMA Board.

Staff Report Summaries

Beth Snyder - National Deployment Responses

- TX flooding, tornado - church damage, John Knox Ranch, Immigrant Task Force in Houston
- IL tornado, John Buchanan's church made a visit to the affected areas.
- WY flooding
- MT Shooting
- FL Long Term Recover 2014 flooding - FLAPDAN
- CO June flooding and church damage
- NE church damage
- WV flooding

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Beth Snyder - Grants & Meetings

- 10 grants awarded in June/16 in July.
- Participated in Presbyterian Women (PW) meeting in June.
- PW Disaster Preparation training will be held in Florida in August.
- The PDA Annual Meeting Planning Team will meet in October in St. Louis to plan the April 2016 Annual Meeting.
- A Discernment Team will meet in Jacksonville, FL in January to meeting with potential PDA Volunteers.

Eden Carroll – PDA Call Center

- 31 sites total - scheduling for new sites in OK this year
- YTD all sites - 2467 volunteers
- IL & Detroit hosting teams
- The work teams are experiencing some burnout, aging out

Rick Turner - National

- Kudos to Beth & Eden, Laurie & Suzanne – work has made it easier to take on John's tasks
- Federal Emergency Management Agency (FEMA) in TX asked PDA to come into FEMA field offices to provide Emotional Spiritual Care. If FEMA approves, will send numerous volunteers to various sites.
- In Montana & Ohio – PDA has responded to murder-suicide crises.
- Rick has visited Charleston following the Church shootings – The community is shy about outsiders, want to deal with their own, Rick visited & had lunch with a nearby pastor and the Presbytery Exec - Donnie Woods, and a retired Senator/Pastor from the Charleston area. The church is still a memorial site, attracting visitors.
- Chattanooga response is on hold, have offered services to Campus Ministry, Laurie and Rick plan to visit while in Tennessee this week for Big Tent.

Sally Campbell Evans asked about the first year program for Young Adult Volunteers (YAVs) at Ferncliff/PDA Call Center – Our YAV went to AR storm recovery areas.

- The 3 YAVs, including 1 PDA YAV – spent a week in NJ & NY & had a bonding experience with work teams at the Sandy sites.
- PDA is excited to have 2 YAVs in September 2015.

Susan Krehbiel – Refugee Asylum Work

- Visited Houston & San Antonio efforts with detention programs and refugees resettlement.
- LIRS work with asylum seekers
- Big Tent display
- First Friends of NY & NJ - work with detention, case workers & resettlement
- Interviewed clients regarding detention/resettlement
- Hosted luncheons with several Evangelical Lutheran Church in America (ELCA) churches
- Syrian refugees support between Church World Services (CWS) & PDA
- San Antonio Refugee Ministry Training of National Volunteer/Response Team NRT/NVT members - planned for September.

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Luke Asikoye – International Work

- Response to shootings in Kenya - East & West Africa - Spiritual Care & Compassion Fatigue training provided by Laurie Kraus & Eric Gentry
- The teams we trained are responding to shootings
- Haiyan response in Philippines - shelter
- World Mission partner – Nepal
- Haiti response is winding down, but 2 new projects in Haiti – dealing with undocumented Haitian & Dominican Republic refugees, a complicated political situation; we are determining our best response.

Laurie Kraus - Staff

- Our staff members have worked with grace and patience during loss of Jenny Oldham, 2 American Red Cross contract employees, Laura Stricklen, and John Robinson.
- With Deborah Harrison and Dayna Oliver, we are staffed up for now. Deborah is assisting with Peacemaking, in combination with Dayna in both PDA and Peacemaking.
- Rick has made a smooth and gracious transition, with a very creative approach to our new work at the Annual Meeting. Volunteers have requested to participate in the Refugee Ministry with Susan Krehbiel and our Story Telling Ministry with David Barnhart, who held great presentations and workshops at the National Meeting.
- Sandy recovery story telling efforts are being developed in the Sheepshead Bay and Far Rockaway areas.
- Deborah Harrison is assisting with Peacemaking, in combination with Dayna Oliver in both PDA/Peacemaking.
- Laurie & Alan Baroody worked in Lebanon, providing Compassion Fatigue training to those who work with refugees and are war time pastoring. We are looking at funding a schools project for 200 students, taught by Syrian teachers who are refugees in Lebanon.
- Laurie is involved in systems work with CPJ & building transitions.
- Traveling currently to Big Tent with Bryce Wiebe, of Special Offerings, who gave an OGHS update - through July up the offerings are up 18.5%, with the Gifts Catalog up 300%. The Advisory Committee members can help by encouraging churches to contribute to OGHS & the Catalog.
- We're looking to promote One Great Hour of Sharing (OGHS) Activity in the Portland, OR area. Advisory Committee to discuss in October, ways to participate in GA, June 19-25, 2016. PDA will be in a shared Compassion Peace & Justice (CPJ) booth.
- John Buchanan asked if there is a better time to participate in GA, Laurie's response is that there hasn't been much publicity yet, we'll visit GA ideas in our Oct. meeting.
- New Orleans, Louisiana (NOLA) OGHS project is proceeding – We're still looking with Self Development of People (SDOP) & Presbyterian Hunger Project (PHP) for a project within the

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GA mandates – likely Salt Water Intrusion mitigation, finding a project that fits what we already do. We are contributing to Project Homecoming – a 10th anniversary of Katrina Faith-based responses.

- Detroit OGHS project - flooding - Eden and volunteers to work on projects. There is an OGHS Collaborative map with all 3 area's work that is to rollout at GA.

Pamela Burdine - Migrating Websites – the PDA site will transition later that most departments, will keep most of current site, but be presented in different ways. PDA's website has a map where we have work projects currently.

Stephanie Fritts – asked about PDA involvement with the serious Drought on the West Coast. National Voluntary Organizations Active in Disaster (VOAD) has a subcommittee on drought, but PDA hasn't been invited in to respond. We have responded to Wildfire in Colorado, part of the cycle of drought, wildfire, and flooding when the rain comes.

Stephanie closed our meeting in prayer.

**ITEM B.202
FOR INFORMATION**

**MISSIONAL RELATIONSHIP AGREEMENT BETWEEN THE
NATIONAL BLACK PRESBYTERIAN CAUCUS (NBPC) AND WORLD MISSION**

The Racial Ethnic & Women's Ministries area facilitated conversations in 2014 and 2015 between the National Black Presbyterian Caucus (NBPC) and the World Mission ministry area to increase recruitment and improve care and retention of African-American mission co-workers and young adult volunteers. The Leadership Cabinet approved a missional partnership agreement between NBPC and the Presbyterian Mission Agency at the Leadership Cabinet meeting on August 4, 2015, and it is being presented to the Presbyterian Mission Agency Board for celebration and thanks to God.

This Office Missional Partnership is bound together by common cause and a specific relationship with NBPC, and the agreement places the relationship in the context of Presbyterian Mission Agency directional goals. This agreement is to be formally reviewed at least every four years to coincide with the Presbyterian Mission Agency's planning cycle. The next renewal is expected in 2019. In addition, either missional partner may request a review at any time. Following is a copy of the Agreement:

**Missional Relationship Agreement Between the
National Black Presbyterian Caucus (NBPC)
and the Presbyterian Mission Agency
of the Presbyterian Church (U.S.A.)**

The Presbyterian Mission Agency welcomes partnerships in service of Jesus Christ that share common mission focus with the Presbyterian Mission Agency. Missional relationships with associations that are closely aligned with the Presbyterian Mission Agency directional goals will be formalized once every four years.

Please provide the following information about the professional association:

NAME OF THE ORGANIZATION: National Black Presbyterian Caucus (NBPC)

DESCRIPTION OF PARTICIPANTS IN THIS ORGANIZATION: Members are teaching elders, ruling elders, church members, mid-council and national agency staff and congregations.

DESCRIBE PRIMARY MISSION OF THE ORGANIZATION: NBPC is committed to Jesus Christ, working to ensure that the witness of Presbyterians of African descent is healthy, growing, dynamic and empowering; that racial justice is integral in the church's self-understanding and lived out in every aspect of ministry within the Presbyterian Church. Article 8.2 and 8.3 of "The Articles Of Agreement" of the PC(USA), as found in the *Book Of Order*, reads, "Racial ethnic members in the United States (Presbyterians of African, Hispanic and 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." And, "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 caucuses of the Church, and shall make provision for the expenses necessary to such consultations. The purposes of such consultations shall include: determining the priorities for assisting racial ethnic churches and ministries, developing a denominational strategy for racial ethnic church

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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.

WHAT HAS BEEN THE IMPACT OF THIS MINISTRY? NBPC represents the historic legacy and continuing existence of a Black Caucus in the Presbyterian Church, which was first organized by Black clergy in 1856 at Shiloh Presbyterian Church of New York City. NBPC works in programmatic partnership with the Office of African American Congregational Support in Racial Ethnic & Women's Ministries and has recently engaged in conversations with the World Mission ministry area to increase recruitment and retention of African-American mission co-workers and young adult volunteers.

HOW DOES THIS ORGANIZATION CONTRIBUTE TO ONE OF MORE OF THE PRESBYTERIAN MISSION AGENCY DIRECTIONAL GOALS?

Compassionate Prophetic Discipleship: NBPC collaborates with Racial Ethnic & Women's Ministries in the areas of social justice, particularly racial justice. Part of NBPC's purpose is to speak and act on those issues that adversely affect the lives of people of African descent; to achieve full participation of its members in the total Church and society; and to combat racism and injustice.

Transformational Leaders: At their recent biennial convention held July 9-11, 2015, in Charlotte, NC, workshops were provided to strengthen leadership skills and share information, including sharing information on the Presbyterian Mission Agency's Educate a Child initiative.

1001 New Worshiping Communities: Part of NBPC's purpose is to promote church growth and the strengthening of Black Presbyterian congregations in the Presbyterian Church (U.S.A.).

General Assembly Engagement: We normally share an exhibit space with Racial Ethnic & Women's Ministries and sponsor a luncheon at General Assemblies. And, we have a representative on ACREC. We advocate for racial justice and the full participation of African Americans in the church and society.

WHAT IS THE PARTNER PRESBYTERIAN MISSION AGENCY MINISTRY OFFICE?

Racial Ethnic & Women's Ministries.

PRESBYTERIAN MISSION AGENCY STAFF CONTACT: Lonnie Oliver, Associate for African American Congregational Support

ORGANIZATION WEBSITE: <http://www.nationalnbpc.org/>

ORGANIZATION CONTACT INFORMATION:

The Rev. David Wallace, President, National Black Presbyterian Caucus
P.O. Box 190006
Ft. Lauderdale, FL 33319
(954) 746-0863; nbpc4@aol.com

The Rev. Arlene Gordon, Outgoing President 2015
2740 E. Aragon Blvd. Unit 3
Sunrise, Fl. 33313
(954) 746-0863; gdonnysmom@aol.com

WHEN DOES THE ORGANIZATION REGULARLY MEET? NBPC holds a national biennial convention. NBPC's Executive Board holds regular meetings. The Associate for African American Congregational Support in Racial Ethnic & Women's Ministries joins the Executive Board on these calls.

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The NBPC Regions and Chapters also hold meetings, which includes the *Mid-Atlantic*, the *Mid-South*, the *Midwest*, the *Northeast*, the *Southeast*, and the *Southwest* regions.



Missional Relationship between National Black Presbyterian Caucus and World Mission

Preamble:

As heirs to God's grace in Jesus Christ, and joint heirs with all who confess him Lord, we affirm our place as Presbyterians in the whole Body of Christ, the Church. We give visible recognition of our belonging to one another as one denominational family. We give this recognition as Presbyterians through our connectional system of congregations, caucuses, mission networks, presbyteries, synods, General Assemblies and related institutions. The one table around which we gather is God's table and the one mission to which we are called is God's mission.

The Presbyterian Church (U.S.A.) declares that wherever one part is engaged in God's mission, all are engaged. Whenever and wherever one engages in that mission, one bears witness to the saving love of God in Jesus Christ. Through this love, empowered by the Holy Spirit, all are made one. This unity is a gift of God's grace that extends across cultural, linguistic, economic and other barriers that divide us within the Body of Christ and across the human family.

The practice of partnership guides our whole connectional church. It guides us individually as members, officers and pastors. It guides us collectively as congregations, caucuses, presbyteries, synods, General Assembly ministries and related institutions.

Defining our shared mission:

As Christians, we understand "Mission" to be God's work for the sake of the world God loves. We understand this work to be centered in the Lordship of Jesus Christ and made real through the active and leading power of the Holy Spirit. The "where" and "how" and "with whom" of mission is of God's initiative, sovereign action, and redeeming grace. The message we are called to bear is the Good News of salvation through Jesus Christ.

Defining partnership:

Recognizing our human limitations and because of our fundamental unity in Jesus Christ, we believe we are called to mission in the discipline of partnership. We believe that doing mission in partnership broadens our awareness of how interconnected God's mission is at the local, national and global levels.

Jesus invites us as friends to follow his commandment of love and bear fruit that will last (John 15:12-17). Like Paul and Titus, we become partners with each other and with Christ in united and mutual service (II Corinthians 8:16-24). *Guided by Christ's humility, we work to empty ourselves of all pride, power, sin, and privilege so that God may be glorified* (Philippians 2:5-11). Within and beyond our connectional community, doing mission in such true partnership opens us to opportunities for mutual encouragement, mutual transformation, mutual service and mutual renewal.

Principles of Partnership:

In doing mission in partnership, we seek to be guided by certain principles:

1. **Shared Grace and Thanksgiving.** Partnership calls all partners to confess individual and collective failings, to seek forgiveness for complicity with powers of injustice, to repent from histories of shared exploitation, to move toward common celebration of Christ's sacrifice of reconciliation, and together to give thanks and praise to God for all gifts of grace and renewal.
2. **Mutuality and Interdependence.** Partnership calls for interdependence in which mutual aid comes to all, where mutual accountability resides, and no partner dominates another because of affluence or "expertise."
3. **Recognition and Respect.** Partnership calls all partners to respect other partners in Christ, and to recognize one another's equal standing before God.
4. **Open Dialogue and Transparency.** Partnership calls for open dialogue where a common discernment of God's call to mission is sought, where Scripture is the base for prophetic challenge, where local initiative is respected, where differences are meditated in a Christ-like manner, and where all partners are transparent with regard to their activities and support.
5. **Sharing of Resources.** Partnership calls for the sharing of all types of resources: human, cultural, financial and spiritual; especially including friendly conversation and faith-transforming life experiences.

Naming our history and desire to move forward together:

We're part of a society, a church, and the organization of Presbyterian World Mission that has been shaped by fallen humans who have contributed to building structures tainted by racism and our covenant purposes to live together into God's good intention for a church and society and world that name, challenge and address racism and its dehumanizing impact on perpetrators and victims/survivors of racism.

What we covenant to:

Presbyterian World Mission and National Black Presbyterian Caucus covenant to work together in authentic partnership in God's mission around the world.

The specific areas where the National Black Presbyterian Caucus and Presbyterian World Mission agree to:

Targeted education & recruitment efforts bringing the African American reality and experiences of African Americans in mission into the denomination's mission education efforts to increase the number of African Americans within the PC (U.S.A.) answering God's call to mission & justice work as Young Adult Volunteers (YAVs) and Mission Co-workers.

Authentic truth and reconciliation, mission education, and process building among PC(U.S.A.) congregations to encourage African-American mission participation, especially among youth and young adults.

Develop strategies and components for orientation and ongoing care to retain and motivate African-American mission personnel, including Young Adult Volunteers (YAVs).

ITEM C.200
FOR INFORMATION

ONE BODY, ONE SPIRIT: PRESBYTERIAN WOMEN'S 2015 CHURCHWIDE GATHERING

“What a beautiful sea of faces!” Shelda Wills, Gathering chair, exclaimed, during the opening plenary session of the 2015 Churchwide Gathering of Presbyterian Women. International guests from sixteen countries, ecumenical partners, Gathering leadership, and more than 1,700 Presbyterian women from all over the United States filled the Ballroom at the Hyatt Regency Minneapolis. Nearly 100 guests, planners and staff processed as the community lifted their voices to the Gathering theme song, “One Body, One Spirit,” which included lyrics penned by Susan McChesney Jensen.

Celebrating that God's people are diverse in countless ways but united as Christ's people in the world, the 2015 Churchwide Gathering's theme and subsequent programming were based on “One Body, One Spirit,” from 2 Corinthians 12:12—22. Plenary sessions lifted up the challenge of scripture—to create unity out of diversity, while celebrating the church's unique qualities—by focusing on oneness: “One Body, One Spirit”; “Oneness in the Community of Faith”; “Oneness in Creation”; “Oneness in the Community of Women”; and “Oneness in the Global Community.”

Participants experienced deep joy and deep sorrow. In response to the massacre of nine congregants of Emmanuel A.M.E. Church in Charleston that transpired the day before opening plenary, Linda Valentine, executive director of the Presbyterian Mission Agency, and Rhashell Hunter, director of Racial Ethnic & Women's Ministries, brought greetings, affirmed PW's central role in the life of the church, and asked for women to continue their work to break down barriers of privilege and racism. Gathering participants prayed, “May we who have been brought here from across the globe declare that we are called by you, O God, to be united together as One Body, One Spirit. And may the God who is above us, the Christ who is in front of us and the Holy Spirit who is within us show us the way.”

Just prior to the Gathering, PW held its triennial Business Meeting. The 234 voting representatives from the presbyteries and synods of the PC(USA) approved a new slate of moderators (Carol Winkler, moderator; Wanda Beauman, vice moderator for justice and peace; and Judy Persons, vice moderator for mission relationships) and several national board members (Churchwide Coordinating Team). They also amended the bylaws to reflect a reduction in the number of synods (voted by the 214th General Assembly); clarified membership requirements for PW leadership; approved the 2015—2018 budget; and removed the requirement that the Business Meeting be held in conjunction with a Churchwide Gathering. One of the highlights of the 2015 Business Meeting was the signing of a memoranda of understanding with three African women's groups—the Christian Women's Fellowships in the Presbyterian Church (U.S.A.) (Cameroon), the Women's Fellowship of the Conference of Ghanaian Presbyterian Churches in North America and the Kenyan Women's Groups in the Presbyterian Church (U.S.A.).

Thirty-two mission partners from sixteen countries (Brazil, Canada Curaçao, Czech Republic, Dominican Republic, Guatemala, Guyana, India, Indonesia, Jamaica, Kenya, Nigeria, South Korea, Suriname), five U.S. ecumenical partners (Evangelical Lutheran Church in America, Reformed Church of America, and two attendees from the 2013 PW USA Mission Experience), and two Presbyterian Church in Canada representatives were present at the Gathering. They enjoyed an orientation and mentoring program, and participated in all aspects of the Gathering, including worship.

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Mission and advocacy are major emphases of the Gathering because they are important to Presbyterian women. For example, 115 women came together to march for justice and peace, while raising more than \$1,200 in support of CARE and the Presbyterian Ministry at the United Nations. And just before Saturday evening's plenary, several participants stood in silent witness to raise awareness of discrimination.

Gathering participants contributed nearly \$40,000 in Target gift cards to support the American Indian Family Center in St. Paul and gave more than \$32,500 to two offering recipients: *Instituto Prevocacional e Industrial de Puerto Rico*, the only domestic violence shelter in Puerto Rico, and ECPAT-USA (Ending Child Slavery at the Source), to deal with issues of human trafficking. A silent auction raised \$6,100 for the PW Mission Pledge, the primary financial support of PW.

Just prior to the start of the Gathering, the Native American Presbyterian Women's Gathering met in Minneapolis to explore the theme "One Body, One Spirit, One Sisterhood." Keynote speaker and executive of the Synod of Lakes and Prairies Elona Street-Stewart invited attendees to reflect on the power of their relationships and to consider how their combined power could improve their communities. The African American Presbyterian Clergywomen's Retreat also met before the Gathering for a time of spiritual renewal, development and support; Veronica Goines, pastor of St. Andrews Presbyterian Church in Marin City, California, provided the keynote presentation.

For more information, visit www.presbyterianwomen.org/gathering, or see the September/October 2015 issue of *Horizons*.

ITEM C.201
FOR INFORMATION

MISSION PERSONNEL ACTIONS

Approved by GAMC (currently Presbyterian Mission Agency (PMA)) at the April, 2008, meeting:

The GAMC has officially designated authority to a subcommittee of members from the Leadership and Vocation Committee to approve any mission personnel actions in their name and on their behalf.

Summary of approved actions for the months of December, 2014 and January through July, 2015, are as follows:

The following Mission Personnel Appointment Actions received PMA approval December 22, 2014:

Mission Co-Worker Amendment [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Collins, Nancy	Regional Liaison – East Central Africa	Zambia	7/1/12 – 6/30/15
Koll, Karla	Professor of History, Missions & Religion	Costa Rica	7/1/13 – 6/30/16

Mission Co-Worker Leave of Absence [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Doe, John	Instructor of Emergency Medicine	Security	12/14/14 – 1/16/15

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Mission Co-Worker Reappointment [5]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Bryant, Sharon	Coordinator Of Christian Volunteers Thailand	Thailand	1/1/15 – 12/31/16
Gartrell, Gordon	Church Planter, Trainer	Brazil	1/1/15 – 12/31/17
Gartrell, Dorothy	Church Planter, Trainer	Brazil	1/1/15 – 12/31/17
Heckler, Janice	Associate for Planning, Training & Development	Madagascar	1/1/15 – 12/31/17
Bennett, Marta	Professor. (ILU); Consultant Leadership Program.; EGST	Kenya	1/1/15 – 12/31/18

Mission Co-Worker Reassignment [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Holm, Rochelle	Manager, Water & Sanitation Centres	Malawi	1/1/15 – 12/31/18
Holm, Tyler	Instructor (Lecturer) Biblical Studies	Malawi	1/1/15 – 12/31/18

Mission Co-Worker Extension [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Sommers, Martha	Family Physician Specialist	Malawi	1/1/15 – 3/31/15

Mission Co-Worker End of Service [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Haspels, John	Evangelist	Ethiopia	11/1/14 – 12/31/14
Haspels, Gwentyth	Nurse	Ethiopia	11/1/14 – 12/31/14

Mission Co-Worker Re-Entry [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Haspels, John	Evangelist	Ethiopia	1/1/15 – 6/30/15
Haspels, Gwentyth	Nurse	Ethiopia	1/1/15 – 6/30/15

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The following Mission Personnel Appointment Actions received PMA approval March 9, 2015:

Mission Co-Worker Amendment [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Doe, John	Media Specialist	Security	03/29/15 – 06/30/15
Doe, John	Instructor of Emergency Medicine	Security	01/17/15 – 02/28/2017

Mission Co-Worker Leave Of Absence [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Reneau, Ingrid	Research Fellow	Ghana	03/01/15 – 02/29/16

Mission Co-Worker End of Service [5]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Butterfield, Keiko	Team Ministry	Portugal	07/01/13 – 06/30/15
Butterfield, Robert	Evangelist/Commu nity Organizer	Portugal	07/01/13 – 06/30/15
Nicewander, Kari	Discipleship & church Growth Specialist	Zambia	07/01/13 – 03/28/15
Taborn, Emiko	Team Ministry	Japan	04/01/14 – 03/31/15
Taborn, Sanford	English Professor	Japan	04/01/14 – 03/31/15

Mission Co-Worker Re-Entry [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Taborn, Emiko	Team Ministry	Japan	04/01/15 – 09/30/15
Taborn, Sanford	English Professor	Japan	04/01/14 – 09/30/15

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The following Mission Personnel Appointment Actions received PMA approval May 16, 2015:

Mission Co-Worker Extension [16]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Blane, Debra	Theology Lecturer	South Sudan	7/1/15 - 4/30/16
Chan, Judy	Communications Specialist	China	12/1/15 - 4/30/16
Collins, Nancy	Regional Liaison – East Central Africa	Zambia	7/1/15 - 4/30/16
Cook, Elizabeth	Theological Educator/ Curriculum Development	Costa Rica	10/1/15 - 4/30/16
Fujii, Carol	Team Ministry	Thailand	7/1/15 - 4/30/16
Fujii, Leith	Instructor in Theology & Evangelism	Thailand	7/1/15 - 4/30/16
Heikkila, Joshua	Regional Liaison – West Africa	Ghana	10/1/15 - 4/30/16
Kennedy, Darren	Professor – Theology	Egypt	7/1/15 - 4/30/16
Lim, Choon	Regional Liaison – East Asia	Korea, Republic of	7/1/15 - 4/30/16
Lim, Yen	Team Ministry	Korea, Republic of	7/1/15 - 4/30/16
McGill, James	Missionary in Residence	United States	6/1/15 – 5/31/16
McGill, Jodi	Missionary in Residence	United States	6/1/15 – 5/31/16
Palm, Carlton	Missions Facilitator	Philippines	7/1/15 - 4/30/16
Palm, Rosanna	Team Ministry	Philippines	7/1/15 - 4/30/16
Turk, Elizabeth	Public Health Advisor/ Consultant	Madagascar	7/1/15 - 4/30/16
Turk, Robert	Environment/ Development Specialist	Madagascar	7/1/15 - 4/30/16

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Mission Co-Worker End of Service [14]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
*Bennett, Marta	Prof. (ILU); Consult Leadership Program.; EGST	Kenya	01/01/15 – 12/31/15
*George, Aliamma	Community Health. Evangelism Facilitator, PCOSS	South Sudan	02/01/14 – 12/31/15
*George, Jacob	Theological Educator	South Sudan	02/01/14 – 12/31/15
*Goodrum, Farris	Seminary Professor/Evangelism & Social Outreach	Brazil	07/01/13 – 12/31/15
*Goodrum, Thelma	Seminary Professor/Evangelism & Social Outreach	Brazil	07/01/13 – 12/31/15
Goss-Geffrard, Suzette	Facilitator for Presby. Response in Haiti	Haiti	05/01/15 – 05/31/15
*Griffin, Kathleen	Professor of Church History	Argentina	7/1/15 – 12/31/15
Doe, Jane	Evangelical Theological Seminary, Cairo	Security	1/14/13 – 6/30/15
Doe, John	New Testament Professor	Security	1/1/14 – 11/30/15
Lawson, Rebecca	Ecumenical Relations/ Mission Specialist	Philippines	7/1/15 – 10/31/15
*Matheny, Paul	Theological Professor	Philippines	6/1/15 – 12/31/15
*Nebelsick, Mary	Theological Professor	Philippines	6/1/15 – 12/31/15
Wright, Ashley	Congregational Development/ Partnership Facilitator	Honduras	7/1/15 – 10/31/15
Wright, John	Congregational Development/ Partnership Facilitator	Honduras	7/1/15 – 10/31/15

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NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
*Bennett, Marta	Prof. (ILU); Consult Leadership Program.; EGST	Kenya	01/01/16 – 06/30/16
*Goodrum, Farris	Seminary Professor/Evangelism & Social Outreach	Brazil	01/01/16 – 06/30/16
*Goodrum, Thelma	Seminary Professor/Evangelism & Social Outreach	Brazil	01/01/16 – 06/30/16
*Griffin, Kathleen	Professor of Church History	Argentina	01/01/16 – 04/30/16
Lawson, Rebecca	Ecumenical Relations/ Mission Specialist	Philippines	11/01/15 – 02/29/16
*Matheny, Paul	Theological Professor	Philippines	1/1/16 – 4/30/16
*Nebelsick, Mary	Theological Professor	Philippines	1/1/16 – 4/30/16

The following Mission Personnel Appointment Actions received PMA approval May 18, 2015:

Mission Co-Worker End of Service [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Harcourt, Brenda	Leadership Trainer, PCEA/ Lecturer. PUEA Theology	Kenya	01/01/15 – 11/30/15

Mission Co-Worker Re-Entry [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Harcourt, Brenda	Leadership Trainer, PCEA/ Lecturer. PUEA Theology	Kenya	12/1/15 – 2/29/16

Mission Co-Worker Extension [2]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Baker, Douglas	Regional Liaison – Ireland, UK/YAV Site Coordinator	United Kingdom	9/1/15 – 9/30/16
Baker, Margaret	Team Ministry	United Kingdom	9/1/15 – 9/30/16

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Mission Co-Worker Reappointment [1]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Galetzka Amy	Ministry to Burmese Refugees in Thailand	Thailand	7/1/15 – 6/30/17

The following Mission Personnel Appointment Actions received PMA approval June 8, 2015:

Mission Co-Worker End of Service [6]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Doe, Jane	International Relations Coordinator	Security	1/1/13 – 12/31/15
Doe, John	Mission Interpretation Officer	Security	1/1/13 – 12/31/15
Sadaghiani, Azizollah	Refugee Worker	Germany	1/1/15 – 12/31/15
Sepehri, Sadegh	Minister. Iranian Congregation	Germany	1/1/15 – 12/31/15
Wheeler, Gloria	Delegations & Mission Education	Honduras	1/1/14 – 12/31/15
Wheeler, Timothy	Community Development	Honduras	1/1/14 – 12/30/15

Mission Co-Worker Re-Entry [4]:

NAME	ASSIGNMENT	COUNTRY	DATES OF SERVICE
Sadaghiani, Azizollah	Refugee Worker	Germany	1/1/16 – 4/30/16
Sepehri, Sadegh	Minister. Iranian Congregation	Germany	1/1/16 – 6/30/16
Wheeler, Gloria	Delegations & Mission Education	Honduras	1/1/16 – 6/30/16
Wheeler, Timothy	Community Development	Honduras	1/1/16 – 6/30/16

***NOTE:**

The members of the sub-committee who review and approve the mission personnel actions declined approval of these actions.

The leadership committee will need to review and make a recommendation regarding these actions for personnel.

ITEM C.202
FOR INFORMATION

YOUNG ADULT VOLUNTEER PROGRAM REPORT

The Young Adult Volunteer program has placed 85 persons for service in the coming year (August 2015 – August 2016.). These young adults began service in August, and will be serving at 5 international and 16 national sites for the coming year. Please keep them, their families, and those they are serving alongside in prayer during this year of transformative service.

Overall program numbers

The 2015/16YAV participant number of 85 is above the program’s overall average (69 participants from 1993-2015), however it is below our projected goals for growth this year. In 2012, as a part of the Mission Work Plan, the YAV program’s goals were set to “triple the number of participants in four years.” This goal would result in 180 YAV participants beginning service next year, in August 2016.

We are currently examining our recruitment strategies for the coming year. We remain excited about the direction of our recruitment efforts, but also are working to improve our reach and scope in recruitment in the coming year. We are always learning how best to invite young adults into this opportunity.

It is helpful to note the wider context of young adult service. All but one of our cohorts of faith-based year-long service programs are experiencing declines in participant numbers. Further, much larger programs such as AmeriCorps, PeaceCorps and Teach for America are also experiencing declines in application numbers. Most observers point to the strengthening economy and job market for young adults as the primary reason for these changes in young adult volunteerism.

We remain hopeful that the YAV program is a unique and strong opportunity for many young adults, emphasizing faith formation and leadership development. Because we believe in the strength of the program for its participants, we are committed to continuing to grow its size and scope, even if tripling numerically is not a realizable goal in four years.

Areas of growth

The YAV program has seen areas of strong growth in the past three years. We work hard, along with all our local partners, to make sure every YAV year is a time of meaningful service, personal transformation, and leadership development for each YAV.

We have added new sites, expanding the opportunities for YAVs to work with both national and international partners. In 2012 we had 13 sites; in 2015 we will have 21 YAV sites.

The racial/ethnic makeup of the YAV program has become increasingly diverse in the past three years. This is a part of intentional efforts to change all levels of the YAV program to be a more deeply diverse, culturally competent, and prophetic ministry. We have increased recruiting of racially diverse young adults, examined structural issues within our program that are limitations for many young adults, and are increasing our staff and local board diversity to strengthen our ability to successfully work with a deeply

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diverse group of young adults. This year’s YAV class is 21% persons of color; this work is bearing fruit.

What is needed

The YAV program has two primary areas in which it needs strong support from the PMA board: recruitment and fundraising. To accomplish these two goals, we have been sharing about the *YAV a Year* program –to invite every Presbyterian congregation to either send or support a young adult in service. We invite each PMA board member to encourage their congregation to join this effort.

The primary need for the YAV program is identifying and inviting young adults to serve in this program. To accomplish this, the YAV program has taken a ‘recruiter of recruiters’ approach – working to identify and equip key people throughout our church to share about this program, and invite young adults to consider and apply. This includes the natural suspects of this type of recruitment - YAV participants and alums of the program, campus ministers, etc., but it also includes all types of pastors, congregational leaders, Christian educators, institutional leaders and others. We want to work with the Board and other leaders within our connectional church to make sure that all young adults in our wide circle of support know and have considered the YAV program as a way that God could be working in their lives.

Following our increased recruitment, the YAV program is building a campaign to sustainably fund this ministry as it grows and deepens. Through our partnership with Funds Development Ministry, and under the leadership of Linda Carter, the Mission Engagement Advisor for the YAV program, we are identifying areas of long lasting, sustainable support for this program. We are first working to identify individuals and congregations closest to the YAV program and its alums, knowing that they see most clearly the fruit that this program bears. We also want to increase the support of a much wider set of congregations and individuals, inviting them to participate with the YAV program in the development of a rising generation of faithful, mission-centric, and committed leaders.

To accomplish both of these goals, we need to increase the publicity and awareness of the YAV program. We hope that the Presbyterian Mission Agency Board, both individually and as an agency, will continue its support and increase its efforts to strengthen and expand this program in the years to come.

YAV 2015/2016 Class Profile

Total placed (8/1/2015): 85
2014/15 Goal: 120

Place of Service:

International 19 22% in 5 International sites
National 66 78% in 16 National sites

Gender:

Male 29%
Female 71%

Racial/Ethnic Composition:

21% persons of color
79% white

1%	Multiple race/ethnicities
2%	Black/African American
8%	Asian/Asian American /Pacific Islander
11%	Hispanic/ Latino/a
79%	White

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Denominational Affiliation:

74% PC(USA)

26% Other Denominations

(12 denominations total; primarily Catholic, Non-denominational, and Mennonite)

YAV Exchange program:

The YAV program is excited to expand the Exchange program for the second year. We will have four young adults from Korea serving in various national sites, and this year we will also have one young adult from Mexico serving in our bi-national Tucson site, through a partnership with the Frontera de Cristo Border Ministry.

Synod:

Alaska/Northwest	1
Boriquen	
Covenant	7
Lakes and Prairies	2
Lincoln Trails	9
Living Waters	4
Mid-America	2
Mid-Atlantic	12
Northeast	8
Pacific	1
Rocky Mountains	1
South Atlantic	12
Southern Cal& HI	
Southwest	4
Sun	12
Trinity	5

Highest Presbytery totals:

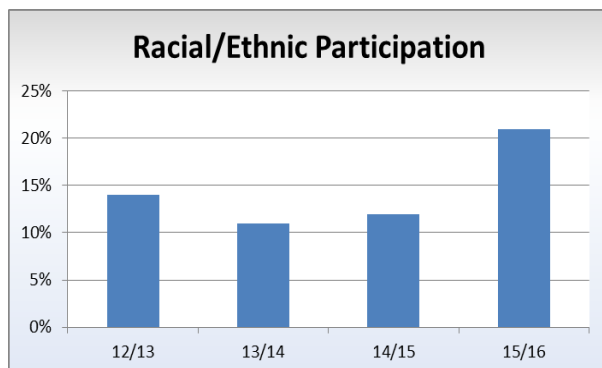
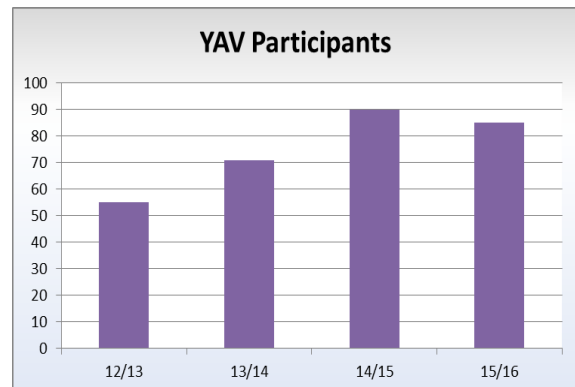
Arkansas	5
Chicago	5
De Cristo	4
Charlotte	3
Detroit	3
Grace	3
New Hope	3

Highest Congregation totals:

Second Presbyterian Church, Little Rock	3
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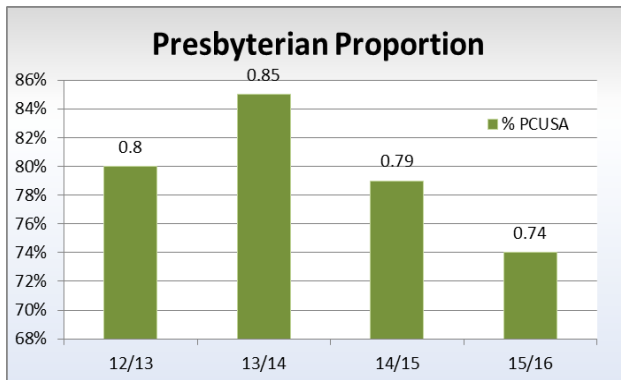
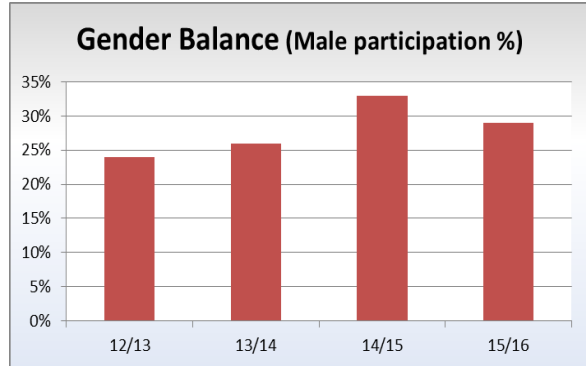
When looking at the overall trends for the size and scope of the YAV program, it is helpful to look at trends from the last four years.

In this, you see strong growth beginning in 2012, with the challenge to triple the size of the program. This growth continues up to the 15/16 class, which is slightly smaller than the previous class.



However, other markers of growth in the diversity of the program are continuing to grow strongly. One of the challenges to grow the program was to make the YAV program accessible to a wide range of participants to whom it previously had been considered inaccessible. Through specific programmatic changes and recruitment efforts, we are succeeding in making this program more deeply diverse.

Another marker of our increase in diversity has been specifically increasing male participation. These efforts have also been showing fruit.



The YAV program remains a strongly Presbyterian program, but is intentionally increasing its ecumenical participation. This adds a diversity of traditions and faith expressions to the learning and serving environment for all YAV participants.

For more information on the program, please visit www.youngadultvolunteers.org

ITEM C.203
FOR INFORMATION

COMMITTEE ON THEOLOGICAL EDUCATION (COTE)
Presbyterian Church (U.S.A.)
Minutes
Princeton, New Jersey
February 24-26, 2015

1. The meeting of the Committee on Theological Education (COTE) was held February 24-26, 2015, in Princeton, New Jersey, and hosted by Princeton Theological Seminary.
2. **The following persons attended, constituting a quorum:**

Members: Craig Barnes (Princeton Theological Seminary), Brian Blount (Union Presbyterian Seminary), Jeffrey Bullock (University of Dubuque Theological Seminary), William Carl (Pittsburgh Theological Seminary), Vilmarie Cintrón-Olivieri, Mindy Douglas, Garnett Foster, José Irizarry, Michael Jinkins (Louisville Presbyterian Theological Seminary), James McDonald (San Francisco Theological Seminary), Matthew Miles, Kathy Wolf Reed, Marianne Rhebergen (Presbyterian Mission Agency Board liaison), Paul Roberts (Johnson C. Smith Theological Seminary), William Scheu (Columbia Theological Seminary), Mary Elva Smith, Sandra Tracy, Tom Trinidad, Theodore Wardlaw (Austin Presbyterian Theological Seminary), Frank Yamada (McCormick Theological Seminary).

Covenant Members: Gary Eller (Omaha Presbyterian Seminary Foundation), Doris J. Garcia-Rivera (Seminario Evangelico de Puerto Rico), Chris Murphy (Fuller Theological Seminary)

Staff from the Presbyterian Foundation: Lee Hinson-Hasty (Senior Director of Theological Education Funds Development) and Nancy Benson-Nicol (Associate Director for Theological Education Funds Development).

Adjunct Staff: Michelle Bartel (Presbyterian Mission Agency, Coordinator for Theological Education), Timothy Cargal (Office of the General Assembly, Associate for Preparation for Ministry/Exams), Barry Ensign-George (Presbyterian Mission Agency, Associate for Theology), Charles B. Hardwick (Presbyterian Mission Agency, Director of Theology, Worship, and Education), and Catherine Reuning (Presbyterian Mission Agency, Meeting Planning Specialist).

Guests: Barbara Wheeler and Tony Ruger (via conference call, Tuesday, February 25, 9:30-10:45 a.m.).

3. **Excused Absences:** Katherine Henderson (Auburn Theological Seminary), and Alvin Padilla (Gordon-Conwell Theological Seminary).

4. Chair **Jeffrey Bullock** welcomed the committee in the Cooper Room of the Erdman Center at Princeton Theological Seminary at 5:00 P.M. on Tuesday, February 24, 2015, called the meeting to order, and

Opening Plenary:
Schedule Approved

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invited **Vilmarie Cintrón-Olivieri** to open with prayer. **Craig Barnes** offered a welcome and words of orientation to the campus. Chair **Jeffrey Bullock** welcomed committee members and others who had gathered, noting that the start of the meeting had been delayed due to travel difficulties caused by weather. Bullock invited those gathered to introduce themselves and their place of ministry, particularly noting those for whom this was their first meeting. On behalf of the Executive Committee, Bullock asked for approval of the schedule and agenda for this meeting as approved and recommended by the Executive Committee. The **proposed schedule** was approved as distributed.

5. Chair Bullock then opened the evening's reflection on the committee's new relationship with the Presbyterian Foundation. Bullock gave background information on the new relationship, providing some history on the steps by which this new relationship was brought into being, and some information on the current shape of the relationship, including particularly the new staff positions created at the Presbyterian Foundation for strengthening the Theological Education Fund (TEF) and for strengthening COTE's fundraising efforts for theological education across the Presbyterian Church (U.S.A.). Bullock invited **Lee Hinson-Hasty**, former Coordinator for Theological Education and Seminary Relations, to deliver a report and reflections on the completion of his work in that capacity and on his new position as Senior Director of Theological Education Funds Development at the Presbyterian Foundation. Hinson-Hasty offered reflections on what has been accomplished and what he anticipates accomplishing in collaboration with the committee, with Nancy Benson-Nicol, and with colleagues at the Presbyterian Foundation. Bullock next invited **Nancy Benson-Nicol**, former Associate for Theological Education Funds Development in the Presbyterian Mission Agency, to deliver a report and reflections on the transfer of her position to the Presbyterian Foundation (Associate Director for Theological Education Funds Development), and on the new shape of her position now that it is part of the Presbyterian Foundation. Benson-Nicol reflected on the relationships and responsibilities of her new position and on the possibilities and opportunities that open up through her new location. Bullock and the committee members expressed appreciation for Hinson-Hasty's and Benson-Nicol's work and hope for work to come. Bullock invited comments from the committee in response to the presentations. Discussion followed. Bullock adjourned the meeting at 5:50 P.M.

Former
Coordinator and
Associate Reports
Received

6. Committee members enjoyed dinner on campus in the Main Lounge at the Mackay Center, followed by a dessert reception hosted by Craig Barnes at Springdale, the seminary president's residence.

Dinner

Wednesday, February 25

7. Chair **Jeffrey Bullock** called to order the Executive Committee at 7:50 A.M. on Wednesday, February 25, 2015 in the balcony meeting space at the McKay Center cafeteria. Bullock opened the meeting with prayer. Bullock then gave an explanation of the new relationship between the

Executive
Committee
Meeting

committee and the Presbyterian Foundation. Bullock opened the floor for discussion, which focused particularly on the working relationship with the new Director and Associate Director. Discussion focused on a) the need for an analysis of feasibility, b) the importance of establishing protocols, c) the need to develop collaborative projects, d) the importance of developing next steps for the Director and Associate Director that will be clear and readily communicable, e) the need to develop a clear plan for what will happen over the next months, through the first year of work in this new structure. It was proposed to **establish a working group** consisting of Frank Yamada, Mindy Douglas, Rob Bullock (of the Presbyterian Foundation), and another person to develop an **analysis** of the challenges and opportunities foreseeable for this new funds development structure over the next three years, with said analysis **to be completed and reported on by May 1, 2015**. This analysis is to be reported in a document to be sent to members of the Executive Committee, and is to summarize findings regarding a) past trends, b) projected trends, c) possible new opportunities, d) work presently being done that is a candidate for “sunsetting.” This group is then to work with the Director and the Associate Director **to establish goals for work to be done**, with the goals to be **completed and reported by July 1**. These proposals were unanimously approved by the members of the executive committee, to be reported to and acted on by the entire committee. Vice Chair **Mindy Douglas** adjourned the executive committee meeting with prayer at 8:30 A.M.

8. Chair **Jeffrey Bullock** welcomed the committee again to the Cooper Room of the Erdman Center at Princeton Theological Seminary at 9:15 A.M. on Wednesday, February 25, 2015. Bullock asked Vice Chair **Mindy Douglas** to chair. Vice Chair Douglas called the meeting to order, and opened the meeting with prayer. Douglas then invited **Chip Hardwick** to introduce **Michelle Bartel**, the new Coordinator for Theological Education and Seminary Relations with the Presbyterian Mission Agency. Douglas invited members of the search committee to offer comments and congratulations. Bartel was invited to respond. Bartel was warmly welcomed by the committee.

**Plenary
convenes**

9. Vice Chair Douglas next opened the committee’s discussion of the Theological Education Fund Allocation Formula. Douglas recognized **Barbara Wheeler** and **Tony Ruger**, who joined the meeting by conference call. Wheeler and Ruger then made a presentation on the history of denominational funding of theological education, from the time of the predecessor denominations to the Presbyterian Church (U.S.A.), continuing through the reunion in 1983 of the United Presbyterian Church in the USA and the Presbyterian Church in the United States, noting that these two predecessor denominations had developed substantially different funding patterns which shaped the present allocation formula and continue to impact the lives of the seminaries themselves. Following the presentation, questions were asked and discussion followed. The committee expressed warm appreciation to Wheeler and Ruger for

**Discussion of TEF
Allocation formula
and history of
denominational
funding**

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their presentation. Douglas adjourned at 11:17 A.M. and the committee worshiped with the seminary community at Miller Chapel.

10. Chair Jeffrey Bullock welcomed the committee to the Cooper Room of the Erdman Center at Princeton Theological Seminary at 1:15 P.M. The committee then engaged in an extended discussion of the TEF, the allocation formula, and the needs and possibilities of denominational funding of theological education in the Presbyterian Church (U.S.A.) and the member institutions of the COTE.

Plenary convenes:
Discussion of TEF
Allocation

11. Bullock adourned the committee to meet in subcommittees at 3:20 P.M. The Implementation and Interpretation Subcommittee met in the Cooper Room of the Erdman Center; the Interschool and Mission Cooperation Subcommittee met in the Clark Room of the Erdman Center; the Theological And Church Concerns Subcommittee met in the Art Studio of the Erdman Center. Bullock noted that at 4:20 P.M. committee members were to move to meetings of the Presidents/Institutional Representatives, and the Institutional Support Committee.

Subcommittee
Meetings

12. At 4:20 P.M. the Presidents/Institutional Representatives convened in the Clark Room of the Erdman Center and the Institutional Support Committee convened in the Cooper Room of the Erdman Center. Both meetings adjourned at 5:15 P.M.

Committee
Meetings

13. The committee enjoyed dinner in the Main Lounge of the Mackay Center. Following dinner the committee celebrated four committee members who have concluded their service on COTE: Max Sherman, William Carl, Nancy Benson-Nicol, and Lee Hinson-Hasty.

Celebrating
Members
Concluding Service

Thursday, February 26

14. Chair Jeffrey Bullock called the meeting to order at 9:10 A.M. Bullock invited **Paul Roberts** to lead the committee in prayer.

Plenary convenes

15. Bullock called upon **William Scheu** to report on **developments at Columbia Theological Seminary**. Several members of the committee had attended the memorial service for Steve Hayner on Monday, February 23. Scheu reported on the manner in which the seminary community is walking with the Hayner family, absorbing this loss, and moving forward. Scheu reported that a Presidential Search Committee is hard at work. Scheu noted the sorrow surrounding the deaths of other faculty members.

Update on
Columbia
Seminary

16. Bullock called upon **Paul Roberts** to offer an **update on Johnson C. Smith Theological Seminary**. Roberts made a presentation of new work underway and new directions being pursued.

Update on Johnson
C. Smith
Theological
Seminary

17. Bullock recognized **Mindy Douglas**, Chair of the **Nominating Committee**. On behalf of the Nominating Committee, Douglas moved

Election of TEF
Formula Task

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the following nominations for the **2014-2016 TEF Formula Task Force:**
Elected Members (4): Matt Miles, Vilmarie Cintrón-Olivieri, Tom Trinidad, and an elected member to be named (due to Nancy Ramsay's withdrawal from COTE); Institutional Representatives/Presidents (4): Ted Wardlaw, Craig Barnes, Frank Yamada, Katharine Rhodes Henderson; Seminary Support Network, Synod (2): Catreliia Hunter, Mid-Atlantic, and Liz McDowell, Northeast. The committee voted unanimously to approve.

Force

18. Douglas continued the Nominating Committee report by inviting discussion of the COTE Self-Study, which needs to be completed and reported to the 221st General Assembly in June of 2016. A proposal regarding carrying out the self-study is to be forthcoming. There was additional discussion about the need for COTE to name a representative to attend the Presbyterian Mission Agency Board meeting April 15-17, 2015.

Discussion: COTE
Self-Study for the
221st GA;
Presbyterian
Mission Agency
Board
Representative

19. Bullock called upon **Vilmarie Cintrón-Olivieri, chair** of the **Interschool and Mission Cooperation Subcommittee**, to deliver its report. Cintrón-Olivieri reported that the subcommittee had extensive discussion of referrals from the General Assembly addressed to COTE, and the formulation of responses to those referrals. Cintrón-Olivieri then moved on behalf of the subcommittee that the following subcommittee members **be appointed as a task force to draft a response to the General Assembly referrals: Marianne Rhebergen, Chris Murphy, Chip Hardwick, and Michelle Bartel.** The motion was approved unanimously by voice vote.

Interschool and
Mission
Cooperation:
Responses to GA
Referrals

20. Bullock called upon **Paul Roberts**, chair of the **Implementation and Interpretation Subcommittee**, to deliver its report. Roberts opened by expressing gratitude for the members of the subcommittee and their work together. Roberts thanked **Nancy Benson-Nicol** for the information she provided about the **Seminary Support Network**. Roberts noted that a question had arisen about staff responsibilities – specifically, which staff persons would carry what responsibilities for the marketing of the Seminary Support Network. Roberts conveyed the subcommittee's urging that care be taken to attend to the process of establishing job responsibilities in the new structure, to be sure there is clarity in responsibilities.

Implementation
and Interpretation
Subcommittee

21. Bullock called upon **Kathy Wolf Reed**, member of the **Theological and Church Concerns Subcommittee**, to deliver its report. Reed reported that the subcommittee had **elected Brian Blount as its chair**. Reed and Blount reported that the subcommittee will be taking steps to orient its work on a response to a General Assembly referral (2010 Referral, Item 10-10, regarding compensation and equity).

Theological and
Church Concerns
Subcommittee

22. Bullock then reported on the **meeting of Seminary Presidents/Institutional Representatives**. The discussions within the committee had included time to share and debrief, as well as opportunity

Seminary
Presidents /
Institutional

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Representatives

to welcome **Doris J. Garcia-Rivera**, President of the Seminario Evangélico de Puerto Rico.

23. Bullock called upon **Mary Elva Smith**, chair of the **Institutional Support Committee**, to deliver its report. Smith reported that the committee had reflected on work that it has done over the last few years. The committee had discussed the purpose of the Institutional Support Committee, and how its members might offer support. There was discussion of a new way of connecting with presidents and institutional representatives around prayer for those leaders and the institutions they serve. Committee members have committed to an **“adopt a president” program** that will seek ways to be of prayerful support to the presidents and institutional representatives. Members of the committee will, for a period of time, commit to pray for a particular president/institutional representative and their institution. This initiative will begin following this meeting.

Institutional
Support
Committee

24. Bullock next moved to a series of follow-up items as the meeting came to a close.

First, Bullock called for the committee to consider what decisions needed to be made in order to allow the **distribution of funds** from the Theological Education Fund to be initiated quickly. Discussion followed. Ted Wardlaw moved the following: **Direct the Presbyterian Foundation to handle the 10% per seminary distribution to Johnson C. Smith Theological Seminary of the payouts from the proceeds of the TEF in 2014 and 2015 (except in cases where seminaries have already sent the 10%)**. Bill Carl seconded the motion. The motion was unanimously approved by voice vote.

Motion: Tithe on
TEF Distributions
2014-15

Bullock next noted that there will be a **debrief** of this meeting, to be done by the Chair and Vice-Chair in collaboration with the Coordinator for Theological Education and Seminary Relations and others as appropriate.

Debrief

Bullock thanked **Barry Ensign-George, Catherine Reuning, and Chip Hardwick** for work done on this meeting.

Thanks

Bullock thanked **Bill Scheu** for his work on the transition of funds development work to the Presbyterian Foundation.

Bullock offered a **warm welcome to Michelle Bartel** as she takes up the call to be Coordinator of Theological Education and Seminary Relations. Bullock invited Bartel to offer remarks, which she did.

Welcome

Bullock recognized Vice-Chair Mindy Douglas, who thanked the new members for their good work in this meeting, looking forward to work to come.

At 11:50 A.M. it was moved and seconded that the meeting adjourn following prayer. At Bullock’s invitation, **Gary Eller** offered prayer.

Adjourn

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Respectfully submitted on February 26, 2015,

Jeffrey Bullock, Chair, Committee on Theological Education

Barry Ensign-George, Clerk

ITEM C.204
FOR INFORMATION

2016 PRESBYTERIAN YOUTH TRIENNIUM INFORMATION AND PLANNING UPDATE

The next Presbyterian Youth Triennium (PYT) will be held July 19-23, 2016 at Purdue University in Lafayette, Indiana. The theme for the event is GO – strongly echoing Jesus’ command to “go into the world making disciples” while also engaging participants with daily themes of “Go and See”, “Go and Do likewise”, “Teach me the way I should go”, and “Let my people Go.” (See Attachment A – Theme Grid).

Budget and Financial Management:

PYT staff and colleagues from the (former) Evangelism and Church Growth (ECG) leadership have worked together, along with Simon Park, special financial consultant to ECG in 2015, to develop a Special Events Budget that allows staff to project and track “real time” expenses and revenue over a two year budget cycle. Under Simon’s recommendation the Special Event Budget was expanded to include sub-budgets that reflect detailed fees, projected expenses and actual expenses throughout each account line of the Triennium budget. Simone Andrade-Adams, Coordinator for Mission Effectiveness for Theology, Formation and Evangelism, Simon Park, and the PYT staff met for a budget review and recommendations meeting on July 9th at the Presbyterian Center. The Special Event Budget was approved by Earline Williams, CFO of the Presbyterian Mission Agency (PMA) in May 2015 and added to the conference planning binder for PYT.

Planning:

In March 2015 the Production Team met in Henryville, Indiana for their first meeting. The Coordinating Team (senior coordinators of the Triennium team) met prior to the full Production Team meeting and previously in May 2014. The Production Team is made up of youth, young adults and adult youth workers from the PC(USA) and Cumberland Presbyterian churches. Working with the 2016 theme “GO” (See Attachment B - Flyer) the teams finalized the event schedule, developed the sub-themes and biblical focus for each day, and met in work groups (called “ministry teams”) to further expand the event and theme.

Venue Discernment:

In March 2015 the governor of the state of Indiana signed the Religious Freedom Restoration Act (RFRA) law into effect prompting public commentary and ecclesiastical concern by many in the PC (USA) regarding potential civil rights offenses caused by the RFRA in Indiana. Through social media, written correspondence, voiced concern and digital communication many Presbyterians urged PYT leadership to move the 2016 Triennium from an Indiana based venue. In preparation for the Presbyterian Mission Agency Board’s potential decision to move the event, the Triennium Administrator developed three potential alternative sites where, with relatively short notice for a large event, the Triennium could be held. The Board voted, at its April 2015 meeting, to keep the Triennium at Purdue University.

Contract:

PYT leadership and PMA staff from the Legal department, GA Meeting Services and Finance and Accounting offices are currently reviewing and refining the terms of the Letter of Agreement – the binding document or contract between Purdue and the Presbyterian Church, U.S.A, A Corporation. The Letter of Agreement is expected to be fully executed in October 2015. In addition to the Letter of Agreement, PYT staff is developing a covenant/partnership agreement that outlines the administrative and financial expectations of the two sponsoring denominations of the Triennium.

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PYT staff is working to develop a covenant/partnership agreement that outlines the administrative and financial expectations of the two sponsoring denominations of the Triennium.

Promotion, Registration, Anticipation:

In May 2015 the Office of Ministries with Youth / PYT staff welcomed Molly Atkinson as the new National Registrar for the Triennium. Molly is working with mid-councils and churches in sponsoring denominations to recruit volunteer registrars. In May and June 2015 promotional materials and information were made available to all PC(USA) congregations and mid councils through direct email, e-newsletters, on the Triennium website, and in a direct mailing sent in June 2015. Most promotion for the 2016 event will be through digital and social media avenues. Oversight of the registration system is handled by the PMA Information Technology (IT) department in cooperation with PYT staff. A small number of delegations and their registrars will serve as “testers” in Fall 2015 helping to refine the registration system before it goes “live” in 2016. Registration is projected to open in early 2016 (late January or early February). Summer 2016 will be, for the PMA, a summer with General Assembly and Triennium – both large events utilizing the online registration system. With over 5000 participants expected for PYT – testing and IT support are of high concern and priority in the time leading up to July 2016.

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ATTACHMENT A



Tuesday 7.19	Wednesday 7.20	Thursday 7.21	Friday 7.22	Saturday 7.23
<p><i>GO and see</i> SEE <i>Luke 2:8-20</i></p> <p>THE STORY: Shepherds & angel(s) Terrified, unsure that it's for them, outsiders to the temple. Reassured by "a sign" for them to know they were called. Had experienced rejection when it came to religion, community, etc. Even in their doubt & fear they were unknowingly already part of the story. What it means to stand in the glory of God; to be terrified by God; how can this be good news for us? You may have thought you decided to come here? Or may be unsure of that decision to come? But God has called you here and is sending you out. And you are already a part of the story!</p> <p>INVITATION: <i>Go and see! Open your eyes, pay attention and like the shepherds return . . . glorifying God and telling about what you saw.</i></p> <p>NO, TURNING POINT, GO moments . . .</p> <p>NO This is out of our comfort zone. We are scared. It's not for us. (We're just shepherds/teenagers) We've been rejected before – why should we try again?</p> <p>TURNING POINT They listened to God. God offered a sign, a sign of reassurance. God dazzled them!</p> <p>GO Let's go right now! They went together. (Let's) They summoned their courage.</p>	<p><i>GO and do likewise</i> DO <i>Luke 10:25-37</i></p> <p>THE STORY: Good Samaritan parable used by Jesus to help the lawyer understand who was his "neighbor." Starts out with lawyer looking for a formula or step-by-step for eternal life. Sometimes the parable takes over what just might be the real point of the story (the lawyer and his resistance). Relationship not rules. Lawyer wants to keep faith at a distance – through rules. Jesus uses the parable to make it personal. This reminds us that our neighbor is often those from whom we distance ourselves. For Jesus there is no "us" or "them." The lawyer wanted easy answers maybe? But explained that truly "GOING" means deeply caring. It is messy. Sometimes it takes another story or illustration for us to see ourselves.</p> <p>INVITATION: <i>Refuse to resist the notion that there is an "us" and "them". We are all neighbors. Jesus' way of going and doing is clear.</i></p> <p>NO, TURNING POINT, GO moments . . .</p> <p>NO The lawyer's need to be right. To keep doing what he was doing/what we're doing. Finding loophole's for something bigger than rules (relationship).</p> <p>TURNING POINT When the lawyer responds to Jesus "the one who demonstrated mercy," he acknowledges what Jesus is trying to teach him.</p> <p>GO Interesting here because we don't know the "GO" moment of the lawyer but we know what we can do. Go – and be that good neighbor. To people this week. People you don't know. People who might be different from you. Believe a different thing than you do. Etc.</p>	<p><i>Teach me the way I should GO</i> DISCERN <i>Psaltn 32</i></p> <p>THE STORY: I will teach you the way you should go. Consider the context of the writer (David?). His age and stage of life. His experiences with messing up, moving on, God's guidance. All about humble "teachable" moment for God to transform. God will counsel "with my eye." This psalm starts with failure and iniquities. We are not puppets or robots that God controls; God teaches us the way to go and let's us go. Steadfast love surrounds those who trust (relationship and process). Experience of forgiveness changes everything and initiates a process of discernment and learning.</p> <p>INVITATION: <i>Your failures are not the end of you or of God's work but they are a teachable moment to learn God's ways.</i></p> <p>NO, TURNING POINT, GO moments . . .</p> <p>NO I'm not teachable. I messed up. I'm a failure. I ruined God's perfect plan for my life.</p> <p>TURNING POINT Being open to God. Realizing I need forgiveness and a redo. Again.</p> <p>GO This "go" moment starts with a failure and the recognition and the turning to God. <i>Your failures are not the end of you or of God's work but they are a teachable moment to learn God's ways.</i></p>	<p><i>Let My People GO</i> ADVOCATE <i>Exodus 3-7</i></p> <p>THE STORY: God goes to Moses. Moses goes to Aaron. Aaron goes back to Moses. Moses goes to Pharaoh. There is a lot of Going sometimes in making justice happen. This is about justice and how long and difficult advocacy can be. The moral arc of the universe is long, but it bends toward justice (MLK). Moses was resistant, Aaron was resistant, and the Hebrew people were scared and critical of the steps to freedom. Pharaoh was stubborn and resistant to God's voice and intention. Go to Pharaoh, and tell him "Let my people go." Addresses the myth that "doing the right thing" will get you rewarded. It very well might not. But it is still the right thing to do. Despite how hard and long this process of freedom took it is still the defining event of the Hebrew people. Exodus means, "to go."</p> <p>INVITATION: <i>Another word for God is "the advocate" – God advocates for us. All of us. As hard as it is, as long as it can take, we are called to advocate for others – as they are also God's.</i></p> <p>NO, TURNING POINT, GO moments . . .</p> <p>NO Moses says, "I can't." Aaron says, "I can't." Hebrew people say, "It's hard to go."</p> <p>TURNING POINT There are several. But then there are also multiple "no" moments between. The Hebrew people had to leave behind in order to "GO."</p> <p>GO Pharaoh released upon understanding God's love for God's oppressed people. The Hebrew people just went (without their bread being baked, without their possessions, in a hurry). And in "GOING" – it was just the start.</p>	<p><i>The great GO Mission</i> GO <i>Matthew 28:16-20</i></p> <p>THE STORY: The great commission Jesus is raised and now all authority is his. So what is he going to do now? He sends us to go out in his name. He sent the disciples into the world. Don't stay on the mountain; go out and create learners/disciples. They worshipped with Jesus, touched him, sat with him once again, but still some doubted . . . you're in good company!! The disciples weren't stagnant figures or figureheads of important religious standing; they were commanded to "GO" and make a difference.</p> <p>INVITATION: <i>Don't be satisfied with just a really cool selfie from a great event. The whole reason God brought you here is for you to go from this place and make disciples, make a difference. What are you going to do? And remember – you are not alone. There is a church waiting for you. There are these people, sitting next to you, in your bus. And Jesus himself is with you.</i></p> <p style="text-align: center; font-size: 1.2em;"><i>And Jesus says GO.</i></p> <p>NO, TURNING POINT, GO moments . . .</p> <p>NO You might forget. Your life will take over your mission, your energy, and your courage. It could be hard.</p> <p>TURNING POINT Remember that "GO" is not an invitation. It's a command. An action.</p> <p>GO With others . . . With your church . . . As you take the next steps in your faith and in your life.</p>

ATTACHMENT B



The graphic features a blue sneaker with orange laces and lightning bolts, a large green 'GO' in a circle, and the text '2016 PRESBYTERIAN YOUTH Triennium Information Sheet' on a textured background.

Date: Tuesday, July 19 – Saturday, July 23, 2016

Location: Purdue University, West Lafayette, IN

Audience: High School Age youth and accompanying adult advisors
(Entering freshmen through graduated seniors; adult advisors must be 21 years of age).

Theme: GO
GO and See
GO and Do Likewise
Teach me the way I should GO
Let my people GO
GO into the world

Registration: Registration will open in January 2016 and will conclude in early May 2016.

Fee: \$505.00 per person (includes housing, meals, program costs)

Website: www.presbyterianyouthtriennium.org

Delegations:
A participant attends the Triennium in a delegation. Delegations can be PRESBYTERY delegations or CHURCH delegations. Most participants come with their presbytery in a PRESBYTERY DELEGATION. But churches can also come as a delegation. For more information visit the Triennium website and click on REGISTRATION to consult the documents related to Delegations and Registration. Contact the National PYT Registrar at pytregistrar@pcusa.org or 1-888-728-5049.

Help them GO!
Triennium is a life giving, life changing, faith moving experience! As the world changes, society shifts – and the church expands – the need for vibrant young Presbyterians grows. Help your young people GO to the next great place in their faith!

www.presbyterianyouthtriennium.org

ITEM C.205
FOR INFORMATION

INTRODUCTION - COORDINATOR OF BUDGET AND MISSION EFFECTIVENESS

Simone Adams-Andrade has been named Coordinator for Budget and Mission Effectiveness in the new Theology, Formation and Evangelism ministry area. In her new role, Simone will assist the Director in guiding strategic development of programs in cooperation with ministry staff to ensure accomplishment of mission goals, guide budgetary planning of the mission area, and compliance with Presbyterian Mission Agency policies and processes.

Simone worked for two years in Racial Ethnic & Women's Ministries as the Associate for Educational and Financial Support/Racial Ethnic Schools and Colleges where she provided administrative management and financial oversight, assisting staff with budgeting and financial management of their ministry offices. In this role she also served as the Presbyterian Mission Agency Associate supporting the Racial Ethnic Schools and Colleges.

Simone has a Masters of Divinity from Columbia Theological Seminary, Masters of Business Administration from DeVry University, and a Bachelors of Business Administration in Finance from the University of West Georgia. She has 10 years experience working in various corporate accounting and finance roles.

A native of Jamaica, Simone lived in Atlanta Georgia for 20 years before moving to Louisville in 2013 to join the Presbyterian Mission Agency staff. She is very excited for this opportunity to serve the church in this capacity.

ITEM C.206
FOR INFORMATION

**INTRODUCTION TO THE THEOLOGY, FORMATION AND
EVANGELISM MINISTRY AREA**

In late June, the new ministry area Theology, Formation, and Evangelism was instituted from most of the programs and staff from Theology, Worship, and Education and Evangelism and Church Growth. This structure had largely been in place since November 2014; the announcement made the existing structure permanent. No jobs were eliminated.

The coming together of these two ministry areas allows for programs and staffs which support leadership development, Christian formation/discipleship, the formation and reformation of worshiping communities, evangelism, and theological rigor to learn from and partner with each other.

Chip Hardwick is the director overseeing the new ministry area. Simone Adams-Andrade has been promoted from her prior position in Racial Ethnic and Women's Ministries to become Coordinator of Budget and Mission Effectiveness. Stony Point Center continues to report directly to the director's office.

Ray Jones has been promoted to serve as associate director for evangelism, which encompasses collegiate, young adult, and youth ministries; evangelism; 1001 new worshiping communities; and church growth and transformation (including New Beginnings). Vera White has been promoted to coordinator for 1001 new worshiping communities, and Jason Santos has been promoted to coordinator of collegiate, young adult, and youth ministries.

Charles Wiley continues to serve as associate director for theology, which encompasses theology and worship, theological education, and congregational ministries publishing. Mark Hinds has been promoted to serve as interim publisher for congregational ministries publishing.

The mission program grant office and its two staff members have moved to Racial Ethnic and Women's ministries from the former Evangelism and Church Growth area. The two staff translators have moved to Communications from Theology, Worship, and Education.

Please pray that this new ministry area will flourish and serve the church even more faithfully and effectively than the two areas have done separately in the past.

ITEM C.300
ADVICE AND COUNSEL MEMORANDUM

*The Advocacy Committee for Racial Ethnic Concerns (ACREC) advises the Presbyterian Mission Agency Board (PMAB) to **approve** the recommendation to reconsider its vote and reverse its action to discontinue base grants from the Christmas Joy Offering to the Charles H. Cook Foundation. ([C.102](#))*

Rationale:

After extensive consultation with those working directly with the Charles H. Cook Foundation and other Native American PC(USA) constituents, ACREC is compelled to advise the Board to revise its earlier decision and continue funding the Charles H. Cook Foundation from the Christmas Joy Offering.

Even a cursory examination of the mission of Cook as stated on its website shows that while they no longer have a brick-and-mortar school building, they remain committed to providing education to Native American communities:

The CNAM campus closed in 2007, but the organization remains committed to its mission and is undertaking steps to form a foundation. The foundation will be a structured means to continue assisting Native American tribal communities through equipping and educating leaders to more effectively serve their respective communities.

Continuing that mission, we are still offering Workshops and other events, plus the [Commissioned Ruling Elders Program](#) (CRE), geared to the Native American Community and available to anyone interested while building the foundation to provide monies for innovative educational programs.

(<http://cooknam.org/about-us/history-mission/>)

Under guideline I.D.2. of the [Institutional Standards for Participating in the Christmas Joy Offering](#), non-degree granting institutions, “must have an alternative educational model that is consistent with their mission to educate racial ethnic students and has been approved by the Presbyterian Mission Agency in lieu of accreditation.” Cook Foundation clearly meets this standard, but remains unclear as to why the Presbyterian Mission Agency will not approve their model. In fact, those with whom ACREC has been in conversation remain unclear as to whether the PMA has, in fact, disapproved their educational model. Barring this disapproval, there remains no reason Cook should not continue to receive Christmas Joy Offering Funds.

Beyond these facts, ACREC must express a deep concern over the lack of communication and consultation that occurred around this decision. Those from Cook who were invited to the April 2015 Board meeting came with the understanding that, based on the recommendation at the September 2014 Board meeting, they would be given the opportunity to report, and a decision

about funding would be made at the April 2015 meeting. (See [Item C.102](#) from the September 2015 meeting) Instead, on their way to the April 2015 meeting, representatives from Cook were informed that the Leadership Committee was recommending a discontinuation of funding to Cook, effective August, 2015, before Cook representatives even had a chance to report on their progress.

What appears to have been ignored throughout this process is the PC(USA)'s [Native American Churchwide Policy Statement](#), approved by the 191st General Assembly (1979). We implore each and every Board member to become familiar with the entire statement, though here we cite just a few extremely relevant portions:

The Presbyterian Church (U.S.A.) through its agencies and governing boards will make it possible for Native Americans to participate and contribute fully in the total life of the church in order that the whole church may be enriched and benefit from partnership and involvement in the larger body of Christ. The Presbyterian Church (U.S.A.) will develop ways to include Native Americans in its decision-making process, especially in those areas that affect the lives and destinies of Native Americans...

...In addition to existing patterns of theological education, alternative programs such as theological education by extension should be supported, enabling candidates to remain within their culture and community while undergoing preparation for the ministry...

This policy requires the church to consult and connect with Native American Presbyterians in a meaningful way that provides fair representation for Native Americans at decision-making tables – particularly those where decisions will be made that directly impact Native American Presbyterians. We do not believe that to this point this policy has been honored in the Board's decision-making process. Even more detrimental, nor were our Native American sisters and brothers in Christ.

This recommendation offers the opportunity to correct past mistakes.

ITEM C.301
ADVICE AND COUNSEL MEMORANDUM

The Advocacy Committee for Racial Ethnic Concerns (ACREC) advises the Presbyterian Mission Agency Board to disapprove Item ([C.106](#))

Rationale:

Similar to the Report of the Special Offerings Advisory Task Force that was brought to the 221st General Assembly (2014), the recommendations and rationale in Item C.106 from the Advisory Committee on the Allocation of Racial Ethnic Leadership Development Funds from the Christmas Joy Offering (CJO) leave ACREC with many concerns and questions.

The historic commitment of the PC(USA) to providing access to education for people of color appears to be waning. Rather than increasing support to historically Presbyterian educational institutions with proven track records in cultivating and supporting racial ethnic leaders in the PC(USA), it appears that the Presbyterian Mission Agency (PMA) is funneling that support back to the PMA for agency discretionary distribution. ACREC is aware that the PMA is in a difficult financial situation, but we question whether this recommendation maintains deep, meaningful and accountable support for education opportunities for racial ethnic leaders in the PC(USA).

Within the rationale of Item C.106, it reads, “Our hope is to equip all church leaders, necessarily including racial ethnic persons, but not exclusive to them...” This is of concern to ACREC, given that this portion of the CJO has historically been committed specifically to the education of racial ethnic persons in the PCUSA. If this recommendation is approved, the money would be redirected to the *Racial Ethnic Leadership Development Office* for discretionary use instead. It is one thing to propose using CJO monies for alternative programs in a vein that runs parallel to the original intent of that offering; however, we are not convinced that this recommendation does that. Redirecting CJO funds in an entirely different direction as outlined and “not necessarily only for racial ethnic Presbyterians” is of great concern to ACREC.

Of further concern to ACREC is the ambiguity running through this recommendation and rationale including:

- 1) Who or what constitutes and who identifies and ultimately selects the “network of professionals engaged in the formation of church leaders across institutions of higher theological education, national ecclesial bodies, and congregational and mid-council leaders who are deliberate in their work of crossing religious and cultural boundaries” to be consulted/used to “initiate and support” this network? And what will be the source of funding for this effort?
- 2) Since the consultation proposed will be by invitation, who will determine who is invited? Who will represent the stakeholders? All control of these funds will be in the hands of PMA staff

people. The funds from the CJO were not intended to finance the work of the agency, rather they were earmarked to fund racial ethnic ministry in the local context.

ACREC's concern is that this is, definitively, an entirely different direction than was ever intended for the portion of the CJO committed to the Historically Presbyterian Racial Ethnic Institutions (HPREIs). The [recommendation](#) that support of the HPREIs is no longer a viable option for supporting the education of leaders of color is a recommendation ACREC has [advised against](#).

We hope the PMA Board will reconsider.

ITEM D.200
FOR INFORMATION

REPORT FROM 1001 NEW WORSHIPING COMMUNITIES

Conference: In August almost 300 people attended a conference in St. Pete Beach, Florida, that has been described as “inspiring” and “life-changing.” With presenters such as Rhashell Hunter, Elizabeth Conde-Frazier, Danny Murphy, and Rodger Nishioka, the leadership team showed diversity and vision. Click [here](#) to view a video that brought tears to the eyes of the participants. (Link: <http://www.onethousandone.org/#!/video-playlist/ctm5>)

New Communities: When the Mission Development Resource Committee met in August, it approved 24 Seed Grants and 12 Investment Grants, bringing to 285 the number of new worshiping communities currently active in our database. Since the launch of the 1001 initiative, 321 new communities have started. The 36 communities removed from the list have developed into different kinds of ministry, failed to thrive, or separated from the PC(USA).

Interns: Twenty-one people are serving with the 1001 initiative in 2015 as a summer intern, a program year intern, or a full year resident. Click [here](#) to learn more about our interns. (Link: <http://www.onethousandone.org/#!/2015-interns/c1d5m>)

Coaches: Seventy-three people have been trained as 1001 coaches. Ten new coaches will be trained in September.

Assessments: Discerning Missional Leadership assessments were offered in Seattle (May) and Pittsburgh (Sept.-Oct.), and another event is coming up soon in Atlanta (Oct.) All events were filled to capacity, and we are attempting to add an additional event before the end of the year.

Staff Changes: Sherry Britton, always a key part of the 1001 ministry, has shifted her responsibilities and is now almost full time with the 1001 initiative as Program Assistant. A search has been authorized for a new regional associate to work with the West Coast presbyteries.

ITEM D.201
FOR INFORMATION

NEW BEGINNINGS UPDATE

whatisourfuturestory.com

New Beginnings is an assessment-based discernment process for churches that seek to make a bold decision about their future. It was originally designed for use by churches struggling with issues of viability and sustainability but it has also proven helpful to those that, while still viable, are stuck in a pattern that leads to decline. It is designed to take roughly five to eight months from start to finish, though many of the churches are taking longer than that. It happens in four phases: assessment, leader training, discernment (thru small groups), and decision-making. Churches participate in one of two ways; either on their own or with a cluster of churches sponsored by a presbytery.

1. Number of churches that have gone through New Beginnings:

Previous years:

2010 - 7
2011 - 39
2012 - 90
2013 - 92
2014 - 167

This year: 2015 – 84 (thru July)

36 more estimated (16 of those confirmed)
Total estimated = 120

Total actual to date: 479

2. Actually making New Beginnings happen:

In early 2015 we lost one of our team members, Julie Olt, to a new call and so I had to pick up all the scheduling. I covered that portion of the work until our new scheduler, Alicia Demartra-Pressley, came on board in June. That reality slowed down my work on resource improvement and development. Alicia is now on board and while she is still learning the ropes, she has jumped right in and is picking things up quickly.

We have had productive conversations with our legal and human resources staff to determine the most effective way in which to write contracts for the many independent contractors needed for the New Beginnings process. Our desire is to live into a balance between compliance to Presbyterian Mission Agency (PMA) policies and procedures and mission. The issue we are dealing with is having the clearest guidelines possible for New Beginnings contractors being contractors and not employees of the PMA. We hope to agree on a system that 1) is not overly complicated to implement, 2) will not cause PMA difficulties with IRS and other authorities, 3) will not impose excessive uncertainties and financial difficulties on the program and the contractors, while 4) enabling effective and valuable mission. This conversation is ongoing and should be wrapped up by fall.

PRESBYTERIAN MISSION AGENCY BOARD
September 23-25, 2015
Theology, Formation and Evangelism Ministry Area
Appendix 17

We began work in 2014 on clarifying the financial picture of New Beginnings, work that is still ongoing. We have financed the cost of providing New Beginnings in part through the fee we charge for using it. This fall we will look at issues such as pricing and what amounts to sustainable costs associated with the program.

3. New Areas of Development

We began partnering with San Gabriel Presbytery to do a pilot project using New Beginnings with the presbytery itself in 2014 and this is still ongoing. It is not clear yet whether this resource will be adaptable to presbyteries.

We have used New Beginnings with a few larger churches and it has proven to be helpful to some of them. Evaluations show, however, that we have some work to do to rewrite the report template and possible portions of the curriculum to reduce the temptation of the larger congregation to dismiss the report and process as only for struggling churches.

Respectfully submitted,

Ann M. Philbrick,
Associate for Church Growth and Transformation

ITEM D.202
FOR INFORMATION

DIRECTION AND STRATEGY OF FORMATION AND EVANGELISM

Under the leadership of Chip Hardwick, I am honored to be guiding and facilitating the work of the Formation and Evangelism ministry in the new ministry area of Theology, Formation and Evangelism. Formation and Evangelism includes the following ministries: 1001 New Worshiping Communities, Church Transformation, Evangelism, and Collegiate, Youth, and Young Adult. My hope is that we can be good partners in ministry, as we develop a strategy for existing churches. In consultation with mid-councils and other ministry areas in the Presbyterian Mission Agency, we will develop a strategy that will increase the health and effectiveness of local churches, so that new people are reached, new ministries and mission are started, and new worshiping communities are planted. With the help of Simone Adams-Andrade, we are working on a process that will combine effective ministry and compliance to Presbyterian Mission Agency policies and procedures.

Respectfully submitted,

Ray Jones
Associate Director
Formation and Evangelism

ITEM D.203
FOR INFORMATION

OFFICE OF COLLEGIATE MINISTRY AND UKIRK REPORT

www.presbyterianmission.org/ministries/collegiate

www.ukirk.org

Office of Collegiate Ministry

Since the last board report, the Office of Collegiate Ministry (OCM) has undergone some transition in both structure and leadership. In the merging of the two ministry areas (Theology, Worship, and Education and Evangelism & Church Growth) the Associate for Collegiate Ministry, Jason Brian Santos, transitioned to the role of Coordinator for Youth, Collegiate and Young Adult Ministries (also including Camps and Conference ministries). As part of this transition, the Young Adult Specialist and UKirk Communicator, Emily Morgan, was transferred from the former Deputy Executive Director for Mission Office to this new ministry cluster to help in our collegiate ministry efforts. In early August, however, Morgan offered her resignation in order to accept a new role as chaplain of Wilson College (PA). Morgan's departure leaves an opening in the OCM staffing that is (at the time of this submission) being considered.

The OCM continues to strengthen ties with our Presbyterian college chaplains and is currently involved in the Presbyterian College Chaplains Association's planning for an interfaith dialogue conference scheduled for the spring of 2016 in Chicago. The OCM was also awarded a \$15,000 grant from the Funding Individual Spiritual Health (F.I.S.H.) Foundation, Inc. to take 12 campus ministers/chaplains to the Taizé Community in May/June of 2016.

UKirk Network

The UKirk Network has continued to grow with 18 new UKirk chapters established at the time of this report and several others preparing to rebrand. We have also launched our UKirk Cohort Project with a successful pilot cohort in the state of Virginia. This gathering and one other, planned for December 2015, will provide the basis needed to launch a minimum of 12 cohorts in 2016. We have also sent out over 50 UKirk care packages to our associated ministries for their support. In addition to UKirk promotional items and information about other young adult ministries in the Presbyterian Mission Agency (e.g., Young Adult Volunteer), we also included the new UKirk resource UWorship—the culmination of over two years of work. UWorship is a lectionary-based worship resource for campus ministers and chaplains. All UKirk associated ministries are eligible to receive a free print copy of the resource. The broader network of PC(USA) ministries have free access to the online version as well.

By the time of the Presbyterian Mission Agency board meeting, the OCM will have launched its new website, drawing closer ties to our young adult website, "What's Next What's Now". Similarly, in early September, we will also release our first UKirk devotional app for iPhones, which draws texts and prayers from the daily lectionary app produced by the former Theology, Worship and Education ministry area.

Finally, the Cumberland Presbyterian Church has begun the process of adopting the UKirk branding for their college ministries, resulting in the expansion of our network and the strengthening of our ties between the denominations.

ITEM D.204
FOR INFORMATION

**CHURCHWIDE CONFERENCE ON RACE, ETHNICITY, RACISM,
AND ETHNOCENTRICITY**

The 221st General Assembly (2014) took the action to call for a churchwide conference on race, ethnicity, racism, and ethnocentricity to be held in 2015. In addition, the Assembly directed the Moderator to appoint a planning team of ten people for this event, in consultation with: a) Racial ethnic congregational leadership; b) Racial ethnic caucus leadership; c) Advocacy Committee for Racial Ethnic Concerns (ACREC); d) Presbytery and synod leadership; e) General Assembly Committee on Representation (GACOR); f) Representatives from the Office of the General Assembly (OGA) and the Presbyterian Mission Agency (PMA).

The team appointed by the Moderator is:

- Afaf Girgis, San Dimas, CA
- Joanna Kim, Irving, TX
- Larissa Kwong Abazia, Forest Hills, NY – Co-Moderator
- Jerrod B. Lowry, Sandy, UT
- Eliana Maxim, Seattle, WA
- Shivonia Singleton, Charlotte, NC
- Elona Street-Steward, Saint Paul, MN – Co-Moderator
- Amaury Tañón-Santos, Edison, NJ
- Jessica Vazquez Torres, Louisville, KY
- Byron Wade, Raleigh, NC

Racial ethnic ministry, to a large extent, is a response to a history of discrimination and lament on current pains of structural racism and ethnocentricity within the church body. This churchwide conference will involve leadership to work in conjunction with larger and majority congregations to find visible solutions to visible and invisible racism and discriminations that are within different ethnic groups toward each other also. This conference will be the beginning step needed to recognize and heal wounds. The outcome of this conference and resulting recommendations will be reported to the 222nd General Assembly (2016).

The team met May 7-9, 2015, in New York City. The conference on Race, Ethnicity, Racism and Ethnocentricity is scheduled for November 5-7, 2015, at Stony Point Conference Center.

ITEM D.205
FOR INFORMATION

INTERCULTURAL MINISTRIES

In intercultural communities, there is comprehensive mutuality, reciprocity, and equality. Our social structures and everyday interactions are defined by justice, diversity, and respect. In intercultural community, people engage in a deeper way than in multicultural or cross-cultural models of community, in that there are mutually reciprocal relationships among and between cultures. People from different cultural groups interact with one another, build relationships, and become transformed from each other's experiences. The focus is on relationship building, not survival. Deep connections, interactions and learning occur in these interactions, and no one is left unchanged in the intercultural process. Some examine their own culture more deeply, and some are changed through their interaction with others. Many learn more about what it means to be in community together. Also, racial and cultural power imbalances are addressed, leading toward the transformation of communities.

The Office of Intercultural Ministries in Racial Ethnic & Women's Ministries engages the church in its vision to become truly intercultural and to practice cultural humility, as we seek to better appreciate, reflect, and engage in the communities around us.

In collaboration with the Presbyterian Intercultural Network, this office inspires congregations and mid-councils to develop strategies and coordinate efforts for intercultural ministries. By doing so, the office assists the Presbyterian Church (U.S.A.) in its efforts to become God's intercultural community, building multiracial, multilingual, and intercultural communities of faith.

The Intercultural Ministries Office equips and connects leaders through intercultural church conferences and trainings. It also gathers young adults for meetings of the Presbyterian Young Adult Network.

Sterling Morse is the coordinator for the Office of Intercultural Ministries. Events held at the Big Tent 2015 included the Presbyterian Intercultural Ministries Pre-conference, the Presbyterian Intercultural Young Adult Network Post-Conference and several intercultural ministries workshops. See Sterling Morse for more information.

**ITEM H.200
FOR INFORMATION**

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

A. Mission Co-Worker Sending and Support

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

Summary:

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

Background:

Individuals

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

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

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

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

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

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

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

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

B. Other projects/programs

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

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

Appendix 17

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

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

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

Project Funding

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

Total Funds Received for World Mission

5,320,091

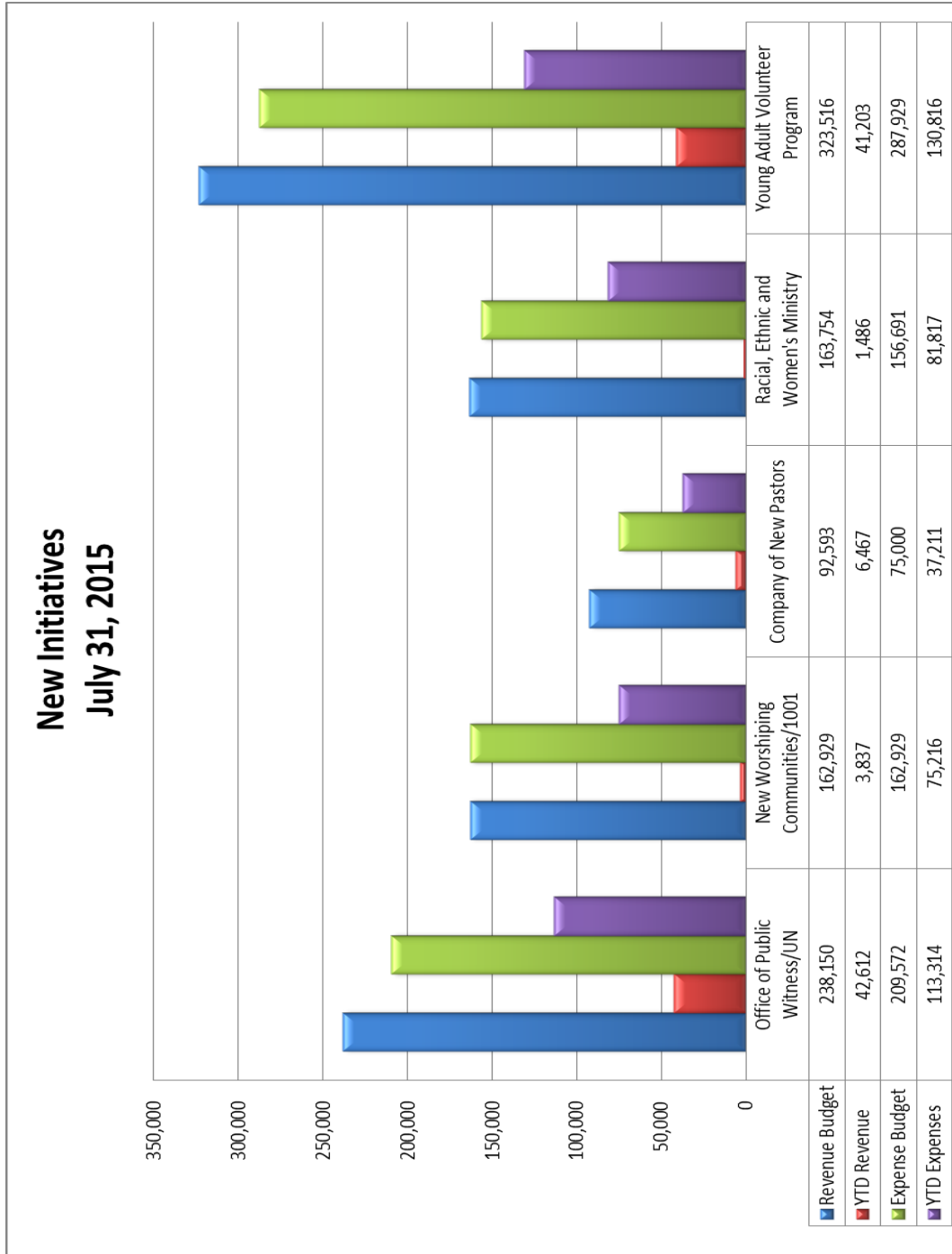
**ITEM H.201
 FOR INFORMATION**

Subject: Special Offerings – July 31, 2015

Special Offerings								
July 31, 2015								
Expenses do not include cost recovery								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
Total Gross Revenue	7,054,783	7,370,253	315,470	4%	13,800,879	7,370,253	(6,430,626)	53%
Total Gross Revenue to PMA	6,727,353	6,978,874	251,520	4%	12,300,000	6,978,874	(5,321,126)	57%
Total Net Revenue to PMA	5,907,429	6,093,554	186,125	3%	10,135,957	6,093,554	(4,042,403)	60%
Christmas Joy Offering								
date of offering 12/21/14 & 12/20/15								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
PMA Revenue	2,389,108	2,152,548	(236,560)	-10%	3,673,205	2,152,548	(1,520,657)	59%
Promo Expenses	114,254	135,928	21,674	19%	383,656	135,928	(247,728)	35%
Cash to Need	2,274,854	2,016,620	(258,234)	-11%	3,289,549	2,016,620	(1,272,929)	61%
One Great Hour of Sharing Offering								
date of offering 4/20/14 & 4/1/15								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
PMA Revenue	3,891,644	4,199,079	307,435	8%	6,398,486	4,199,079	(2,199,407)	66%
Promo Expenses	297,079	312,522	15,443	5%	643,377	312,522	(330,855)	49%
Cash to Need	3,594,565	3,886,557	291,991	8%	5,755,109	3,886,557	(1,868,552)	68%
Pentecost Offering								
date of offering 6/8/14 & 5/24/15								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
PMA Offering Revenue	168,264	274,136	105,872	63%	829,433	274,136	(555,297)	33%
Congregation portion (40%)	112,176	182,757	70,581	63%	552,955	182,757	(370,198)	33%
Total Revenue	280,440	456,893	176,453	63%	1,382,388	456,893	(925,496)	33%
Promo Expenses	202,434	191,668	(10,766)	-5%	346,917	191,668	(155,249)	55%
PMA Cash to Need	(34,170)	82,467	116,637	-341%	482,516	82,467	(400,049)	17%
Congregation portion (40%)	112,176	182,757	70,581	63%	552,955	182,757	(370,198)	33%
Total Cash to Need	78,006	265,224	187,219	240%	1,035,471	265,224	(770,247)	26%
Peace & Global Witness (Peacemaking)								
date of offering 10/5/14 & 10/4/15								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
PMA Offering Revenue	215,254	208,622	(6,632)	-3%	947,924	208,622	(739,302)	22%
Congr/Presby/Synod portion (50%)	215,254	208,622	(6,632)	-3%	947,924	208,622	(739,302)	22%
Total Revenue	430,508	417,244	(13,264)	-3%	1,895,848	417,244	(1,478,604)	22%
Promo Expenses	174,551	167,179	(7,372)	-4%	339,141	167,179	(171,962)	49%
PMA Cash to Need	40,703	41,443	740	2%	608,783	41,443	(567,340)	7%
Congr/Presby/Synod portion (50%)	215,254	208,622	(6,632)	-3%	947,924	208,622	(739,302)	22%
Total Cash to Need	255,957	250,065	(5,892)	-2%	1,556,707	250,065	(1,306,642)	16%
Special Offerings Giving Catalog								
	2014 Year to Date vs 2015 Year to Date				Year to date vs Year Goals			
	Actual as of July 31, 2014	Actual as of July 31, 2015	Difference	% Difference	Goal/Budget	Actual as of July 31, 2015	Goal vs Actual	% of Goal
PMA Catalog Revenue	63,083	144,489	81,406	129%	450,952	144,489	306,463	32%
Catalog Expenses	31,606	78,022	46,416	147%	450,952	78,022	(372,930)	17%
Total Cash to Need	31,477	66,467	34,990	111%	0	66,467	66,467	

**ITEM H.202
 FOR INFORMATION**

Subject: New Initiatives – July 31, 2015



ITEM H.203

FOR INFORMATION

Subject: Special Offerings Report, September 2015

Production and Project Management

In its second year, Peace & Global Witness Offering resources are now in the hands of constituents. We encourage people to visit *A Season of Peace* website for additional resources and also to sign up to receive daily reflections during the season.

Through July 2015, both One Great Hour of Sharing and the Pentecost Offering receipts are above 2014 for the same time period. Keep in mind that there will be no Peacemaking Offering beginning this year, only the Peace & Global Witness Offering, therefore the last line adding them together gives a better picture of where we are with gross revenues to the Presbyterian Mission Agency. (Congregations and Presbyteries keep 50% of Peacemaking/Peace&Global Witness, and 40% of Pentecost.

Special Offerings Receipts, Jan. - July 2015					
	2014	2015	Sale of Resources	Total 2015 Receipts	Variance
OGHS	\$3,891,644	\$4,199,079	\$ 36	\$4,199,115	7.90%
Pentecost	\$ 168,264	\$ 274,136	\$ 460	\$ 274,596	63.19%
Peacemaking	\$ 215,254	\$ 11,666	\$ 190	\$ 11,856	-94.49%
Peace & Global Witness	\$ -	\$ 196,956	\$ -	\$ 196,956	100%
CJO	\$2,389,108	\$2,152,548	\$ -	\$2,152,548	-9.90%
Special Offerings	\$ 63,083	\$ 144,489	\$ -	\$ 144,489	120.79%
Total	\$6,727,353	\$6,978,875	\$ 686	\$6,979,561	3.75%
PM + PGW	\$ 215,254	\$ 208,622	\$ 190	\$ 208,812	-2.99%

As directed by the Special Offerings Task Force, we continue to send quarterly Impact Statements to mid councils and congregations who have gifts recorded to Special Offerings in the allotted time period. This ensures our partners are aware of gifts given directly to the mission agency. We are very intentional in asking for a donor's congregation information so that it is recorded in the system. These statements also include fliers or postcards with information for upcoming events or resources pertinent to Special Offerings and the ministries they support.

All Offering expense budgets are on target.

Direct Mail/Response – Special Offerings

We have released two direct mail projects related to Special Offerings in 2015: One Great Hour of Sharing and the Presbyterian Giving Catalog. To date, these two efforts have resulted in a total of \$178,763 (2,266 gifts) in revenue. An additional 100 gifts generating \$11,703 in revenue have been received this year on *previous* 2014 direct mail efforts related to Special Offerings.

Presbyterian Giving Catalog

To date (January 1 – August 20, 2015) revenue totaling \$155,008 has been generated from Giving Catalog efforts: \$95,251 (802 gifts) from *previous years'* Giving Catalog resources, and \$59,757 (1,004 gifts) from *new* Giving Catalog efforts (direct mail summer commitment and OGHS 4-page catalog push using pieces we had in inventory).

The *new 2015* Presbyterian Giving Catalog and supplemental resources are currently being printed and are scheduled to release as follows –

- catalog mailed to individuals in early-September
- release of Christmas Activation Kit to churches in October (with CJO standing orders)
- catalog mailed to individuals (with different cover – A/B test being conducted) in October
- release of *general* Activation Kit to churches in January 2016 (with OGHS standing orders)

Promotional e-mails scheduled –

- three (3) leader/organizational emails
- five (5) individual emails, which include Giving Tuesday and Black Friday specific ones

New this year –

- Stories of Impact resource
- Bulletin Insert resource
- Tag Line: *Small gifts. Big Impact.*
- Children's VBS Activities resources (downloadable)
- updates to presbyteriangifts.org (*including a leader feedback survey*)

Social Media and Promotion

Total reach has increased 24% year to date across platforms such as email, Facebook, Pinterest, Twitter and YouTube. Blog topics have expanded in scope to include interviews with Special Offerings Ambassadors and access to offering materials and stories. A denomination-wide email opt-in program at the beginning of the year nearly doubled our list. We are excited to roll out the new email newsletter at the end of August to engage our constituents in a different way.

Special Offerings Leader Support Network (SOLSN)

After 8 months of 25 volunteers contacting churches, we have had over 1,300 countable touches with individuals, churches, and presbyteries including Volunteer Ambassadors presenting at 13 mid-council gatherings. With a goal of increasing the number of volunteers to 50 by mid 2016, we are developing a promotion and recruiting plan to reach a wide variety of Presbyterians including young adult, seasoned veterans, and racial and ethnic minority. We are planning the 2016 SOLSN Training for January 20th-23rd, 2016 in Stoney Point, New York. At this training, we will provide volunteer Ambassadors the skills needed to promote and increase giving to the Special Offerings as well as the opportunity for a site visit to one or more partners supported by gifts to Special Offerings. If you know someone who is passionate about Presbyterian mission, please encourage to apply for the Special Offerings Leader Support Network.

Highlights of the 2015 Program:

- 25 People
- 20-50 Churches in each ambassador's portfolio
- 1000+ Churches Approached

Disaster Response / Emergency Appeals

Our **Winter Storms** appeal efforts began February 27 with an email to One Great Hour of Sharing non-participating churches, and an email to One Great Hour of Sharing participating churches. In addition, an alert banner went *live* on presbyterianmission.org and designed/downloadable worship resources were made available to churches via links to the Presbyterian Disaster Assistance website.

Giving to date -

Total results tracked via assigned appeal codes total \$5,585 (27 gifts at an average of \$207 per gift) as of August 20; this figure includes the following –

- \$3,630 (24 gifts) – Alert Banner (presbyterianmission.org)
- \$25 (1 gifts) – Participating Email
- \$0.00 (0 gifts) – non-Participating Email
- \$1,930 (2 gifts) – Bulletin Insert (downloadable)

Our **Nepal Earthquake** appeal efforts began the week of April 27 with emails deploying to congregational leadership and individuals, followed by a print appeal mailing to all individuals in our database who didn't have exclusions listed on record. In addition, an alert banner went *live* on both presbyterianmission.org and pcusa.org, and designed/downloadable worship resources were made available to churches via links to the Presbyterian Disaster Assistance website.

PRESBYTERIAN MISSION AGENCY BOARD

September 22-24, 2015

Funds Development Ministry

Appendix 17

Giving to date on efforts generated out of this office -

Total giving results for International Disaster Account using a date range of April 28 through August 20, 2015, is \$1,887,684 (7,171 gifts); this figure includes \$553,255 (4,353 gifts at an average of \$127 per gift) that can be tracked *specifically* to this appeal's pieces as follows –

- \$14,415 (91 gifts) – Alert Banner (presbyterianmission.org)
- \$21,675 (115 gifts) – Alert Banner (pcusa.org)
- \$43,793 (352 gifts) – Individual Email
- \$3,460 (32 gifts) – Organizational Email
- \$22,679 (131) – Bulletin Insert (downloadable)
- \$447,233 (3,632) – Print Appeal w/ reply device

Giving to date on efforts generated for this appeal using DR000148 -

Total giving results for the account for Disaster where most urgently needed using a date range of April 28 through August 20, 2015, is \$168,799 (567 gifts). Using a date range of when we feel *most* gifts would have been received into this fund for this specific appeal (April 28 through June 26), total giving was \$78,175 (295 gifts). It's important to note that giving has continued past the August 20th.

**ITEM H.204
FOR INFORMATION**

Subject: Special Offerings Review Task Force Interim Report

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

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

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

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

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

Item H.205 Information

Subject: Comments on Overtures

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

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

Comments:

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

Process:

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

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

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

4. Communications and Resource Material

**Provide
 Comment
 or Advice**

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

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

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

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

**Forty-five
 Day
 Deadline**

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

**Resource
 Materials**

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

**Advice and
 Counsel
 Memoranda**

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

**ITEM H.206
FOR INFORMATION**

A Report on Current Social Witness Policy studies and the relation of 2014 General Assembly decisions to the Presbyterian Mission Agency (from ACSWP)

The 221st General Assembly (2014) delegated the Advisory Committee on Social Witness Policy (ACSWP) to conduct six studies and to contribute to several other policy updates and projects:

1. A Study of Reforming Drug Policies (largest study, including 4 hearings alongside meetings of a study team, a website, an issue of Unbound, and a provisional study guide)
2. Developing a comprehensive policy on human trafficking, working with the Advocacy Committee on Women's Concerns (ACWC) and the staff table.
3. A report on the application of the "precautionary principle" to emerging technologies and the interaction of toxins in a changing environment.
4. A handbook on pastoral care and ethical choices at the end-of-life, with a related set of public policy recommendations
5. A report on the feasibility of a "two-state" solution in Israel/Palestine and its relation to Presbyterian General Assembly opposition to the occupation of the West Bank, Gaza, and East Jerusalem.
6. A report on Cuba-related mission strategy and public policy in light of current changes, working with the Cuba Mission Partners Network and the Presbyterian Reformed Church of Cuba.

All of the above projects came at the initiative of presbyteries and reflect important social questions, particularly as the Assembly meets in Portland, OR, where drug policies and end-of-life practices are changing more rapidly than in much of the rest of the US.

The ACSWP is also contributing in various ways to the urban mission roundtable set up to develop the goals of The Gospel from Detroit (a report on urban ministry renewal), the updating of anti-racism policy, and the updating of voting rights and electoral reform policy in light of the avalanche of money in US politics since Citizen's United (which also reduces the influence of all non-profit advocacy organizations).

ACSWP has been working with the Peacemaking Program on the Five Affirmations for Peace Discernment mailed to presbyteries for their discussion, voting, and possible suggestions for amendment. The Office of the General Assembly devised an on-line response process, though presbyteries responding often choose to send in the written form. A four page summary of the longer report to the 2014 GA is also customarily used, though the longer study provides background for those leading discussions. A report on the findings of this stage of the process (begun in 2010) will be made to the 2016 General Assembly.

While this work is on-going, some question the value of the church's public voice and the provision of resources for ethical reflection. ACSWP annually consults with ethics professors at the PCUSA seminaries, colleges, and universities, who represent some of the users of the social

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witness reports and serve on the study teams (which are composed of volunteers, sometimes with a paid consultant writer/editor). Along with the steady work of on-going public witness and social teaching by ministries of the PMA and larger church, particular GA positions get lifted up, often without an understanding of their practical grounding and theological bases.

How do these efforts contribute to the vision-casting, leadership, and institutional roles recommended to the PMA Board in the ACSWP Advice & Counsel memorandum of this past July? As the PMAB reflects on the nature of its voice and its relation to the General Assembly, ACSWP's co-chair would present several ideas for reflection.

ITEM H.207 INFORMATION

Subject: Communications Ministry

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

➤ **New Presbyterian Mission Agency Website**

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

➤ **Social Media**

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

➤ **Communications Workshops**

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

➤ **Internal Communications Campaign**

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

simpler language with fewer acronyms and less insider lingo.

➤ **Focus on Storytelling**

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

➤ **Digital Communication**

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

➤ **Publications**

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

ITEM H.208 INFORMATION

Presbyterian Mission Agency
Report from Board Strategy Advisory Team for Mission Work Plan
September 25, 2015

Once upon a time there was a fairly large, stable staff of professionals coordinating the efforts of a complex mission agency. The staff members had developed a Mission Work Plan that gave focus and priorities to the work of the agency, and staff priorities were aligned to that work plan. The Mission Work Plan was to be renewed every four years.

As the fourth year of the current Mission Work Plan arrived, the management and board of the agency committed to renew the plan. It seemed a good idea to follow the same process that resulted in the current plan, and individuals began to prepare for the new work plan. However, a few things happened as the Mission Work Plan process was beginning, including:

- Several issues related to the agency resulted in lost trust between staff and board, and between the church at large and the agency.
- The Executive Director, who was the bridge between staff and board, resigned. Several key staff in one ministry area were removed, and later the staff coordinator for the Mission Work Plan resigned.
- A call for a fundamental review of the structure of the agency in relation to its companion agencies rose up from within the Board and the church at large, resulting in discussions of a churchwide listening plan.
- The agency's financial constraints reached a point where significant cutbacks in programs would be required within the year.

It became clear to all involved that the Mission Work Plan could not be renewed as was originally anticipated. In July, the Leadership Cabinet of the staff and individuals appointed from board membership met to discuss the unanticipated changes—and tensions in board-staff relationships—that had risen up in recent months, and how these may impact the ability to renew the Mission Work Plan. There were certain required deliverables, including having a new Work Plan and budget by the June 2016 General Assembly which reflected the cutbacks needed for sound fiscal management. In order to present this budget in June, decisions about cutbacks will have to be made by the February 2016 board meeting.

As a result of the July planning meeting, certain decisions were made:

1. What was expected to be a four-year Mission Work Plan would instead be a two-year Interim Strategy.
2. Within the two-year Interim Strategy, several priorities were identified:
 - a. Help us do less and interpret that to the church – prioritize, and make cuts along those priorities
 - b. Help us with theological underpinning for the agency's purpose, and the decisions the agency makes
 - c. Build trust, guidance for the interim period – reconcile with the larger church and each other

- d. Nimble follow Christ into the next decade – innovate
 - e. Cultural humility regarding White privilege but also issues that have arisen in the past year
 - f. Keep structure simple, maximize synergies among ministries
 - g. Pursue justice – address sin.
3. There needs to be a way to make significant cutbacks to address the budget shortfall, and the cuts need to be seen as theologically-based and reflective of the concerns of the church at large.
 4. A listening plan is needed to provide near-term specific data for the Interim Strategy and longer-term perspectives from a variety of constituent groups, coordinated with OGA through Research Services.
 5. We need to be willing to ask some very basic questions about the agency, such as:
 - a. “If the PMA went away tomorrow, who would notice and what would you do?” (asked at a feedback session with new agency staff members)
 - b. What are the things that the church needs that no one else but the PMA can do?
 - c. How do we fund high-priority programs that do not have restricted fund support, and gain the most relevant productivity from programs that have extensive restricted fund support?

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FOR INFORMATION

Presbyterian Mission Agency Board
Two-Year Meeting Cycle

Meeting	Focus
Fall after GA: September 17-19, 2014	<ul style="list-style-type: none"> • New Member Orientation • General Assembly Referrals
Winter/Spring after GA: April 16-17, 2015	<ul style="list-style-type: none"> • Monitor progress of Mission Work Plan • Election of Committee chairs and vice-chairs who will take office at mid-year Executive Committee retreat
Fall before GA: September 24-25, 2015	<ul style="list-style-type: none"> • Monitor progress of Mission Work Plan 2013-2016 • Provide input for Mission Work Plan 2017-2020
Winter before GA: February 3-5, 2016	<p>(Deadline for all business going to GA)</p> <ul style="list-style-type: none"> • Approve Responses to Ga Referrals • Approve Mission Work Plan 2017-2020 • Approve all other reports for GA (including program initiatives) • Election of Chairs & Vice-chairs (Board and Committees who will take office following GA)
Spring before GA: April 27-29, 2016	<ul style="list-style-type: none"> • Approve mission Budget for 2017-2018 • Approve comments on GA business items

Fall after GA: September 14-16, 2016
Winter/Spring after GA: March 24-25, 2017
Fall before GA: September 22-23, 2017
Winter before GA: February 7-9, 2018
Spring before GA: April 25-27, 2018

**ITEM P.201
FOR INFORMATION**

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

WE CELEBRATE...

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

WE OBSERVE...

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

**ITEM P.202
INFORMATION**

The Reverend Dr. Arthur W. Canada, Sr.

1736 Pondella Drive

Charlotte, NC 28213

704/596 – 7881 home 704/649 – 4713 cell

Email: awc462@yahoo.com

April 29, 2015

To: The Presbyterian Mission Agency

Re: An update on the search for the Stated Clerk

Dear Friends:

The General Assembly Nominating Committee for the Stated Clerk has had two meetings. The orientation meeting held in May, 2015 brought the 10 of us together for two days to get acquainted, review our task and begin reflecting on the Position Description, as it related to the duties and functions of the Stated Clerk. At the September meeting we acknowledged that the current Stated Clerk, Rev. Dr. Grady Parsons, would not seek to be presented for a third term. This meeting was more in-depth, in that we continued to focus on the duties and functions of the position and Office of the Stated Clerk; reviewed the responses received from identified groups across the denomination on the skills and traits needed in a candidate; designed an announcement to be distribute seeking applicants; set a schedule for future meetings, that outlined the process of receiving applications from persons interested in serving in the position; identifying applicants to be interviewed; conducting interviews and presenting a candidate to the Assembly in June of 2016. The committee's next meeting will be in January, 2016. The committee solicits your prayer, as we continue our work and accept the guidance of God's Holy Spirit.

**ITEM P.203
FOR INFORMATION**

Theology, Vision, Witness, and Structure in the Presbyterian Mission Agency (from ACSWP)

Dear Members of the Presbyterian Mission Agency Board:

We write you in a time of testing: a time of anxiety about budgets, institutional decline and concern about the effectiveness of our mission in a rapidly changing culture. We write first to encourage: in the midst of this massive cultural and ecclesiastical change, the heavens still declare God's glory, Jesus Christ is good news for all who are "heavy-laden," and the Holy Spirit is making all things new. As the body tasked to address specific matters of Christian conscience and the church's capacity for social witness,¹ we affirm the Board's engagement in a transition that goes beyond the capabilities of any individual. We trust that Board members are familiar with a number of the points below. Our purpose is not to second guess the Board's resolute work, but to lift up key directions, matters of ethos as much as budget, without presuming to frame particular decisions that are for the Board's own discernment.

At this moment our advice and counsel to the Presbyterian Mission Agency (PMA) is to: 1) Offer theological leadership; 2) Cast a vision of what God can do through our congregations for the glory of God and the reconciliation of the world; 3) Unify the church as the Body of Christ; 4) Renew the church as a distinctive community; and 5) Structure its administration to reflect priorities, accountability and sources of funding.

1. Theological Leadership. We are not a secular non-profit, but a church. Leadership in the Presbyterian system involves a continuing conversation about who is God and who is our neighbor. It requires an in-depth understanding of the church, its theology, and its ethical commitments, as well as organizational skills. Such conversation clarifies direction and commitment. It honors the relational covenant that holds our church together and is not afraid of open debate. Leadership in this conversation has a moral dimension, especially for younger adults who want Jesus and justice strongly connected.

We believe that major proposals going to the Board and General Assembly would be helped by stronger theological preparation, which in the Reformed tradition always includes ethical and practical analysis. Shouldn't the PMA Board hear from and lift up significant thinkers, pastors, theologians and other scholars, from the PCUSA and partner churches, and not primarily management consultants? Whether or not a new or interim director has advanced theological education, the top level of the organization needs to be composed of experienced Presbyterian ministers and people running mission programs, not simply specialized administrators, and often non-Presbyterians. We believe this would strengthen the PMA in its mission to "inspire, equip, and connect" Presbyterians with opportunities for mission across the church and world.

2. Vision for the Church. We believe that the PCUSA cries out for a compelling vision of what God is doing and can do in and through the church. Casting a vision is more than telling stories, however touching. Guided by the Spirit, a theologically informed vision includes pastoral, prophetic and evangelical dimensions. It is holistic, not dividing the church or showing favoritism among parts of the body or pitting aspects of Christ's mission against each other. It is counter-cultural, reminding the church and the world what treasure we hold in earthen vessels and why it matters. It generates urgency. Like Moses on Mt. Nebo, the vision must be far-sighted in time frame, yet timely in giving assignments to future leaders. And as with Moses on Mt. Nebo, failures must be admitted, within a context of fierce and not fearful loyalty to God and God's people.²

Today congregations and presbyteries are tempted to shrink their mission horizons to their own communities and a limited set of tasks. The gift and task of a national body is to allow the church to come together and discern a larger vision to deepen the ethos of its congregations. A compelling vision can guide our councils to face hard questions with grace, enabling peace-making rather than conflict-avoidance, and giving our church a distinctive voice in an increasingly cynical and materialistic culture. PMA campaigns and initiatives need to keep evangelism and justice ministries connected and to test ideas particularly with mid-council, seminary, and ecumenical leaders, using the committees designed for this purpose. With the decline of traditions like church college identification and the rise of multiple entertainment platforms, the PMA needs to convene new conversations about how we form faith and nurture prophetic community.

3. Unify the church around its identity as the body of Christ. Without combining with the Office of the General Assembly (OGA), the PMA should not distance itself from the General Assembly but rather seek ways to strengthen the value and wisdom of that participatory body. It may be wise for the PMA to return to the Biblical concept of council, to be closer in ethos and structure to sessions and the other councils of the church.³ The Stated Clerk, for example, could become an ex-officio member of the Executive Committee, as in the past. The Presbyterian Church (U.S.A.) already has specialized and semi-autonomous agencies for investment, pensions, church construction, and publishing. Whatever its name, the PMA should serve the mission of the whole church, working closely with the more specialized bodies. In turn, even if those bodies retain more money, they were not intended to be mission agencies in competition with the PMA, but co-stewards of tasks accountable to the whole church through the GA.

The General Assembly is the church's central public arena for worship and for lifting up, praying for, and blessing all parts of the church. As such, it has a vital democratic and representative policy-setting function, integrated within its oversight of church-wide programs. The relation of the PMA to the whole church might be strengthened if its Director were elected at alternate General Assemblies to those when the Stated Clerk is elected, with the PMA Nominating Committee presenting two candidates based on clear plans for the next four years. A two-term limit may be advisable. In these ways the church might better understand the choices before it and assess its leadership needs.

4. Show the church is distinctive. The clearest sign of servant leadership by the Presbyterian Mission Agency would be to reduce its higher salaries and be a "mission" body closer to the

lived struggles of most congregations. ACSWP has proposed a return to the five- or four-to-one ratio of highest to lowest salaries in the executive staff, ratios that obtained in both predecessor denominations. Certainly we need expertise and accomplishment, but the church should not mimic the pervasive inequality or competitive mentality of our society. The PMA compensation structure should be closer to that of our overseas mission personnel than to the salaries found in the Foundation or Board of Pensions (model for ending the ratio). This is not a call to voluntary poverty or depriving children of college, but a call to shared discipleship. This might change the ethos of the PMA at a basic level, but could help rebuild respect and solidarity across the church.

5. Structure to reflect priorities, accountability, and funding sources. Currently, the PMA is the most centralized and hierarchical program board the church has had since national boards began to be created in the early 20th Century. What proportions of administrators (finance, legal, personnel...) and program staff (mission, education, worship, evangelism...) are needed? In addition to elevating the Executive Director position, centralized common services were intended to cut duplication among divisions. Along with this, the articulation of mission purpose was shifted from units doing program to communications and fund-raising specialists. Given new technologies, this need not be a mistake, but holistic theology and familiarity with the church become yet more crucial.

Similarly, special offerings are being unified and general mission de-emphasized in favor of marketing projects for designated giving, sometimes neglecting the financial support built over years of memory and relationship for specific programs. These decisions assume (and may reinforce) a decline in loyalty-based giving and reflect stress throughout a denominational system that is adjusting the size and program of synods and presbyteries. The proportions of program and administration need to be assessed quantitatively and qualitatively, taking into account shifts in church demographics and identity and focusing on the primary motivations for Christian and congregational giving.

Conclusion: ACSWP respectfully offers these recommendations to the PMA Board, seeking to fulfill its responsibility and contribute to our shared service to the PCUSA, with the conviction that God is working, even now, to redeem this time.

¹ See PMA Manual, p. 33, for 8 tasks that ACSWP (including 3 PMAB members) may take on its own initiative, including: "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."
http://www.presbyterianmission.org/site_media/media/uploads/presbyterian_mission_agency/pdf/manuals/pma_manual_of_operations_april_2015.pdf

² For the PMA and its Board, learnings from the last year may be helped by reflection on the almost inevitable tension between professional obligations (whether of auditors or ministers) and management goals in corporate settings. *Beleaguered Rulers: The Public Obligations of the Professional* (2001) by Presbyterian ethicist, William F. May, examines the impact of organizational life on lawyers, doctors, business managers, politicians, professors, ministers, reporters, and others, all within an understanding of market pressures on all organizations, profit and nonprofit. A short reflection on this book is available from acswp@pcusa.org.

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³ There was a General Assembly Council or Mission Board in both primary predecessor denominations from before the 1970's, working with more diversity of boards inherited from less centralized times. On the other hand, more name changes may be unhelpful, whatever re-organizations are likely in coming years.

Draft – Not Approved

**Minutes of the
PRESBYTERIAN MISSION AGENCY BOARD OF
THE GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH (U.S.A.)
Called Meeting
November 3, 2015**

- CONVENE** The special meeting of the Presbyterian Mission Agency Board was called to order with prayer at 5:20 p.m. by the chair, Marilyn Gamm.
- ROLL CALL** Gamm called upon Debbie Gardiner to call the roll.
- BOARD MEMBERS** The following members of the Presbyterian Mission Agency Board were present for all or part of the meeting:
Ruling Elder Marsha Zell Anson, Ruling Elder Mary C. Baskin, Ruling Elder Marvin Brangan, The Reverend Gregory Chan, Reverend James R. Ephraim, Jr., The Reverend David Ezekiel, Ruling Elder Thomas Fleming, Jr., The Reverend Marilyn Gamm, The Reverend Kenneth Godshall, The Reverend Lindsay Harren-Lewis, Ruling Elder Jeffrey Joe, The Reverend Mihee Kim-Kort, The Reverend Joseph Morrow, Ruling Elder Susan Osoinach, Ruling Elder Kears Pollock,
The Reverend Neal Presa, The Reverend Nancy Ramsay, The Reverend Marianne Rhebergen, The Reverend Alice Ridgill, Ruling Elder Melinda Lawrence Sanders, The Reverend David Shinn, Ruling Elder Patsy Smith, Ruling Elder Glen Snider, Ruling Elder Josephene Stewart, The Reverend Wendy Tajima, Ruling Elder Kathy Terpstra, and The Reverend Landon Whitsitt.
- AT-LARGE MEMBERS** Ellen Cason, Raul Santiago-Rivera, and Kathy Trott
- EXCUSED ABSENCES** Andrew Barron, The Reverend Mark Brainerd, The Reverend Cecil Corbett, The Reverend Harold Delhagen, The Reverend Marci Glass, The Reverend Chad Herring, Ruling Elder Rafael Medina, Ruling Elder Regina Meester, Moderator of the General Assembly, Heath Rada, Ruling Elder Noelle Royer, Ruling Elder Carol Winkler, and The Reverend Kevin Yoho.
- STAFF PRESENT** Earline Williams, Barry Creech, Terri Bate, Kathy Francis, Chip Hardwick, Rhaskell Hunter, Sara Lisherness, Denise Hampton, Toni Carver-Smith, Dottie Smith, Martha Clark, Mike Kirk, April Davenport, Lisa Robbins, Ruth Gardner, Melody Smith, and Debbie Gardiner.

QUORUM

A quorum was declared present for the transaction of business.

ACTION 1-1115
CONVENE IN CLOSED
SESSION

The Board of Directors **VOTED** to convene in closed session as the Presbyterian Mission Agency Board to discuss personnel and property matters with only voting members of the Board, at-large members of the Finance Committee and the Audit Committee, and the following individuals, who were invited to remain and attend all or a portion of the closed session meeting:

1. Earline Williams
2. Barry Creech
3. Terri Bate
4. Hunter Farrell
5. Kathy Francis
6. Chip Hardwick
7. Rhashell Hunter
8. Sara Lisherness
9. Denise Hampton
10. Toni Carver-Smith
11. Dottie Smith
12. Martha Clark
13. Mike Kirk
14. April Davenport
15. Lisa Robbins
16. Ruth Gardner
17. Melody Smith
18. Debbie Gardiner

ACTION 2-1115
RISE FROM CLOSED
SESSION

The Board of Directors **VOTED** to rise from closed session at 6:54 p.m.
The chair announced that no actions were taken in closed session.

ADJOURNMENT &
CLOSING PRAYER

There being no further business, the meeting was adjourned at closed with prayer by Gamm at 6:55 p.m.

Respectfully Submitted,

Barry Creech
Director for Policy, Administration and Board Support
Office of the Executive Director

Draft – Not Approved

**Minutes of the
PRESBYTERIAN MISSION AGENCY BOARD OF
THE GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH (U.S.A.)
Called Meeting
December 2, 2015**

CONVENE The special meeting of the Presbyterian Mission Agency Board was called to order with prayer at 5:03 p.m. by the vice-chair, Jo Stewart. Stewart lifted in prayer Board member Mark Brainerd and family, and victims of the shooting in San Bernardino, California.

ROLL CALL Stewart called upon Susan Abraham, Associate for Board Meeting Support and General Assembly Coordination, to call the roll.

BOARD MEMBERS The following members of the Presbyterian Mission Agency Board were present for all or part of the meeting:
Ruling Elder Marsha Zell Anson, Ruling Elder Mary C. Baskin, The Reverend Gregory Chan, The Reverend Cecil Corbett, The Reverend David Ezekiel, The Reverend Marilyn Gamm, The Reverend Marci Glass, The Reverend Kenneth Godshall, The Reverend Lindsay Harren-Lewis, The Reverend Chad Herring, Ruling Elder Jeffrey Joe, The Reverend Joseph Morrow, Ruling Elder Susan Osoinach, Ruling Elder Kears Pollock, The Reverend Neal Presa, The Reverend Nancy Ramsay, The Reverend Marianne Rhebergen, The Reverend Alice Ridgill, Ruling Elder Noelle Royer, Ruling Elder Melinda Lawrence Sanders, Ruling Elder Patsy Smith, Ruling Elder Glen Snider, Ruling Elder Josephene Stewart, The Reverend Wendy Tajima, Ruling Elder Kathy Terpstra, and Ruling Elder Carol Winkler.

AT-LARGE MEMBERS Ruling Elder Ellen Cason and Ruling Elder Kathy Trott

**ECUMENICAL
ADVISORY MEMBER** The Reverend James Foucher, Jr.

**CORRESPONDING
MEMBERS** Ruling Elder Marilee Hopkins, Ruling Elder James Rissler, Ruling Elder Tony De La Rosa, and The Reverend Frank Spencer.

LEADERSHIP CABINET Terri Bate, Barry Creech, Hunter Farrell, Kathy Francis, Chip Hardwick, Sara Lisherness, and Earline Williams.

STAFF PRESENT Susan Abraham, Gregg Brekke, Martha Clark, April Davenport, Debbie

Gardiner, Denise Hampton, Mike Kirk, and Teresa Grant.

OTHER

Leslie Scanlon, Presbyterian Outlook

ACTION 1-1215
EXCUSED ABSENCES

Excuses were offered on behalf of the following persons, and, upon motion from the floor, the Board **VOTED** to excuse the following members from the meeting:

Andrew Barron, The Reverend Mark Brainerd, The Reverend James R. Ephraim, Jr., Ruling Elder Rafael Medina, Moderator of the General Assembly, Heath Rada, and The Reverend Landon Whitsitt.

UNEXCUSED
ABSENCES

Ruling Elder Marvin Brangan, The Reverend Harold Delhagen, Ruling Elder Thomas Fleming, Jr., The Reverend Mihee Kim-Kort, Ruling Elder Regina Meester, The Reverend David Shinn, and The Reverend Kevin Yoho.

QUORUM

A quorum was declared present for the transaction of business.

PROCESS OVERVIEW
AND CURRENT
STATUS

Stewart welcomed Tony De La Rosa, the new interim Executive Director of the Presbyterian Mission Agency. Stewart stated that the purpose of the call was to receive an update on the process overview and the current status of the Mission Work Plan (**Appendices 1, 2 &3**).

Wendy Tajima, co-chair of the Strategy Advisory Group, and Barry Creech, facilitator for the Strategy Working Group, reported on the work done by the two groups on the Mission Work Plan for 2017-2018. The Board will vote on the Plan at its February 3-5 Board meeting. The Vision and Mission statements will remain the same as in the current plan. Based on feedback collected during the listening sessions, the new Mission Work Plan will include more focused directional goals, clearly stated theological underpinnings, and Core Values that are more specific to the Presbyterian Mission Agency.

Work on the 2017-2018 Budget will begin after the Board approves the Mission Work Plan in February. The proposed budget will be brought to the April Board meeting for approval.

UPDATE ON CALL TO
THE CHURCH

Moderator Heath Rada was not available to give the update on the Call to the Church due to travel delays. The item will be included on the January conference call.

ADJOURNMENT &
CLOSING PRAYER

There being no further business, the meeting was adjourned and closed with prayer by De La Rosa at 6:16 p.m.

Respectfully Submitted,

Susan Abraham
Associate for Board Meeting Support and
General Assembly Coordination
Presbyterian Mission Agency

Mission Work Plan Development Timeline

Early December

- Strategy Working Group (staff)
 - receive research results
 - re-work initial draft of directional goals into a 2nd draft
- Strategy Advisory Group (elected)
 - receive research results
 - review 2nd draft of directional goals
 - complete draft of theological underpinnings and core values

Mid-December

- Communication to Board members:
 - providing overview of research results
 - seeking input on draft of directional goals
 - seeking input on theological underpinnings and core values

Early January

- Strategy Working Group (staff)
 - Finalize draft of directional goals
- Strategy Advisory Group (elected)
 - Review final draft of directional goals
 - Finalize theological underpinnings and core values
- Final draft of interim Mission Work Plan is constructed, including:
 - Vision (remains same from 2013-2016)
 - Mission (remains same from 2013-2016)
 - Theological Underpinnings (from Strategy Advisory Group)
 - Directional Goals (from Strategy Working Group)
 - Core Values (from Strategy Advisory Group)
- Draft Mission Work Plan posted as business for the February meeting of the Presbyterian Mission Agency Board.

February 3-5, 2016

- Presbyterian Mission Agency Board meeting
 - Executive Committee receives proposed interim Mission Work Plan and recommends it for Board approval
 - Board receives recommendation from the Executive Committee and considers approval.

Mid-February – April

- Staff develop budget for 2017-2018 to implement the plan as approved by the Board
- Receive input from Strategy Advisory Group (elected)

April 27-29, 2016

- Finance Committee receives 2017-2018 budget proposal and makes recommendation to the Board
- Board receives recommendation from the Finance Committee and considers approval

April 29, 2016

- Any staffing actions made necessary by the approval of the 2017-2018 budget are implemented.

June 19-25, 2016

- Mission Work Plan and 2017-2018 Budget are reviewed and approved by the General Assembly.

January 2017

- Implementation of Mission Work Plan 2017-2018 begins

Mission Work Plan for 2013 to 2016

Presbyterian Mission Agency

Appendix 2

VISION

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

MISSION

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

DIRECTIONAL GOALS

Transformational Leaders

Inspire, equip, and connect the church to: Cultivate, nurture, and sustain diverse, transformational leaders for Christ's mission.

I chose you and appointed you so that you could go and produce fruit. John 15:16 (CEB)

Compassionate and Prophetic Discipleship

Inspire, equip, and connect the church to: Make, receive, and send disciples who demonstrate and proclaim God's justice, peace and love in an increasingly globalized world.

The Spirit of the Lord is upon me, because the Lord has anointed me. [God] has sent me to preach good news to the poor, to proclaim release to the prisoners and recovery of the sight to the blind, to liberate the oppressed, and to proclaim the year of the Lord's favor. Luke 4:18-19 (CEB)

New Worshiping Communities

Inspire, equip, and connect the church to: Ignite a movement within the PC(USA) that results in the creation of 1,001 new worshiping communities.

They praised God and demonstrated God's goodness to everyone. The Lord added daily to the community those who were being saved. Acts 2:47 (CEB)

Young Adults

Inspire, equip, and connect the church to: Engage and join with young adults in reforming the church for Christ's mission.

I will set up my covenant with you and your descendants after you in every generation as an enduring covenant. I will be your God and your descendants' God after you. Genesis 17:7 (CEB)

General Assembly Engagement

Engage with, respond to, resource and represent the General Assembly in alignment with the vision and mission for the Presbyterian Mission Agency.

The apostles and the elders gathered to consider this matter. (Acts 15:6 CEB)

Organizational Integrity

Build confidence, trust and engagement in all that we do by being Collaborative, Accountable, Responsive and Excellent (C.A.R.E.).

If anything is excellent and if anything is admirable, focus your thoughts on these things. Philippians 4:8a (CEB)

CORE VALUES OF THE PRESBYTERIAN MISSION AGENCY

C.A.R.E. (Collaborative, Accountable, Responsive, Excellent)

Collaborative. Working together in an inclusive community, we will invite input, share ideas and seek the best ways to accomplish our common goals.

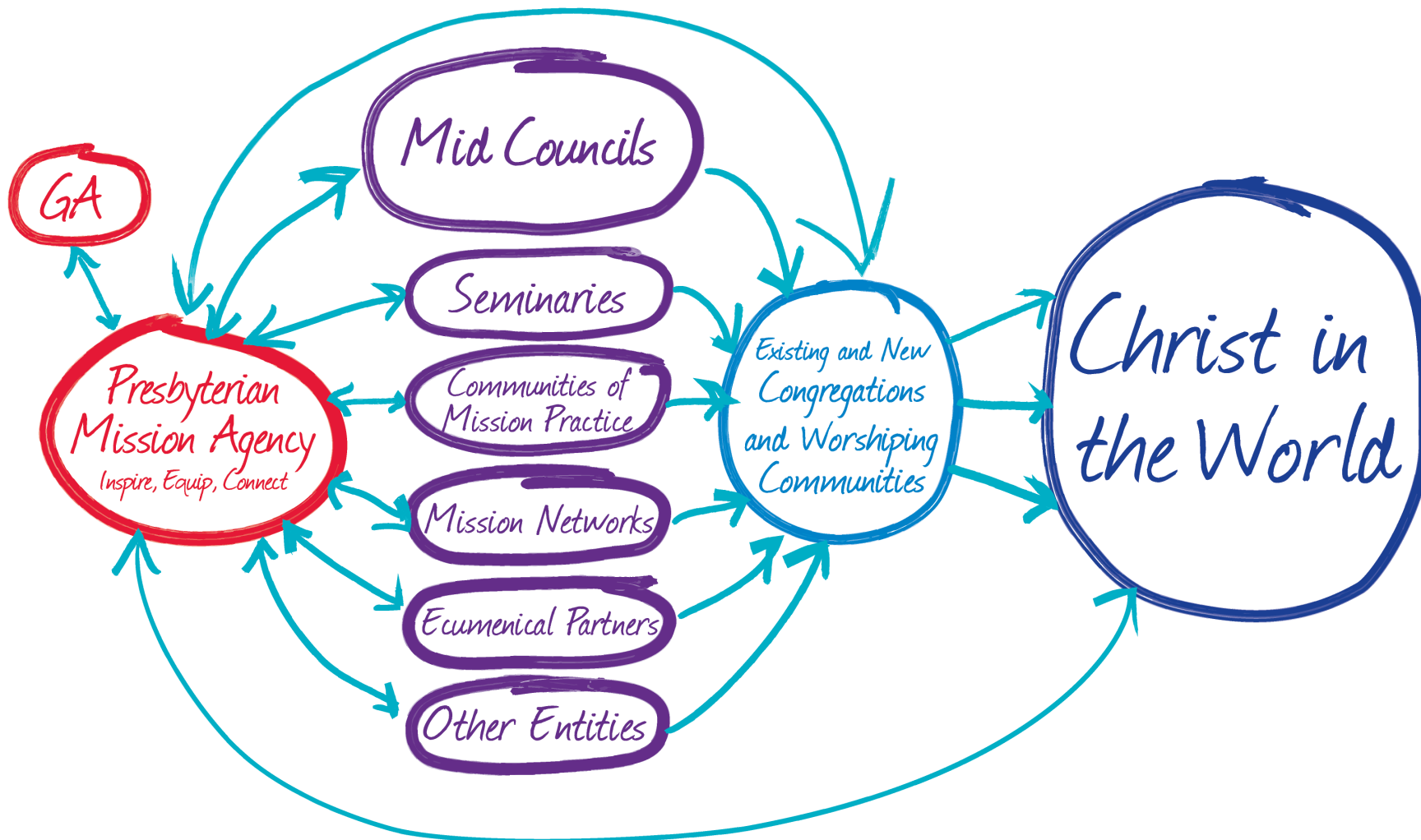
Accountable. Relying on the Holy Spirit to enable us to trust and to be trustworthy, we will take responsibility for our actions and work with integrity, transparency and love.

Responsive. Acting as servant leaders, we will faithfully respond to the voices and needs of the church by being timely, helpful, enthusiastic and mission-centered.

Excellent. Demonstrating faithful stewardship and service through God's empowering grace, we will work with energy, intelligence, imagination and love.



Whom Do We Serve



Theological Underpinnings for the Mission Work Plan

Rooted in the Great Ends of the Church (F-1.0304)

The great ends of the Church are:

- **the proclamation of the gospel for the salvation of humankind**

We speak of the goodness of Jesus by proclaiming the good news.

- **the shelter, nurture, and spiritual fellowship of the children of God**

We connect and grow as God's people, called to be a community of faith, hope, love, and witness.

- **the maintenance of divine worship**

We praise God, from whom all blessings flow.

- **the preservation of the truth**

We speak truth that sets us free to love.

- **the promotion of social righteousness**

We follow Christ, who healed the sick, fed the hungry, opened blind eyes, and broke bread with outcasts and sinners.

- **the exhibition of the Kingdom of Heaven to the world.**

And, just like Christ, we live as citizens of God's reign, offering a life-giving alternative to a broken world.

Underpinnings for 2017-2018

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

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

- working with our partners, here and around the world, to proclaim the gospel in ways that are most effective for their context
- developing leaders who will build up the Church to be a welcoming place of spiritual nurture and worship for all of God's children, especially those who have been marginalized
- being a prophetic witness to Christ's transforming righteousness by speaking and living out God's truth and compassion, even as we call the world to accounts for injustice and oppression.

Core Values of the Presbyterian Mission Agency

Patrick Lencioni, “The Advantage”

Core Values

- “The few – just two or three – behavioral traits that are inherent in an organization”
- “Core values lie at the heart of the organization’s identity, do not change over time, and must already exist. In other words, they cannot be contrived.”
- Not aspirational, not minimum standards, not accidental

(pp. 93-98)

Current Core Values

- **Collaborative** – working together in an inclusive community, we will invite input, share ideas and seek the best ways to accomplish our common goals
- **Accountable** - Relying on the Holy Spirit to enable us to trust and to be trustworthy, we will take responsibility for our actions and work with integrity, transparency and love.
- **Responsive** - Acting as servant leaders, we will faithfully respond to the voices and needs of the church by being timely, helpful, enthusiastic and mission-centered.
- **Excellent** - Demonstrating faithful stewardship and service through God's empowering grace, we will work with energy, intelligence, imagination and love

Discussion thus far

- C – Confession
- H – Holy Spirit-led
- R – Reconciled/Reconciling
- I – Inclusive
- S – Servant leaders
- T – Truth-telling

Another Possibility

- **Reconciliation** – 2 Corinthians 5:18 - All this is from God, who reconciled us to himself through Christ, and has given us the ministry of reconciliation (NRSV)
- **Humility** – 1 Peter 5:5 - And all of you must clothe yourselves with humility in your dealings with one another, for 'God opposes the proud, but gives grace to the humble.' (NRSV)
- **Building up** – 1 Thessalonians 5:11 - Therefore encourage one another and build up each other, as indeed you are doing. (NRSV)

**Minutes of the
PRESBYTERIAN MISSION AGENCY BOARD OF
THE GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH (U.S.A.)
Called Meeting
January 6, 2016**

CONVENE	The special meeting of the Presbyterian Mission Agency Board was called to order with prayer at 5:07 p.m. by the chair, Marilyn Gamm.
BOARD MEMBERS	The following members of the Presbyterian Mission Agency Board were present for all or part of the meeting: Ruling Elder Marsha Zell Anson, Ruling Elder Mary C. Baskin, The Reverend Gregory Chan, The Reverend Cecil Corbett, The Reverend Harold Delhagen, The Reverend James R. Ephraim, Jr., The Reverend David Ezekiel, Ruling Elder Thomas Fleming, Jr., The Reverend Marilyn Gamm, The Reverend Marci Glass, The Reverend Kenneth Godshall, The Reverend Lindsay Harren-Lewis, The Reverend Chad Herring, Ruling Elder Jeffrey Joe, The Reverend Mihee Kim-Kort, Ruling Elder Regina Meester, The Reverend Joseph Morrow, Ruling Elder Susan Osoinach, Ruling Elder Kears Pollock, The Reverend Neal Presa, Moderator of the General Assembly, Heath Rada, The Reverend Nancy Ramsay, The Reverend Marianne Rhebergen, The Reverend Alice Ridgill, Ruling Elder Melinda Lawrence Sanders, The Reverend David Shinn, Ruling Elder Patsy Smith, Ruling Elder Glen Snider, Ruling Elder Josephene Stewart, Ruling Elder Kathy Terpstra, and The Reverend Landon Whitsitt.
AT-LARGE MEMBER	Ruling Elder Ellen Cason
ECUMENICAL ADVISORY MEMBER	The Reverend James Fouter, Jr. and The Reverend Vicki Garber
CORRESPONDING MEMBERS	Ruling Elder Marilee Hopkins, Ruling Elder Marc Lewis, The Reverend Eileen Lindner, Ruling Elder James Rissler, and Ruling Elder Tony De La Rosa.
LEADERSHIP CABINET	Terri Bate, Barry Creech, Hunter Farrell, Kathy Francis, Chip Hardwick, Sara Lisherness, and Earline Williams.
STAFF PRESENT	Susan Abraham, Gregg Brekke, Martha Clark, April Davenport, Debbie Gardiner, Denise Hampton, Mike Kirk, Lisa Robbins, and Toni Carver Smith.
OTHER	Rev. Brian Merritt, Co-Director, Mercy Junction Justice and Peace Center and

Leslie Scanlon, Presbyterian Outlook

ACTION 1-010616
EXCUSED ABSENCES

Excuses were offered on behalf of the following persons, and, upon motion from the floor, the Board **VOTED** to excuse the following members from the meeting:

Andrew Barron, The Reverend Mark Brainerd, Ruling Elder Marvin Brangan, Ruling Elder Rafael Medina, Ruling Elder Raul Santiago-Rivera, Ruling Elder Noelle Royer, and The Reverend Wendy Tajima.

CONVERSATION WITH
TONY DE LA ROSA

The Board received a first-month report from interim executive director Tony De La Rosa. De La Rosa's report included results of a "values identification exercise" with Presbyterian Mission Agency staff and progress of the 2017-2018 Presbyterian Mission Agency Mission Work Plan.

UPDATE ON THE
MODERATOR'S CALL
TO THE CHURCH

Moderator Heath Rada gave an update on his Call to the Church. Rada reported that the Committee on the Office of the General Assembly (COGA) had completed collecting data and that the PC(USA) Research Services was close to completing their analysis and presentation of the information.

ADJOURNMENT &
CLOSING PRAYER

There being no further business, the meeting was adjourned and closed with prayer by Gamm at 6:27 p.m.

Respectfully Submitted,

Susan Abraham
Associate for Board Meeting Support and
General Assembly Coordination
Presbyterian Mission Agency

**Minutes of the
PRESBYTERIAN MISSION AGENCY BOARD OF
THE GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH (U.S.A.) AND THE
PRESBYTERIAN CHURCH (U.S.A.), A CORPORATION BOARD**

Called Meeting

January 21, 2016

CONVENE	The special meeting of the Presbyterian Mission Agency Board was called to order with prayer at 5:01 p.m. by the chair, Marilyn Gamm.
BOARD MEMBERS	Ruling Elder Mary C. Baskin, The Reverend Mark Brainerd, The Reverend Gregory Chan, The Reverend James R. Ephraim, Jr., The Reverend David Ezekiel, The Reverend Marilyn Gamm, The Reverend Marci Glass, The Reverend Kenneth Godshall, The Reverend Chad Herring, Ruling Elder Jeffrey Joe, The Reverend Mihee Kim-Kort, The Reverend Joseph Morrow, Ruling Elder Susan Osoinach, The Reverend Neal Presa, The Reverend Nancy Ramsay, The Reverend Alice Ridgill, Ruling Elder Melinda Lawrence Sanders, The Reverend David Shinn, Ruling Elder Glen Snider, Ruling Elder Josephene Stewart, The Reverend Wendy Tajima, Ruling Elder Kathy Terpstra, and The Reverend Landon Whitsitt, and Ruling Elder Carol Winkler.
AT-LARGE MEMBER	Ruling Elder Ellen Cason, and Ruling Elder Kathy Trott
CORRESPONDING MEMBERS	Ruling Elder Marilee Hopkins, Ruling Elder Marc Lewis, The Reverend Eileen Lindner, Ruling Elder James Rissler, The Reverend Ray Roberts, Ruling Elder Tony De La Rosa, and The Reverend Flo Watkins.
LEADERSHIP CABINET	Barry Creech, Kathy Francis, Chip Hardwick, Rhashell Hunter, Sara Lisherness, and Earline Williams.
STAFF PRESENT	Susan Abraham, Gregg Brekke, Martha Clark, Debbie Gardiner, and Mike Kirk.
OTHER	Leslie Scanlon, Presbyterian Outlook
<u>ACTION 1-012116</u> EXCUSED ABSENCES	Excuses were offered on behalf of the following persons, and, upon motion from the floor, the Board VOTED to excuse the following members from the meeting: Ruling Elder Marsha Zell Anson, Andrew Barron, Ruling Elder Marvin Brangan, Ruling Elder Thomas Fleming, Jr., The Reverend Vicki Garber, The Reverend Lindsay Harren-Lewis, Ruling Elder Rafael Medina, Ruling

Elder Raul Santiago-Rivera, Ruling Elder Noelle Royer, and Ruling Elder Patsy Smith.

**UNEXCUSED
ABSENCES**

The Reverend Cecil Corbett, The Reverend Harold Delhagen, Ruling Elder Regina Meester, Ruling Elder Kears Pollock, Moderator Heath Rada, and The Reverend Marianne Rhebergen.

QUORUM

A quorum was declared present for the transaction of business.

**ACTION 2-012116
CONVENE IN CLOSED
SESSION**

The Presbyterian Mission Agency Board of Directors **VOTED** to convene in closed session at 5:04 p.m. as the Presbyterian Mission Agency Board and the Presbyterian Church (U.S.A.), A Corporation Board to discuss personnel, litigation and property matters with only voting members of the Board, at-large members of the Finance Committee and the Audit Committee, and the following individuals, who are invited to remain and attend all or a portion of the closed session meeting:

1. Tony De La Rosa
2. Earline Williams
3. Barry Creech
4. Terri Bate
5. Hunter Farrell
6. Kathy Francis
7. Chip Hardwick
8. Rhashell Hunter
9. Sara Lisherness
10. Martha Clark
11. Mike Kirk
12. Susan Abraham
13. Debbie Gardiner

**ACTION 3-012116
RISE FROM CLOSED
SESSION**

The Presbyterian Mission Agency Board and the Presbyterian Church (U.S.A.), A Corporation Board **VOTED** to rise from closed session at 5:48 p.m. No actions were taken in closed session.

**REPORT OF THE
COMMITTEE TO
REVIEW THE
PRESBYTERIAN
MISSION AGENCY**

Creech led the Board through the Report of the Committee to Review the Presbyterian Mission Agency (**Appendix 1**). In the ensuing discussion, Board members expressed their appreciation for the work of the Review Committee in highlighting aspects of PMA operations meriting improvement.

Gamm announced her intent to appoint a task group to prepare responses to the recommendations of the Review Committee. Board members were invited to send any comments they wish to include as information to the task group to Debbie Gardiner. The task group's response to the General Assembly recommendations in the report will be presented to the Board for

approval at the April meeting and forwarded to the General Assembly.

**ADJOURNMENT &
CLOSING PRAYER**

There being no further business, the meeting was adjourned and closed with prayer by Gamm at 6:24 p.m.

Respectfully Submitted,

Susan Abraham
Associate for Board Meeting Support and
General Assembly Coordination
Presbyterian Mission Agency

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

Recommendation

Recommendation 1

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

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

Recommendation 2

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

Recommendation 3

3. **That the General Assembly direct the directors of the Presbyterian Mission Agency, the Office of the General Assembly, the Presbyterian Investment and Loan Program, Inc. (PILP), and the Presbyterian Publishing Corporation (PPC) to appoint a staff committee to explore the best ways for Shared Services (finance and accounting, information technology, payroll, communication, translations, human resources, legal and risk management, internal audit, building services, mail and print, Presbyterian Distribution Service, and the Hubbard Press) to serve those four agencies.**
 - a. **The committee shall be made up of equal staff representation from the four agencies using the Shared Services.**
 - b. **The committee shall bring recommendations to the 223rd General Assembly (2018).**

Rationale

Executive Summary

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

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

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

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

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

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

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

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

After several years of what many characterized as an environment of anxiety and grief related to precipitous and/or impending layoffs, almost constant restructuring and organizational shifts all on top of general life events, the review committee found staff at every level in need of spiritual support. As a church agency, the PMA has a serious responsibility and unique opportunity to create a work environment that fosters health for the whole person. The chaplain would provide spiritual care for people of all faith traditions.

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

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

Rationale for Recommendation 1

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

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

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

Rationale for Recommendation 2

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

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

Rationale for Recommendation 3

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

Rationale Overall

I. INTRODUCTION

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

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

It is important to note that during the course of our work PMA experienced significant challenges and controversies, all of which were highly publicized by church-related press and in social media. The agency discovered that some staff assigned to the 1001 New Worshipping

Communities initiative had established a separate, nonprofit organization to receive funds to support that initiative. A routine audit of the 2013 Presbyterian Youth Triennium showed larger losses than had previously been reported. The Special Offerings department released promotional materials for the One Great Hour of Sharing offering that were culturally insensitive. In addition, since our review work began, the Executive Director of the PMA has resigned and the PMAB has named an Interim Executive Director. While it was not this committee's responsibility to address these specific incidents, we did look closely at how the culture and systems within PMA might have allowed these incidents to occur.

The committee members include:

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

II. A BRIEF OVERVIEW

A. *Accolades*

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

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

B. *Mission and Values*

To focus the broad range of work the PMA is tasked with completing, PMA executive staff and PMAB members have developed and clearly articulated statements on the mission and core values of the PMA. The PMA's mission is "to inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness." The PMA lives out this missional expression through the core values of Collaboration, Accountability, Responsiveness, and Excellence. The materials provided to us by the PMA for the review make clear that these statements of the organizational mission and values are meant to serve as the guideposts for the agency's work.

C. Staff

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

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

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

III. PMA STRATEGY OBSERVATIONS

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

A. Resource-Driven

The entire PC(USA) recognizes that the membership and the resulting revenue of the church have been declining. The PMAB and staff have communicated internally and externally about the financial limitations at PMA and the expected shortfalls in the near future. The reality of decreasing resources requires the denomination to be more aware of and concerned about balancing the need to demonstrate fiscal responsibility with the importance of sustaining current programs and leaning into the ongoing challenge of creating programming that leads us into the

future. However, as our work progressed, it seemed clear that there has been a shift from attending to the strategic priorities that emerge from the Mission and Values to an overwhelming focus on decision-making driven solely by the availability of resources.

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

B. *Communication*

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

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

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

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

C. Board Involvement

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

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

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

PMAB members told us that they believe it would be helpful to them to reconfigure and envision the structure and role of the PMAB in order to align Board governance with strategic and fiduciary roles. In the past two years, to overcome a feeling that the Board was unable to achieve more than routine approval of the recommendations of staff and others, the PMAB has spent

time in training on their governance role. Members of the Board told us of their desire to be more engaged in their roles, particularly in setting priorities for their work and using their time together as a Board more wisely.

IV. ORGANIZATIONAL CULTURE

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

A. Work Environment

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

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

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

We believe that outcomes are important and should be properly acknowledged and affirmed. But the long-term success of the PMA, as an organization committed to following Jesus Christ, is dependent on healthy relationships fostered in a culture that rewards collaborative behavior and

nurtures health and wholeness for the whole person. This is especially true in a time of significant change.

B. *Anxiety and Distrust*

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

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

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

C. *Spiritual Life*

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

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

D. Transparency

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

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

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

E. Cultural Humility

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

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

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

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

V. COORDINATION WITH OTHER AGENCIES

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

- The PMA has launched a number of new fundraising initiatives on its own in the last several years. While this may be an appropriate and necessary endeavor in the times we live in, it seems to us that this kind of effort would be much better undertaken in

partnership with the Presbyterian Foundation, which has significant expertise in this area.

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

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

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

VI. CONCLUSION

There is no doubt that something new is happening in the Presbyterian Church (U.S.A.). Congregations and mid councils are pursuing new models for planning, staffing, and funding ministry. As a church, we can be inspired by the growing cultural diversity found in local congregations. We can work to support each other as we learn to live into the reality of smaller congregations with limited financial resources and unlimited possibility for mission in their

communities. We can celebrate the emerging energy for collaboration within creative ecumenical and entrepreneurial partnerships both within and among our congregations. Even in the midst of this reality of such great change in the life of our denomination, there is still significant passion and excitement around evangelism, social justice, biblical scholarship, world mission, and church planting.

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