

To: Clerk of Session
cc: Pastor

Subject: Pre-Presbytery meeting by General Assembly Focus Group

There will be a pre-Presbytery meeting June 13, 2017, at 2:00 P.M., at Westminster Presbyterian Church. This meeting will be hosted by a General Assembly Focus Group of the Way Forward Committee, which was formed at the last General Assembly to study the structure of the PCUSA and recommend changes to make it more effective. During the study, recommendations surfaced to reduce the size of the Presbytery Mission Agency Board from 57 (40 voting members and 17 non-voting members) to 16 voting members and 8 non-voting members. The Focus Group will visit each Presbytery and solicit feedback and ideas.

We urge your church to

- Make sure all of your commissioners attend this pre-Presbytery meeting
- Familiarize yourselves with the attached background information so that you can intelligently participate in the meeting

The proposed plan, the vote on which has subsequently been temporarily tabled, presents a crisis for the voices of diversity to be heard at the top levels of our denomination. The plan would severely reduce the opportunities for diversity group voices to participate in the governance of the church. The background documents include a joint position paper from the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women's Concerns (ACWC)

PLEASE PLAN TO ATTEND.

Deborah Fair, Chair, Committee on Representation
President, MBPC

Blessings and Peace
Deborah A. Fair
313-618-1905 Mobile

Presbyterian Mission Agency Board considers recommendation to reduce size by more than half

January 26, 2017 by [Leslie Scanlon](#) [6 Comments](#)

The Presbyterian Mission Agency Board is considering an approach that would reduce the size of the board by more than half – and would cut formal representation on the board from advocacy and advisory committees in the Presbyterian Church (U.S.A.).

The proposal – being described as a white paper – comes from the board’s [Governance Task Force](#), and is expected to go to the [Way Forward Commission](#) for consideration on its Feb. 7 conference call. The board’s executive committee discussed it in a conference call Jan. 26.

The proposal calls for the size of the board to drop from its current size of 40 voting members and 17 nonvoting members (with voice but not vote) to a board with 16 voting members and 8 nonvoting members. The change would need approval from the General Assembly – or possibly from the Way Forward Commission instead, which has the power not just to recommend but to act.

Among the groups that would lose non-voting slots on the board, if the proposal is approved, are ecumenical advisory members and representatives of the:

- [Advisory Committee on Social Witness Policy](#);
- [Advocacy Committee for Racial Ethnic Concerns](#);
- [Advocacy Committee for Women’s Concerns](#);
- [Committee on Theological Education](#).

The Governance Task Force, in making the recommendation, cites the 2016 [report of the Presbyterian Mission Agency Review Committee](#), which stated that a board of 57 members and its current structure is “unwieldy and outdated.”

It proposes a new board structure described as being “nimble, responsive and focused.”

In presenting the recommendations to the executive committee, Melinda Sanders, chair of the Governance Task Force, said that when her group began its work a year ago to consider the work and configuration of the board, it recognized that “the landscape could change dramatically.”

Since the 2016 General Assembly created the Way Forward Commission, and that group [began meeting in December](#), “we have another partner in trying to see where God is leading us,” Sanders said. “That’s a good thing. It helps us test our hypothesis. ... At the end of the day, it’s going to be a better way of moving forward.”



Ken Godshall

Board chair Ken Godshall described these as “parallel processes” that will lead to a “dynamic back and forth” between the board, which next meets March 22-24 in Puerto Rico, and the Way Forward Commission.

Sanders said the task force considered a number of ideas for reconfiguring the current board, but then decided “let’s start with a blank sheet of paper.” The question became “what do we need? What does God need? What does the church need? What is needed in these times?”

Among the changes the white paper proposes:

- Having less specific nomination criteria for proposed members. The task force says it wants to focus on “gifts and skills, parity and diversity, with due consideration being given for geographical representation.” The current criteria

include having board members from presbytery and synod staffs; current and former General Assembly commissioners; young adults; and rotating representation from presbyteries.

- Having two representatives of the Committee on the Office of the General Assembly (COGA) serve on each of the three committees of the board's corporate entity, which is known as the Presbyterian Church (U.S.A.) A Corporation. Those corporate committees – Audit, Personnel, and Legal/Property – would each have five members from the Presbyterian Mission Agency Board and two from COGA.
- Having three agency board committees in addition to the Executive Committee. Those committees would be:
 - Finance.
 - Mission Impact.
 - Liaison – “to ensure that we have a structured and more focused way of hearing all voices,” the proposal states. This would replace the current model of having corresponding members from a variety of groups serving as nonvoting members on the board, and having board members designated as representatives to groups across the denomination.
- Reducing the “supplemental roles” that board members play, meaning they represent the board in a variety of other settings – everything from the General Assembly Committee on Ecumenical and Interfaith Relations to the Presbyterian Council for Chaplains and Military Personnel. The report states that “there are 23 agencies / committees / programs / interest groups to which the Board is committed to deploy at least one member to serve on each board or participate in its meetings; this is an overwhelming responsibility for a volunteer board.”
- Changing the terms of service. Board members would each serve a four-year term (as opposed to a six-year term currently), with an option for a second term.
- Having eight non-voting members on the board (with voice but not vote), in addition to the 16 voting members. Those non-voting members would be:
 - The stated clerk of the PC(USA).
 - The executive director of the Presbyterian Mission Agency.
 - The president of the Board of Pensions.
 - The president of the Presbyterian Foundation.
 - The president of the Presbyterian Publishing Corporation.
 - The president of the Presbyterian Investment and Loan program.
 - A representative of Presbyterian Women.
 - The moderator of the General Assembly.

The task force also states in its report that “we welcome feedback and discussion. An open and public vetting will only improve the process and the final structure.”



Melinda Sanders

Speaking of the proposed Liaison Committee, Sanders said: “Quite frankly, we haven’t worked out all the details. We want to do that with the very people we’re trying to partner with.” She said the current configuration – with some groups sending corresponding members to the board, and the board sending representatives to a variety of groups – “is not a very effective way of hearing what they have to say, of understanding the concerns, of doing ministry well together.”

She also said: “This is one area where we’re very fluid. ... Nothing is written in stone about this idea. We just want to find a better way.”

Regarding the size of the board, Sanders said research on best practices has shown that any board above nine members “becomes less effective the more you add to it.”

Executive committee member Nancy Ramsay raised a concern that having a board of 16, with the substantial committee work that also would be required, might limit the pool of those who would feel they would have enough time to serve – and might rule out qualified candidates with work or other responsibilities.

Committee member Joe Morrow asked how the reconfigured board would connect with mid councils.

Those are important considerations, Sanders said, but some details will need to wait until it’s known whether the full board or the Way Forward Commission will accept the kind of dramatic change the task force is recommending.

[This is the proposal](#) from the Governance Task Force for reconfiguring the Presbyterian Mission Agency Board from 40 voting members to 16. The Way Forward Commission is expected to discuss the proposal in a conference call Feb. 7.

[This is an exhibit](#) showing a geographic and demographic analysis of the current Board.

PMAB Governance Task Force reports progress

Presbyterian Mission Agency January 24, 2017

Reduced size and redefined roles suggested for Presbyterian Mission Agency Board

by Gregg Brekke | Presbyterian News Service

LOUISVILLE – The Executive Committee of the Presbyterian Mission Agency Board (PMAB) will hear a progress report from the Governance Task Force (<https://www.presbyterianmission.org/story/pmab-task-force-seeks-advice-members-external-committee-commitments/>) (GTF) at its January 26, 2017, meeting that suggests changes to the size and structure of the board, including the number of corresponding members.

The task force is considering a reduction in the supplemental roles that PMAB members are currently required to fill. “This eliminates the need for as many members and allows those that remain more time to focus on the issues directly facing the Presbyterian Mission Agency (PMA),” said the Rev. Ken Godshall, PMAB chair.

Reducing the size of the board from 40 to 16 members, the report says, would enable focused discernment on the increased mission needs of the church. It would also allow the board to operate more “efficiently and effectively,” resulting in a structure that is “more cost-efficient, more resource-efficient, [and allow for] more effective decision-making.”

These potential changes also address some of the issues raised by the PMA Review Committee related to the relationship between PMA and the Office of General Assembly (OGA), and oversight of the Presbyterian Church (USA), A Corporation. The PC(USA), A Corporation is the principal corporate entity of the General Assembly.

The GTF proposal recommends that two members from the Committee on the Office of the General Assembly (COGA – OGA’s board) be invited to serve on each of three committees of PC(USA), A Corporation, which would include Audit, Personnel and Property/Legal, where they will have voice and vote.

The task force confirmed an ongoing commitment to engage with the other national agencies to deliver mission and ministry in alternative, but theologically sound and cost-effective ways. The GTF proposes replacing the current Corresponding, Ex Officio, Committee At-Large and Ecumenical Advisory members with eight representatives: one from each from of the six agencies, the moderator of Presbyterian Women, and the General Assembly moderator.

Affirming the work of the Advocacy and Advisory committees, the task force is committed to listening to and working with these groups to understand the vital role they play in a more inclusive and justice-minded church. In place of the current practice of deploying board members to Advocacy and Advisory boards and other ministry partners, the task force recommends creation of a Liaison Committee that would be responsible for ensuring ongoing meaningful communications and dialogue with these groups.

The task force is also reviewing the qualifications for potential board members. It is considering changes to the overly detailed membership specifics and focuses instead on skill sets and broad geographic, racial/ethnic, gender and age representation — a process comparable to other General Assembly Agencies.

The Presbyterian Mission Agency Board (PMAB) at its February 2016 meeting established the Governance Task Force to review all aspects of Board governance. The Task Force initially focused on ways to make the board more effective and responsive within the current structure — those things that could be done without General Assembly approval. The changes recommended were approved by the Board in April 2016 and implemented at the September 2016 meeting with positive results.

The current proposal would require the approval of the General Assembly before implementation, or possibly sooner than that, using an alternate process through the GA's Way Forward Commission.

"The objective of the Governance Task Force is to develop a board structure that is faithful and aligns with our polity and missional values, is nimble and responsive, and provides an engaging and meaningful experience for board members," said Godshall.

Following reception of the report by the PMAB Executive Committee, it will be presented to the Way Forward Commission during its February 7, 2017, conference call. The task force indicated the report is open for comment, saying they "welcome feedback and discussion. An open and public vetting will only improve the process and the final structure."



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"They left their nets and followed him." —Matt. 4:19





THE ADVOCACY COMMITTEE FOR WOMEN'S CONCERNS &
THE ADVOCACY COMMITTEE FOR RACIAL ETHNIC CONCERNS

6 FEBRUARY 2017

We are writing in response to the January 24, 2017 [announcement](#) that the Presbyterian Mission Agency Board is seeking a dramatic change in structure. This change would reduce the size of the board by more than half and eliminate formal representation on the board from advocacy and advisory committees in the Presbyterian Church (USA). We believe this proposal is a grave error, particularly at this critical juncture in history. Therefore, the Advocacy Committee for Women's Concerns (ACWC) and the Advocacy Committee for Racial Ethnic Concerns issue this communication:

Since the earliest days of the Reformed Tradition, our branch of Christianity has affirmed that God is active in all spheres of life, including the social *polis*. As a steadfast response, we have understood our obligation to be a public witness for God's justice in the world, particularly on behalf of the most marginalized in our midst. As the Presbyterian Church (USA), witnessing to Christ as Lord and Savior includes unmasking idolatries in Church and culture, hearing the voices of peoples long silenced, and working with others for justice, freedom, and peace (Brief Statement of Faith). Not unlike the checks and balances of our republic, we affirm this opportunity through the mutual accountability and responsibility of our particular governance structure.

For the past fifty years, Presbyterians have recognized the crucial work of advocacy for gender and racial justice in the life of the church. Before reunion, advocacy committees were created to serve this purpose in both denominations, holding the church accountable to its commitment to justice and equity for all people. The Articles of Agreement that led to the formation of the reunited Presbyterian Church (USA) recognized and institutionalized the importance of this work as stated in Article 5.6:

"The General Assembly Council in its development of a design for the work of the General Assembly shall also ensure the continuance of the advocacy and monitoring functions of the Councils on Church and Race (both denominations), Committee on Women's Concerns (Presbyterian Church in the United States) and Council on Women and the Church (The United Presbyterian Church in the United States of America). Until such time as the design for work of the General Assembly is completed and these functions are ensured, the existing structures and functions of these bodies shall be maintained."

As such, advocacy committees are not secondary interest groups, set asides, or extravagant "extras" of our denomination's mission; rather, we are one of the critical and prophetic underpinnings of the very substance -- a reciprocal covenant relationship -- of Presbyterianism.

Faithful worship of the God we know through the life, death, and resurrection of Jesus Christ and God's ongoing presence as Holy Spirit requires honoring of all God's creatures as *imago dei*. For our denomination, advocacy committees such as the ACWC and ACREC have been crucial in calling out historical and ongoing sin. Discrimination based on gender, sex,

race, and their intersections must be recognized as the denial of the image of God in all people. The public theology of our heritage requires that we continue confessing at both the individual and social-institutional levels so that the church might repent and participate in God's redeeming wholeness.

ACWC and ACREC have been a voice for God's justice in the past, and it is vital that the committees continue to be that prophetic voice to and for the PC(USA). Now more than ever, in a time when women's rights, racial and ethnic rights, and LGBTQ+ rights are under attack, we must be full participants at the table. We must protect the representation and influence for those who, under this proposed reorganization, would lose representation and influence. In the current culture of fear, chaos, and distraction the church has a responsibility to be intentionally focused on advocating for the silenced and ignored voices.

Given this context, reducing the size of the PMA Board by excluding the advocacy and advisory committees will not enable the stated goal of a more focused discernment on the mission needs of the church. The creation of a Liaison Committee will instead sideline gender and racial justice concerns by separating them from the tables of denominational decision-making.

We acknowledge the shifts of the PMA Board over the years (i.e. no longer serving in a supervisory role or as a General Assembly between Assemblies), however that does not negate the imperative of our witness. Not only is this an imperative of the Christian witness, but the current cultural climate has amplified the need for the church to be a living example of the realm of God that honors all people as God's image bearers. If anything, the need for the prophetic witness and accountability in church is needed more than ever, and particularly in the mission arm of the PC(USA). Rather than diminishing the access of the advocacy committees in this time, now is the time to ensure our impactful inclusion in and access to decision-making tables in each of the six agencies of the PC(USA). So that our witness to the commonwealth of God is complete, we would request full inclusion at the table with voice and vote.

Though difficult decisions are at hand for our denomination, the advocacy committees, in our mutually covenanted relationships with this denomination, challenge the Presbyterian Mission Agency Board and the Way Forward Commission to honor and answer affirmatively our call as Reformed Christians to hold one another accountable as followers of Jesus Christ. We welcome and invite further conversation as you move forward in this discernment process.

Your partners in ministry,

The Advocacy Committee for Women's Concerns (ACWC) &
The Advocacy Committee for Racial Ethnic Concerns (ACREC)



Presbyterian Mission Agency Board Structure

Introduction

The Presbyterian Mission Agency Board (PMAB) at its February 2016 meeting – in response to growing concerns, and in advance of the General Assembly meeting in Portland, Oregon – established the Governance Task Force to review all aspects of Board governance. The PMA Review Committee also suggested that this work needed to be done, having found that “the current board size (57) and structure (was) unwieldy and outdated.” The Task Force initially focused on ways to make the Board more effective and responsive within the current structure — those things that could be done without General Assembly approval. The experimental changes recommended were approved by the Board in April 2016, implemented with positive results at the September 2016 meeting and included

- a new standing committee structure;
- short-term strategically oriented teams; and
- a refocused plenary model.

The Task Force then turned its attention to more significant longer-term changes — changes that would normally require General Assembly approval. As we understand it, the establishment of the Way Forward Commission might provide for an alternative approval process. We look forward to the Commission’s review and discussion, and would be pleased to provide additional information as needed.

This document outlines a proposal designed to address concerns of the Task Force by

- allowing the Board to operate in a more faithful and effective manner by reducing the size of the Board, including the number of corresponding members;
- replacing the overly detailed membership specifics and focusing instead on gifts and skills, parity and diversity, with due consideration being given for geographical representation;
- reducing significantly the number of supplemental roles PMAB members are now required to fill, allowing more time and focused discernment for the issues facing the Presbyterian Mission Agency (PMA);
- addressing some of the issues raised by the PMA Review Committee (and others) related to the relationship between PMA and the Office of General Assembly (OGA), and oversight of the Presbyterian Church (U.S.A.), A Corporation.

We confirm an ongoing commitment (regardless of changes in Board structure) to

- embrace God’s mission for the Presbyterian Church (U.S.A.);
- ensure implementation of the General Assembly’s vision and directives for the mission of the Presbyterian Church (U.S.A.) at the national level, including faithful stewardship of the resources dedicated for that purpose;
- engage with the other national Church agencies, seeking opportunities to deliver mission and ministry in alternative, creative, theologically sound and cost-effective ways;
- listen to and work with the Advocacy and Advisory committees, understanding the vital role they play in pointing us all toward a more inclusive and just world;
- support the work and findings of all other General Assembly entities and committees that impact the mission and ministry of the Presbyterian Mission Agency.

Presbyterian Mission Agency Board Structure

We welcome feedback and discussion. An open and public vetting will only improve the process and the final structure. If this proposal is approved, the Task Force will provide a detailed implementation plan as well as revise the numerous underlying foundational documents.

Problem Definition

The Northern and Southern streams of the denomination merged in 1983. Since the merger, on several occasions the General Assembly has adopted different governance structures for the Board responsible for developing mission policies and strategies to meet the vision and directives of the General Assembly.

For a variety of reasons — financial, relationships with other PC(USA) agencies, coordination of mission programs, and others — earlier governance structures were found to be inadequate. The most recent attempt to address the governance situation was the formation of the current Presbyterian Mission Agency Board in 2006. (The Board structure has remained, although there have been name changes since then, along with some internal adjustments.)

Increasingly, members of the PMAB and other church leaders are realizing that the current governance structure does not permit the Board to effectively carry out its responsibility to develop mission policies and strategies:

- First, the current size of the Presbyterian Mission Agency Board is unwieldy, with 40 voting members, 15 nonvoting corresponding members, two Ecumenical Advisors and four at-large committee members (Finance and Audit). This large size translates to the need for a more limited number of meetings because of the expense.
- Second, tension exists between corporate responsibilities and the focus on ministry and mission. The corporate functions of developing policies and strategies, ensuring compliance and managing a large budget are not as interesting and fulfilling for some board members as gaining intimate knowledge of the programs, granting funds and feeling like a part of mission in the church.
- Third, there are 23 agencies / committees / programs / interest groups to which the Board is committed to deploy at least one member to serve on each board or to participate in its meetings; this is an overwhelming responsibility for a volunteer board, and takes focus from their primary responsibility to the Mission Agency.

Clearly, the current governance structure is not empowering the Board to effectively carry out its policy and strategy responsibilities. Moreover, based upon exit interviews and numerous individual comments, many Board members are not satisfied with the current Board experience. And because of this dissatisfaction, as well as the overwhelming number of people at Board meetings, many are unable to actively engage in the work of the Board and to function effectively in their Board and committee assignments.

Objective

The objective of the Task Force is to develop and propose a Board structure that

- is faithful and aligned with our polity and values, with
 - vision and directives set by the General Assembly;
 - strategy and policy developed by the Board;

Presbyterian Mission Agency Board Structure

- implementation and procedures managed by the staff;
- provides opportunities for prayerful discernment and responsive leadership for the General Assembly in the area of mission, allowing for a theological focus on emerging churchwide concerns;
- is trustworthy by being appropriately transparent and accountable;
- operates efficiently and effectively — being more cost-efficient, more resource-efficient and engaging in more effective decision-making — thus engendering the trust and support of the PC(USA);
- is nimble, responsive and focused;
- recognizes the dual nature of the Board — with corporate and mission emphases, along with a shared corporate relationship with the Office of the General Assembly;
- provides an engaging and meaningful experience for Board members, allowing them to give their best for God’s work in the world and through the Presbyterian Church (U.S.A.).

Proposal Overview

	Current	Proposed
Size and Membership	<p>1. Voting Members (40)</p> <ul style="list-style-type: none"> • 36 Elected • 4 Ex Officio (current moderator, immediate past moderator, Presbyterian Women moderator, Presbyterian Men representative) <p>2. Nonvoting Members — with voice (17)</p> <ul style="list-style-type: none"> • Stated Clerk • Executive Director of the Presbyterian Mission Agency • Representative from the Committee on the Office of the General Assembly (COGA) • Chair of the Advisory Committee on Social Witness Policy (ACSWP) • Chair of the Advocacy Committee for Racial Ethnic Concerns (ACREC) • Chair of the Advocacy Committee for Women’s Concerns (ACWC) • Representative from the Committee on Theological Education (COTE) • Board of Pensions President 	<p>2. Voting Members (16)</p> <ul style="list-style-type: none"> • 16 Elected <p>3. Nonvoting Members — with voice (8)</p> <ul style="list-style-type: none"> • Stated Clerk • Executive Director of the Presbyterian Mission Agency • Board of Pensions President • Foundation President • Publishing Corporation President • Investment and Loan Program President • Presbyterian Women representative • GA Moderator

Presbyterian Mission Agency Board Structure

	Current	Proposed
	<ul style="list-style-type: none"> • Board of Pensions Board Chair or designee • Foundation President • Foundation Board Chair or designee • Publishing Corporation President • Publishing Corporation Board Chair or designee • Investment and Loan Program President • Investment and Loan Program Board Chair or designee • 2 Ecumenical Advisory Members <p>3. At-Large Committee Members — voice and vote in Committee; limited voice in Plenary (4)</p> <ul style="list-style-type: none"> • 2 in Finance • 2 in Audit 	
Elected Composition	<ul style="list-style-type: none"> • 6 General Assembly Commissioners (2 from current; 2 from the two immediate past assemblies) • 4 Young Adults (ages 18–35) • 3 Ordained Presbytery Staff • 2 Ordained Synod Staff • 21 Presbytery Recommended (rotating among presbyteries) 	<ul style="list-style-type: none"> • 16 at-large members selected based on gifts and skills (corporate and mission oversight), parity, and diversity, with due consideration given to geographical representation.
PMAB Deployment (roles in addition to PMAB roles); V= voting member; C= corresponding member	<ul style="list-style-type: none"> • Board of Pensions – 1 V • Committee on the Office of General Assembly – 1 C • Foundation – 1C • Investment and Loan – 2V • Advisory Committee on Social Witness Policy – 3V • Advocacy Committee on Women’s Concerns – 1V • Advocacy Committee on Racial / Ethnic Concerns – 1V • Committee on Theological Education – 2V • General Assembly Committee on Ecumenical and Interfaith Relations – 1V 	<ul style="list-style-type: none"> • Board of Pensions – 1V • Committee on the Office of the General Assembly – 1C (optional) • Foundation – 1C • Investment and Loan – 2V • Presbyterian Women – 1V • Mission Responsibility Through Investment (MRTI) – 2V <p>Total: 8</p>

Presbyterian Mission Agency Board Structure

	Current	Proposed
	<ul style="list-style-type: none"> • Presbyterian Council for Chaplains and Military Personnel – 1 V • Montreat – 2V • Stony Point -1V • Ghost Ranch – 1V (subject to change in 2017) • Mission Development Resource Committee (MDRC) – 1C • Mission Responsibility Through Investment (MRTI) – 2V • Jinishian Memorial Program Governance Commission – 2V • Presbyterian Health Education and Welfare Association (PHEWA) – 1V • Presbyterian Women – 1 V <p>Total: 25</p>	
Term	<ul style="list-style-type: none"> • One 6-year term 	<ul style="list-style-type: none"> • 4 years, with option for second term
Meeting Schedule	<ul style="list-style-type: none"> • In General Assembly years – 3 meetings • In other years – 2 meetings 	<ul style="list-style-type: none"> • Quarterly

Integration with the Office of the General Assembly

The Office of the General Assembly (OGA) and the Presbyterian Mission Agency each have specific functions, as outlined in the Organization for Mission of the Presbyterian Church (U.S.A.). Broadly speaking, OGA is responsible for ecclesiastical and ecumenical functions, and PMA is responsible for mission-related functions. This is a very simplified description, and there are gray areas where both agencies work together. They are both, however, under the umbrella of the same corporation, the Presbyterian Church (U.S.A.), A Corporation. In addition, the PMAB's Audit Committee includes one member of the Committee on the Office of the General Assembly (COGA).

The PMA Board is also the Board of the Presbyterian Church (U.S.A) A Corporation, the principal corporation of the General Assembly. The Corporation has an Executive Committee, and a Property/Legal and Finance Committee.

The new structure proposes alternate Corporate committees: Audit, Personnel and Legal/Property and would incorporate two COGA members on each of the Corporation committees. The proposal envisions a closer relationship between PMAB and COGA as with respect to the Corporation and a closer integration between the two agencies. A graphic provides a visual description of the proposed structure / relationship, which would work as follows:

Presbyterian Mission Agency Board Structure

- OGA and PMA would retain separate boards to provide oversight for the work of each agency.
- The two boards would coordinate meetings to ensure common locations and at least one day of overlap for corporate matters.
- Corporation business would occur on the overlap day, and would be conducted through three committees: Audit, Personnel, Legal/Property:
 - **Audit** —This committee is responsible for ensuring the financial and ethical integrity of the Presbyterian Church (U.S.A.) A Corporation.
 - **Personnel** —This committee would review and recommend personnel policies for both agencies and provide input for the Executive Director and Stated Clerk in the fulfillment of their personnel-related responsibilities.
 - **Legal / Property** —This committee would receive, review and recommend action regarding corporate legal and property matters, including per capita and mission budget financial statements.
- Membership in each of the three committees would include five PMAB members and two COGA members.
- Two COGA members would serve on each of the three Corporate committees with voice and vote. They would also serve as at-large members of the Corporation with voice only on matters relating to their committees.
- The PMAB Executive Committee would continue to serve as the Corporate Executive Committee for items that must be handled between regular meetings.
- The Boards would be encouraged to also schedule time during the “overlap” meetings to jointly discuss issues of concern to both agencies and the broader church, and to pursue joint ministerial teams that would consider specific matters of common interest.
- Each Board would be free to schedule other meetings as needed, and to establish committee structures that support the work of each agency.

Presbyterian Mission Agency Board Committees

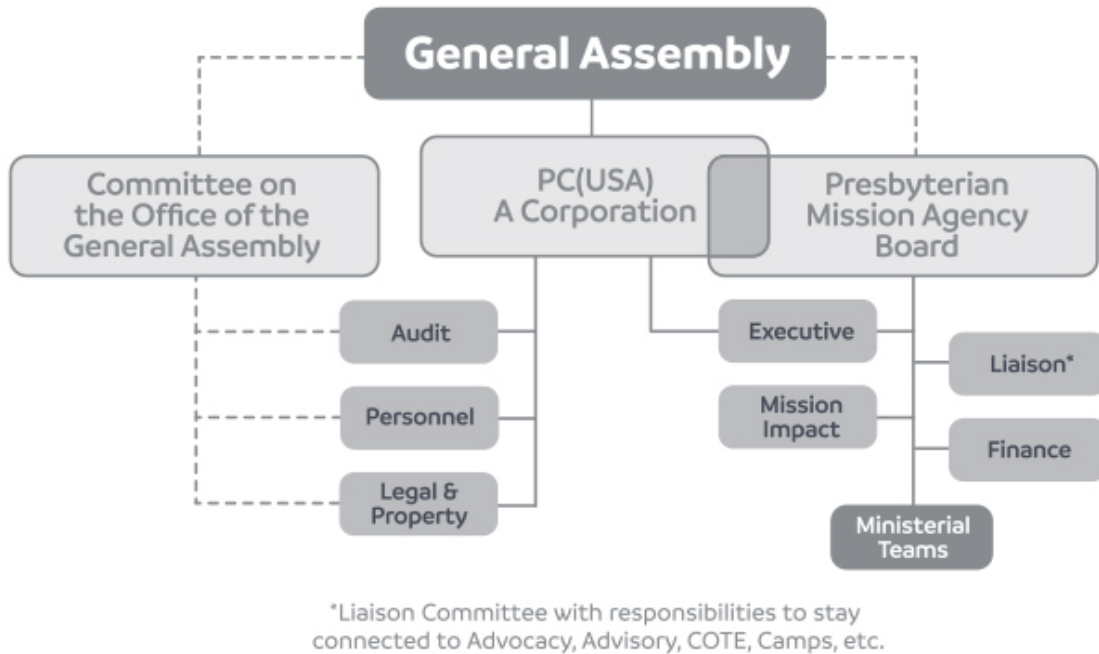
We envision three standing (or administrative) committees in addition to the Executive Committee:

- **Finance** — to deal with budget and cost management issues
- **Mission** — to provide oversight and strategic direction for the missions and ministries of the PMA (Programmatic evaluation and prioritization would occur in this committee)
- **Liaison** — to ensure that we have a structured and more focused way of hearing all voices; this committee would replace the corresponding/board member-to-committee relationships.

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The Executive Committee would coordinate the work of the Board and its meetings, resource the nominating function, ensure effective Board governance, supervise the Executive Director, serve as the Corporate Executive Committee and act in urgent matters between Board meetings.

We also expect to continue with ad hoc Ministerial Teams to address specific matters of strategic concern to the organization. Committee charters would be developed during the transition period and changes addressed, as needed.



Transition

We recognize that this proposal represents significant change; and with any significant change, how we get from the old to the new is critical. We have considered several models in terms of timing. To make these changes possible, a great deal of work still needs to be done to make this model a success for the PC(USA), the General Assembly, the Mission Agency and the Board.

Attached is an exhibit showing a geographic and demographic analysis of the current Board. Great care has been taken to ensure diversity, and we would apply this same care when making decisions about changes to the Board.

Conclusion

We believe this proposal addresses many of the concerns we have heard addressed by Board members, the Presbyterian Mission Agency Review Committee/ and the General Assembly through its establishment of the Way Forward Commission. We understand the complexity of change and the amount of work required. We look forward to ongoing discussions as we collectively discern how to faithfully move forward.