

**Minutes of the  
Commission to Unify the Office of the General Assembly  
and the Presbyterian Mission Agency  
January 21, 2023**

Gathering	The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency held an online meeting using Zoom, an online audio and web conferencing platform. The public, including press, was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly, in the General Assembly section ( <a href="http://oga.pcusa.org/ga">oga.pcusa.org/ga</a> ; accessed January 21, 2023).
Opening Prayer	Felipe N. Martínez, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. EST, and recognized Emily Martin for the opening prayer, which included lifting up the staff and leadership of the Office of the General Assembly and the Presbyterian Mission Agency, and the various commissions of the 225th General Assembly (2022).
Roll	<p>The roll was formed:</p> <p>Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):</p> <p>Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley; Commissioner, 225th General Assembly (2022)</p> <p>Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee; Commissioner, 225th General Assembly (2022)</p> <p>Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation Special Committee</p> <p>Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate, 225th General Assembly (2022)</p> <p>Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board</p> <p>David Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the General Assembly</p> <p>Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large</p> <p>Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability Special Committee</p> <p>Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory Delegate, 225th General Assembly (2022)</p> <p>José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial Sustainability Special Committee</p> <p>Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A Corporation Board</p> <p>Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large</p> <p>Ex-Officio:</p> <p>Ruth Faith Santana-Grace, Co-Moderator, 225th General Assembly (2022)</p> <p>Shavon Starling-Louis, Co Moderator, 225th General Assembly (2022)</p> <p>Staff and Support:</p> <p>Raymond Bonwell, recorder</p> <p>Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency</p> <p>Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation</p>

Kerry Rice, Deputy Stated Clerk, Office of the General Assembly  
Alejandra Sherman, Executive Assistant to the President, Presbyterian Church  
(U.S.A.), A Corporation

Invited Guests:

Tim Cargal, Assistant Stated Clerk and Associate Director, Ministry Leadership  
Development, Office of the General Assembly  
Laurie Griffith, Associate Director for Constitutional Interpretation, Office of the  
General Assembly

- Agenda                      Without objection, the agenda was adopted.
- Introductions            Upon recognition, Kathy Lueckert introduced Raymond Bonwell to the Unification Commission as the recorder and another resource, noting Raymond's previous service as the Corporate Secretary of the Board of Pensions. Laurie Griffith was also introduced, as a subject matter expert for the Open Meeting Policy and the supplemental Administrative Action Regarding Trust and Transparency.
- Executive Session      There is a General Assembly tradition for smaller bodies to begin their work with a closed session for purposes of team building. Felipe Martínez noted the additional purposes for the closed session included a discussion regarding the Unification Commission's Covenant, and a discussion regarding use of executive session. Felipe Martínez observed the Unification Commission would follow a better practice of including an executive session toward the end in future agendas. There was a motion made to enter executive session. Upon second, discussion, and approval, the Commission entered executive session. In addition to the Commissioners, the following were invited by Felipe Martínez to remain: those serving ex-officio, staff and support, and Laurie Griffith.
- [Recorder's Note: the public livestream noted the Commission was meeting in executive session with an anticipated time to return.]
- Rising from              Upon rising from Executive Session, it was reported the sole action was to include the  
Executive Session      Commission's Covenant as part of the public documents (**Attachment 1**).
- Tim Cargal, Assistant Stated Clerk and Associate Director, Ministry Leadership Development, Office of the General Assembly, joined the meeting. Laurie Griffith also remained in attendance.
- Commissioner            Felipe Martínez and Cristi Scott Ligon invited the commissioners to volunteer for  
Contributions            offering opening/closing prayers and Land Acknowledgement statements at each of the Commission meetings.
- Land                        Felipe Martínez led the land acknowledgment, informed by current service at the First  
Acknowledgment        Presbyterian Church of Columbus, Indiana, and acknowledged that the land known today as Bartholomew County and the parcel on which the church building stands are part of ancestral territory of the My-aam-ia (Miami), Shaw-an-da-sse Tula (Shaw-an-waki/Shaw-nee), Kas-kas-kia, Adena Culture and Kii-kaa-poi (Kickapoo).
- It was noted only the Miami Nation of Indiana is formally recognized by the State of Indiana, and recently, Hanover College, a PC(USA)-affiliated school near Madison, Indiana, entered into a friendship relationship with the Miami Nation which included offering a full-tuition, four-year, award annually to two incoming first-year students who are members of the Miami Nation of Indiana.

Minutes	Upon motion and second, and without objection, <u>the Minutes of the December 17, 2022, meeting were approved.</u>
Organizing the Work	<p>Upon recognition, Barry Creech discussed a framework for organizing the work of the Commission; the framework was distributed in advance of the meeting and as part of the publicly available information. The framework included bullet points comprised of pieces of the mandate from General Assembly (from the 225th GA (2022), “Align in Mission, Purpose, and the Use of Resources: Report of the Special Committee on Per-Capita Based Funding and National Church Financial Sustainability” [FIN-10], Item 1).</p> <p>Commissioners noted a need to work from the same common material, including agency descriptions and organizational charts. A sense of urgency was shared to break down the tasks, and it was noted this was only the second meeting of the Commission.</p> <p>Barry Creech was thanked for the framework, and it was agreed this facet of the work is “in progress.”</p>
Electronic Resource and Repository	<p>Kerry Rice introduced Tim Cargal. Kerry shared that Tim led the team that migrated the reading of ordination exams into an online environment, based on Moodle, an open-source learning management system. Moodle is the backbone of EQUIP, a PC(USA) electronic platform to provide training and support on behalf of the church. EQUIP (accessed at <a href="http://equip.pcusa.org">http://equip.pcusa.org</a>) contains both resources that are available to everyone and materials with limited access that are available only to those who have been granted permission by the content managers.</p> <p>Tim emphasized some advantages of using EQUIP, including the ability to be as single location for multiple materials (web links, files, other resources), and, it is both secure and provide open public access to those without accounts (including materials the Commission deems public). Tim continued that EQUIP is designed for any web browser, including those on mobile and tablet devices. Internal messages on the EQUIP platform will notify the user based on the preferences of the user.</p> <p>EQUIP was received favorably as a single solution. It was noted, without objection, the Covenant should include confidentiality relating to the work and the platform.</p> <p>Upon motion and second, and without objection, <u>the Commission adopted EQUIP as the electronic platform.</u></p>
Future Meetings	<p>Cristi Scott Ligon moved the focus to future meetings of the Commission. Normative expectations were raised, including the challenges of scheduling for full commissioner participation, and an alternative to meeting only on Saturdays.</p> <p>By common consent, it was decided the next meeting would be decided by the Commission leadership using Doodle, an online survey that helps a group find a better time to meet. It was noted, without objection, the Covenant should include the expectation to quickly respond to polls. It was noted the February meeting would be online, proposed between Wednesday, February 15 and Sunday, February 19, 2023.</p> <p>The same Doodle poll would set meetings through August, 2023, alternating on the third week of the month between mid-week and Saturday.</p> <p>The first in-person meeting was already decided for March 9-11, 2023 in Louisville, Ky. (with an option for online participation). The next in-person meeting would be in September – October, 2023. It was noted the Polity, Mission and Benefits Conference would be October 9-12, at a location to be determined. Many Mid-Council leaders are anticipated to be present, in addition to staff from the Officer of the General Assembly</p>

and the Presbyterian Mission Agency – the Commission is tasked to hold consultations that include these three audiences. Staff will bring this scheduling inquiry from the Commission to the Conference planning team. It was also noticed the conversations with Mid-Council leaders were included in the Per Capita and Financial Sustainability Report to the 225th GA (2022), and while these conversations could be helpful to review, it was noted the context might have changed.

Without objection, the same Doodle poll would include suggestions for the second in-person meeting, September – October 2023.

Closing Prayer

Having completed the agenda and with no new business, Felipe Martínez entertained a motion to adjourn. After a motion and second and without objection, with a closing prayer the meeting was adjourned at 4:45 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder



**Commission for the Unification  
of the Office of the General Assembly and the Presbyterian Mission Agency**

**COMMISSION COVENANT**

- To pray for one another
- To speak and listen with respect
- To inhale and exhale, to remember to breathe
- To have a posture of open mindedness, ready to listen, not quick to make decisions but seek understanding first
- To offer grace as we share collective witness
- To address things authentically, transparently and directly
- To make tough decisions
- To not be bound by our assumptions
- To be open to the Spirit's new options we haven't even considered
- To stay trusting in God
- To know when to speak and act, and know when to be quiet and wait for decisions to come in their time
- To be sensitive to the mindset of staff from OGA and PMA, to pray for them, to be a calming force
- To be consistent in how we communicate officially and unofficially
- To not take ourselves too seriously
- To support and care for one another

*Adopted on December 17, 2022*

***APPROVED: March 9, 2023***

**Minutes of the  
Commission to Unify the Office of the General Assembly  
and the Presbyterian Mission Agency  
February 18, 2023**

- Gathering      The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency held an online meeting using Zoom, an online audio and web conferencing platform. The public, including press, was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly, in the General Assembly section ([oga.pcusa.org/ga](https://oga.pcusa.org/ga); accessed February 21, 2023).
- Opening Prayer      Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. EST, and recognized Bill Teng for the opening prayer.
- Roll      The roll was formed:  
  
Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):  
  
Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley; Commissioner, 225th General Assembly (2022)  
Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee; Commissioner, 225th General Assembly (2022)  
Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation Special Committee  
Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate, 225th General Assembly (2022)  
Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board  
Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large  
Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability Special Committee  
Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory Delegate, 225th General Assembly (2022)  
José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial Sustainability Special Committee  
Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A Corporation Board  
  
Ex-Officio:  
Shavon Starling-Louis, Co Moderator, 225th General Assembly (2022)  
  
Staff and Support:  
Raymond Bonwell, recorder  
Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency  
Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation  
Kerry Rice, Deputy Stated Clerk, Office of the General Assembly

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church  
(U.S.A.), A Corporation

**Invited Guests:**

Susan Barnett, PhD, MSSW, Director, Research Services, Presbyterian Church  
(U.S.A.)

**Excused:**

David Davis, Commissioner, Teaching Elder, Presbytery of the Coastlands;  
Committee on the Office of the General Assembly  
Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large  
Ruth Faith Santana-Grace, Ex-Officio, Co-Moderator, 225th General Assembly  
(2022)

**Land  
Acknowledgment**

Francis Lin led the land acknowledgment, informed by the location of the Presbytery of San Diego, and acknowledged the earlier inhabitants of the Kumeyaay Nation, whose focus on ecological diversity continues to the present.

**Agenda**

Without objection, the agenda was adopted. The agenda and presentations were distributed to the Unification Commission and publicly posted prior to the meeting.

**Minutes**

Upon motion and second, and without objection, the Minutes of the January 21, 2023, meeting were approved.

**Covenant**

Felipe N. Martínez and Cristi Scott Ligon, in their roles as co-moderators, read the covenant as a reminder of what the Unification Commission had adopted.

**Co-Moderator  
Report**

Felipe N. Martínez and Cristi Scott Ligon, provided the Unification Commission with an update of their work as co-moderators. The Unification Commission received a copy of the email of thanksgiving and prayerful support that was distributed to the employees of the Office of the General Assembly (“OGA”) (and the Committee on the Office of the General Assembly) and the Presbyterian Mission Agency (“PMA”) (and the Presbyterian Mission Agency Board).

The co-moderators held a discussion regarding PC(USA) A Corporation, the corporate expression of OGA and PMA. The other four national agencies are each independently incorporated.

The co-moderators shared they traveled to Louisville, Ky. and met with J. Herbert Nelson II, stated clerk, OGA, Diane Givens-Moffett, executive director, PMA, and support staff.

**Overview of  
Presentations**

Felipe Martínez and Cristi Scott Ligon requested three background presentations to be developed and presented by subject matter experts. These background presentations were meant to provide historical and societal context for the changing nature of American Christianity. These three presentations – distributed prior to the meeting – focused on the following:

- trends in general in American religion, and in particular Mainline Protestantism;
- an overview of changes in the Presbyterian Church (U.S.A.); and,
- an overview of the organizational and structural changes in the Presbyterian Church (U.S.A.).

Trends in  
American Religion  
and Protestantism

Susan Barnett, director, Research Services, Presbyterian Church (U.S.A.) was introduced as a guest for the first presentation ([Attachment 1](#)). A highlight of the presentation was the decline of the percent of the American population expressing a religious affiliation declining since 1983, with a parallel decline in the PC(USA) membership.

There was a discussion around when New Worshipping Communities (“NWCs”) were included in data; when data references “membership and adherents” then NWCs are included in the datasets.

It was noted all the presentations were also loaded into EQUIP (the training and support site administered by OGA, accessible at [equip.pcusa.org](http://equip.pcusa.org)).

Trends in the  
PC(USA)

Felipe Martínez, after thanking Susan Barnett, welcomed Kerry Rice, deputy stated clerk, OGA, and staff to this Commission, for an overview of trends in the PC(USA) ([Attachment 2](#)). A highlight of the presentation was the denominational evolution of the PC(USA) as having 2/3 of all congregations with less than 100 members, while most membership is in the larger churches of more than 150 members.

The discussion returned to NWCs, which are reported by each presbytery, which may or may not include immigrant faith communities.

Structural Changes  
in the PC(USA)

Felipe Martínez, after thanking Kerry Rice, welcomed Barry Creech, deputy executive director for administration, PMA, and staff to this Commission, for an overview of structural changes in the PC(USA) ([Attachment 3](#)). A highlight were the recurring themes of trust and conflict, and the shifting emphasis over time on centralization and decentralization.

There were several questions focusing on the changing focus of “ministry units” to “program areas” and the organizational grouping became fewer in number and larger in scope over time. Barry Creech shared the draft presentation was much more detailed in scope and length, and would post this draft presentation to EQUIP to go beyond the intended higher-level focus of the final presentation.

Felipe Martínez thanked Barry Creech, and involved in the development of the presentations. It was noted that even intentionally engaged lifelong Presbyterians were able to learn something new from the presentations.

Preparing for the  
Next Meeting (In-  
Person with  
Remote  
Participation)

Felipe Martínez and Cristi Scott Ligon verbally shared their current draft overview for the schedule for the next meeting, March 9-11, 2023, designed to be in Louisville, Ky. at the Presbyterian Center, with the option for remote participation. The agenda would include the opportunity for scheduled presentations by senior staff and members of other commission of the General Assembly (including the Funding Model Development Team). The schedule would also reserve time for informal conversations from staff and between members of the Commission.

The subsequent discussion included requests for more detailed information, including financial statements. This information would be posted to EQUIP prior to the meeting. Commissioners were reminded if there are EQUIP access issues to contact Alejandra Sharman. During this conversation, Shavon Starling-Louis arrived and brought greetings.

Executive Session

Felipe Martínez observed the Unification Commission is following a better practice of including an executive session toward the end of the agenda, to include an appropriate time to discuss matters of personnel. There was a motion and second made to enter executive session. It was discussed the intent is not to take any action within executive

session, and the Commission intended to immediately rise from Executive Session, declare there were no actions, and adjourn with prayer. It was noted that any actions would be posted within the hour to the Commission website. The Commission entered executive session. In addition to the Commissioners, the following were invited by Felipe Martínez to remain: those serving ex-officio, and staff and support.

[Recorder's Note: the public livestream noted the Commission was meeting in executive session and the display was paused.]

Rising from  
Executive Session

Upon rising from Executive Session, it was reported no action was taken.

Staff reported the full video of today's meeting would be posted within one hour.

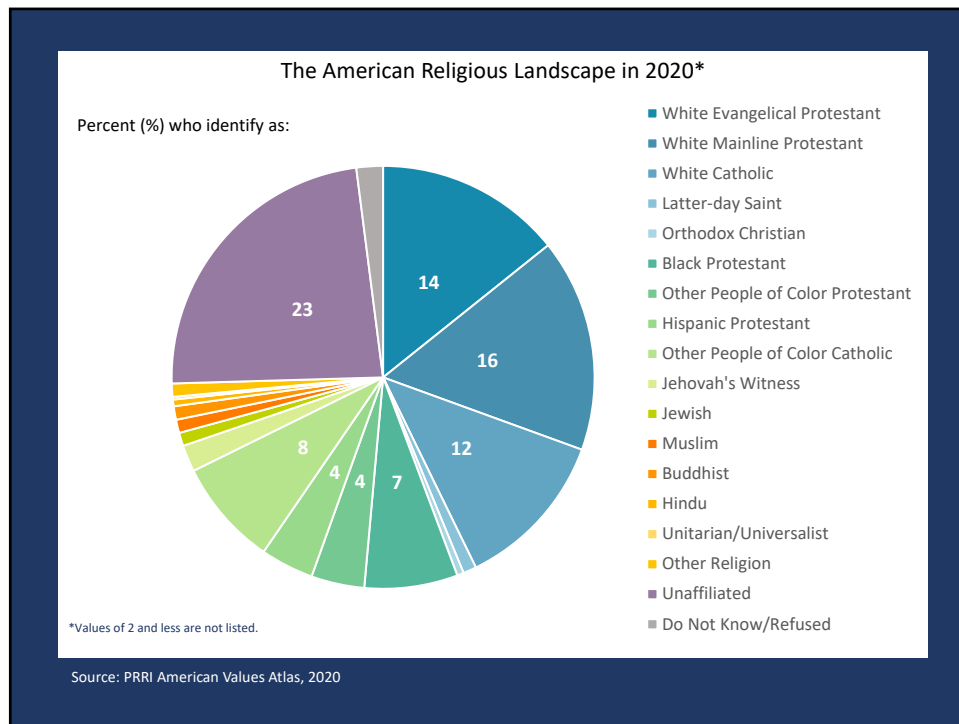
(Recorder's Note: posted to <https://vimeo.com/791491597>.)

Closing Prayer

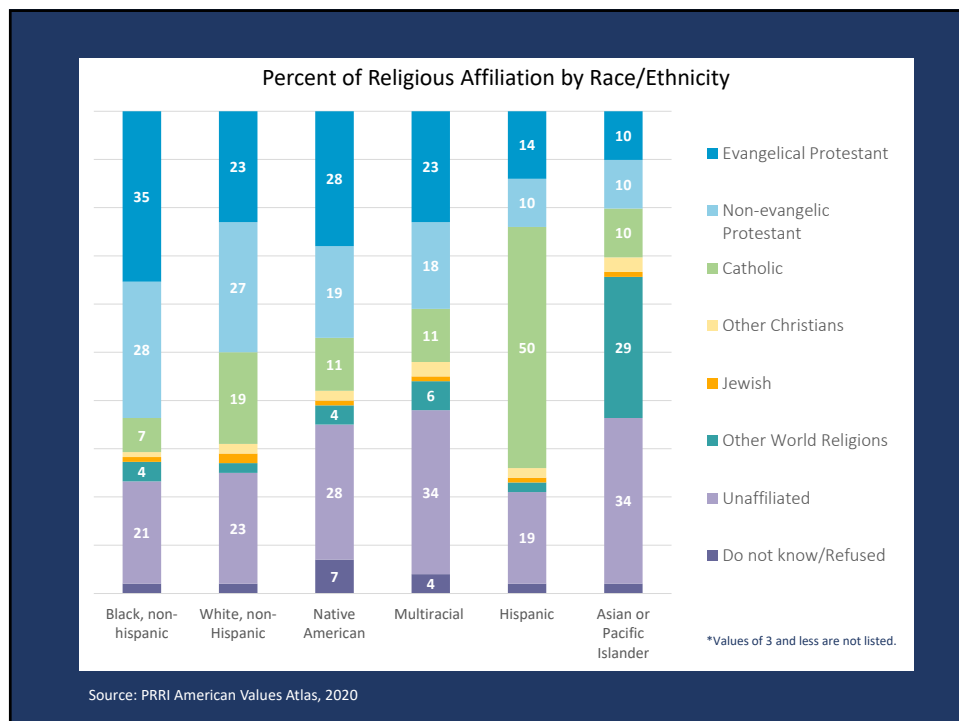
Felipe Martínez entertained a motion to adjourn. After a motion and second and without objection, with a closing prayer the meeting was adjourned at 5:00 p.m.

Respectfully submitted,

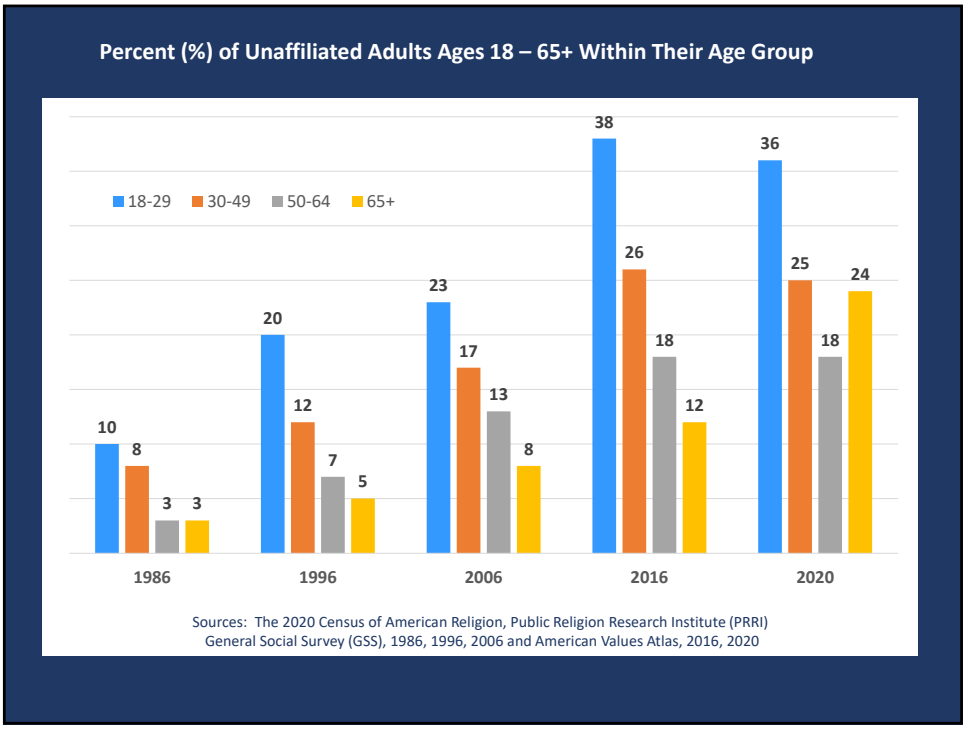
/s/ Raymond Bonwell  
Recorder



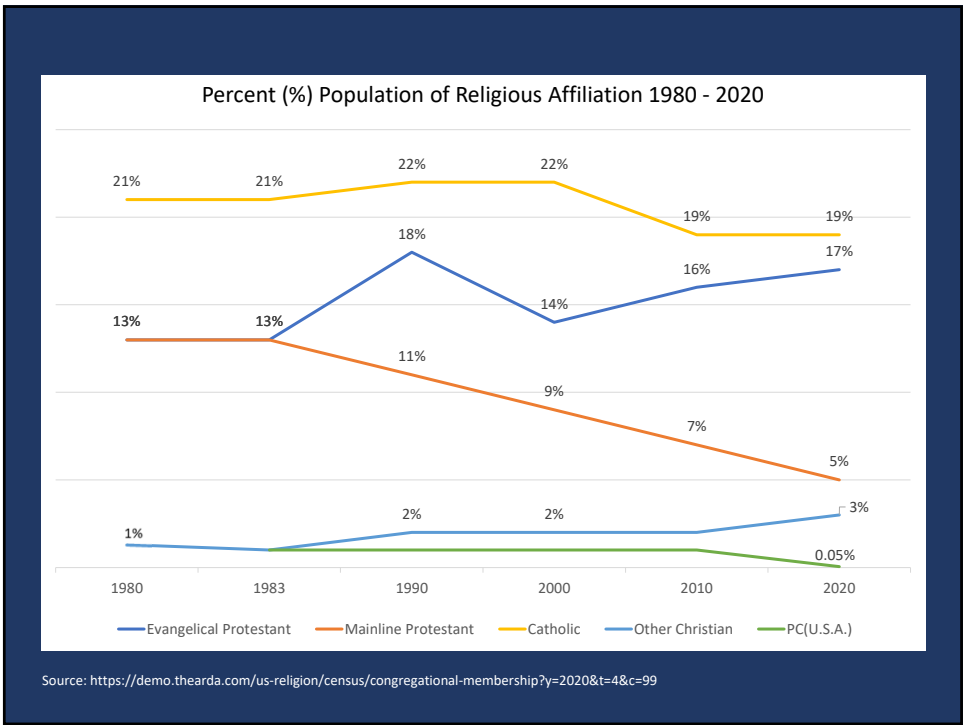
1



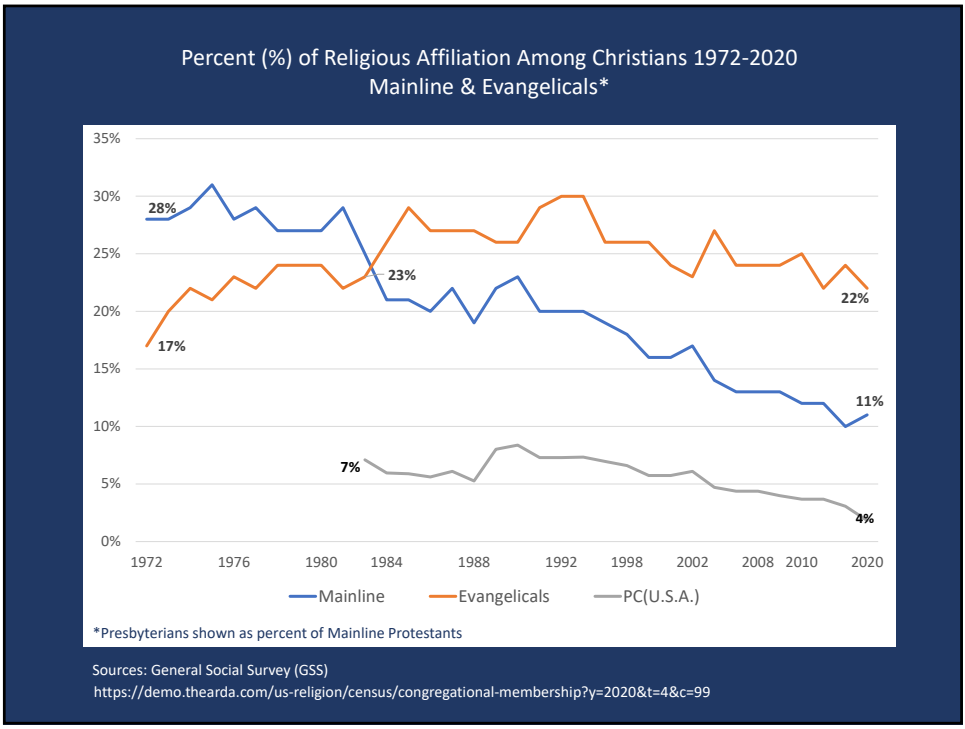
2



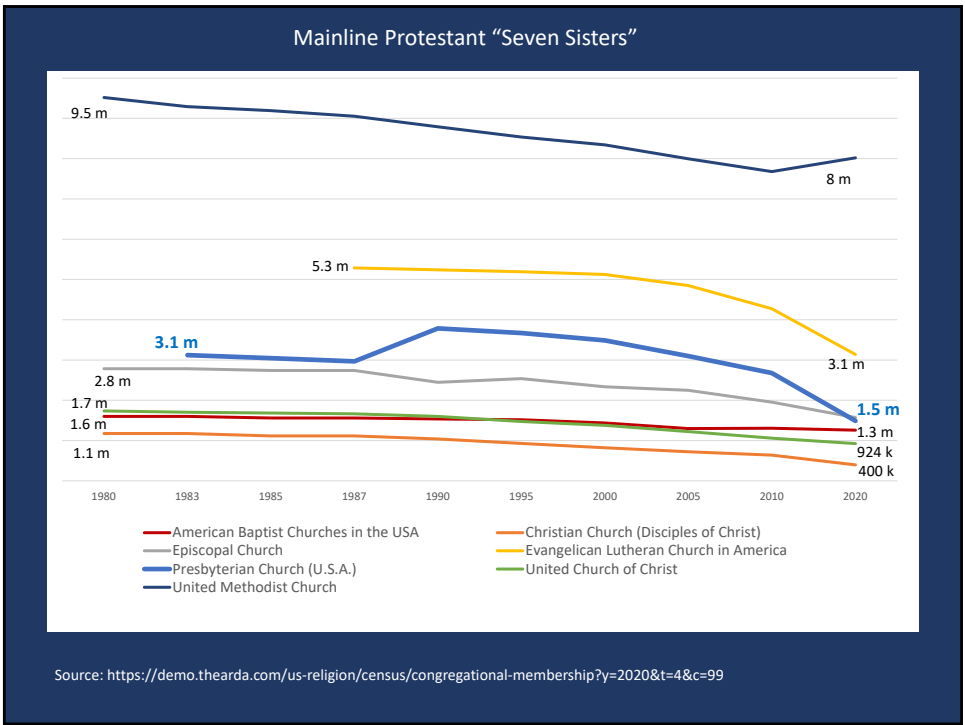
3



4



5



6



# THE PC(USA): A STATISTICAL OVERVIEW



1

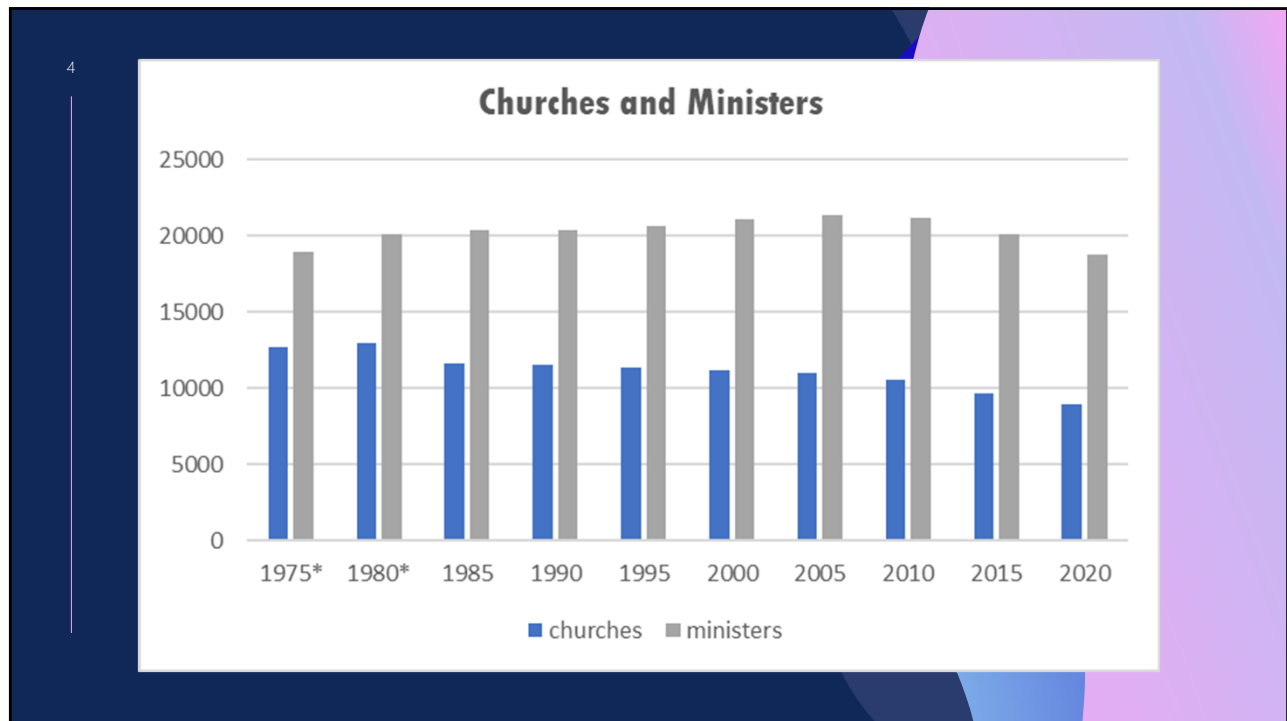
## CONTENTS

- Membership
- Churches and Ministers
- Church Size
- Per Capita and Mission Budgets
- Personnel for OGA and PMA

2

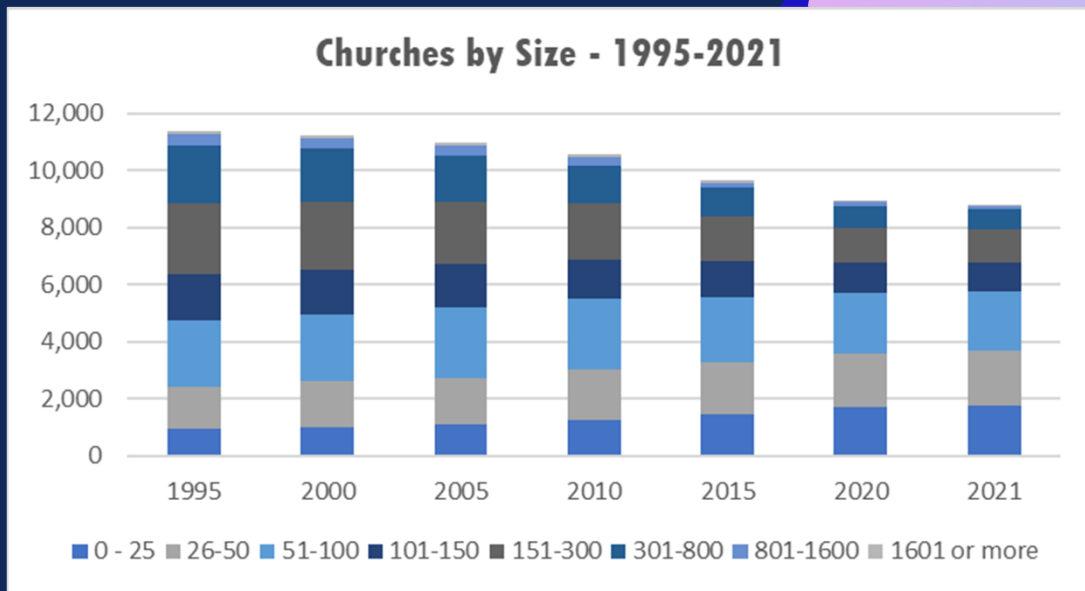


3



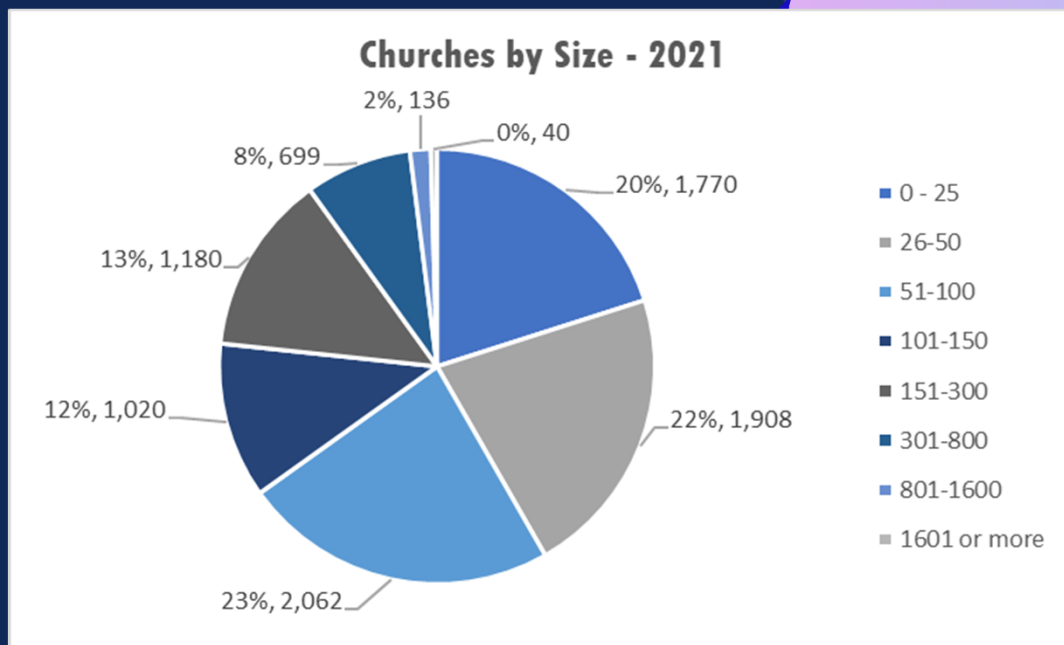
4

5

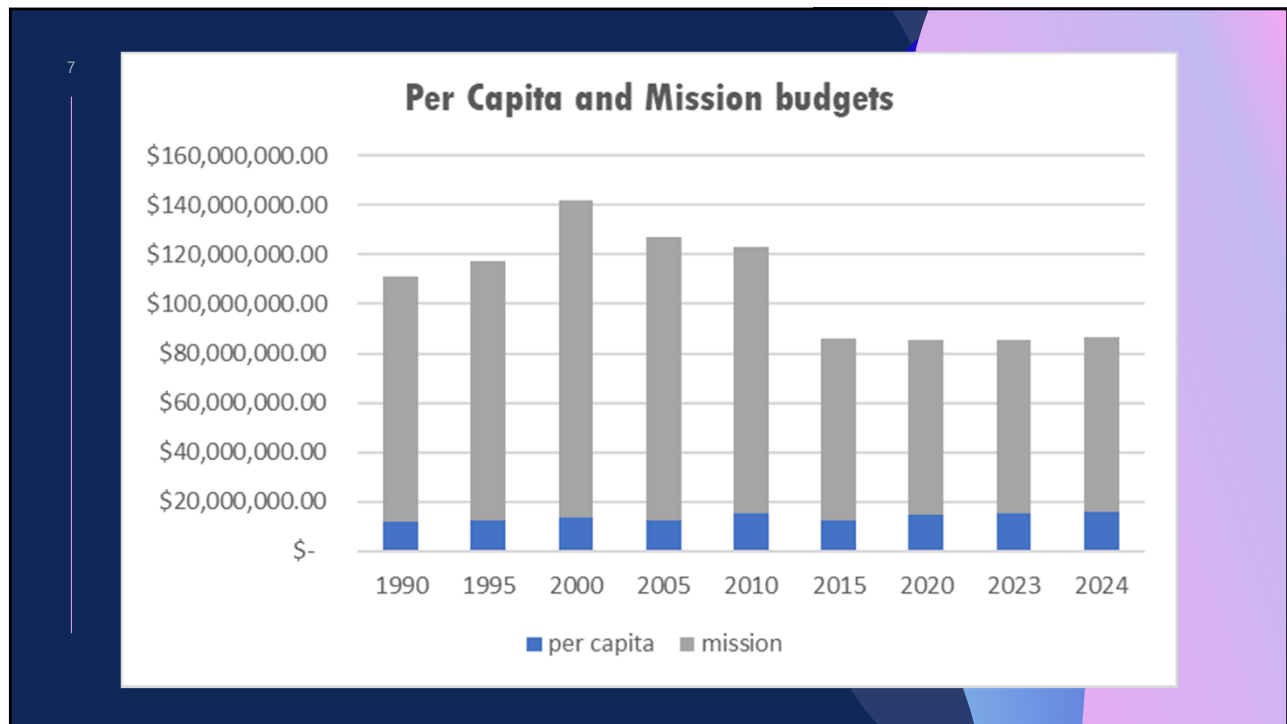


5

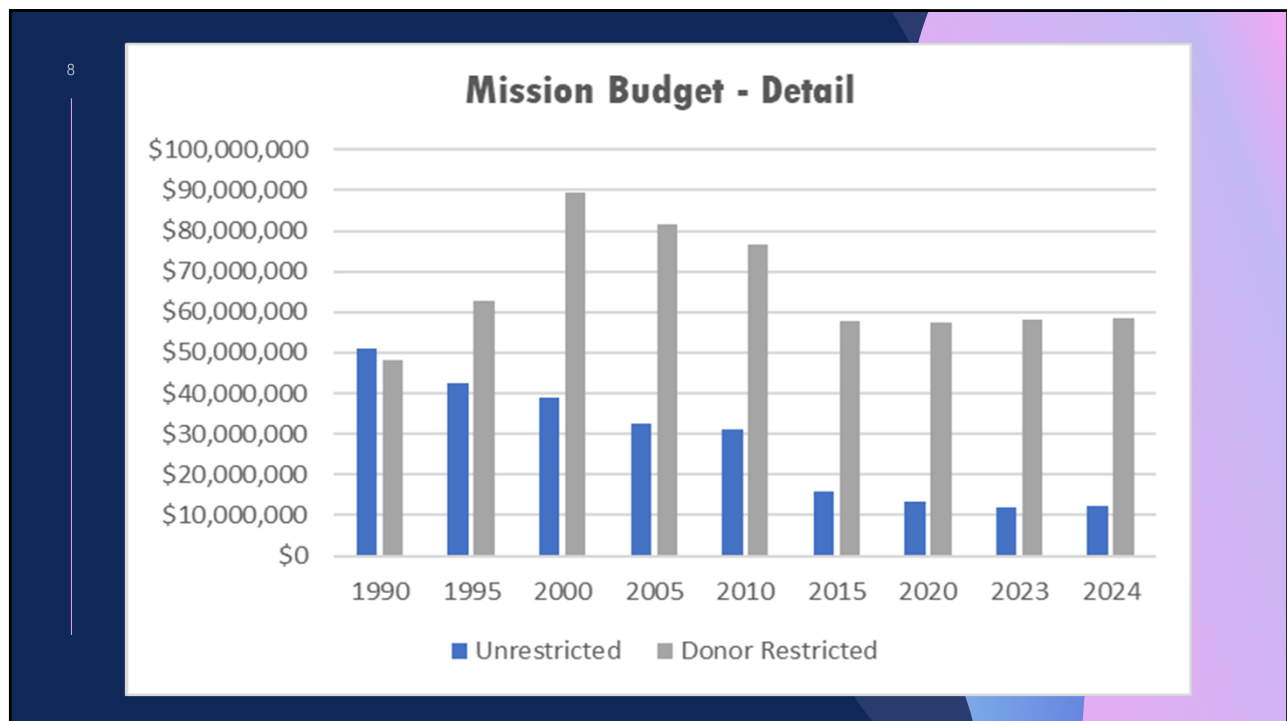
6



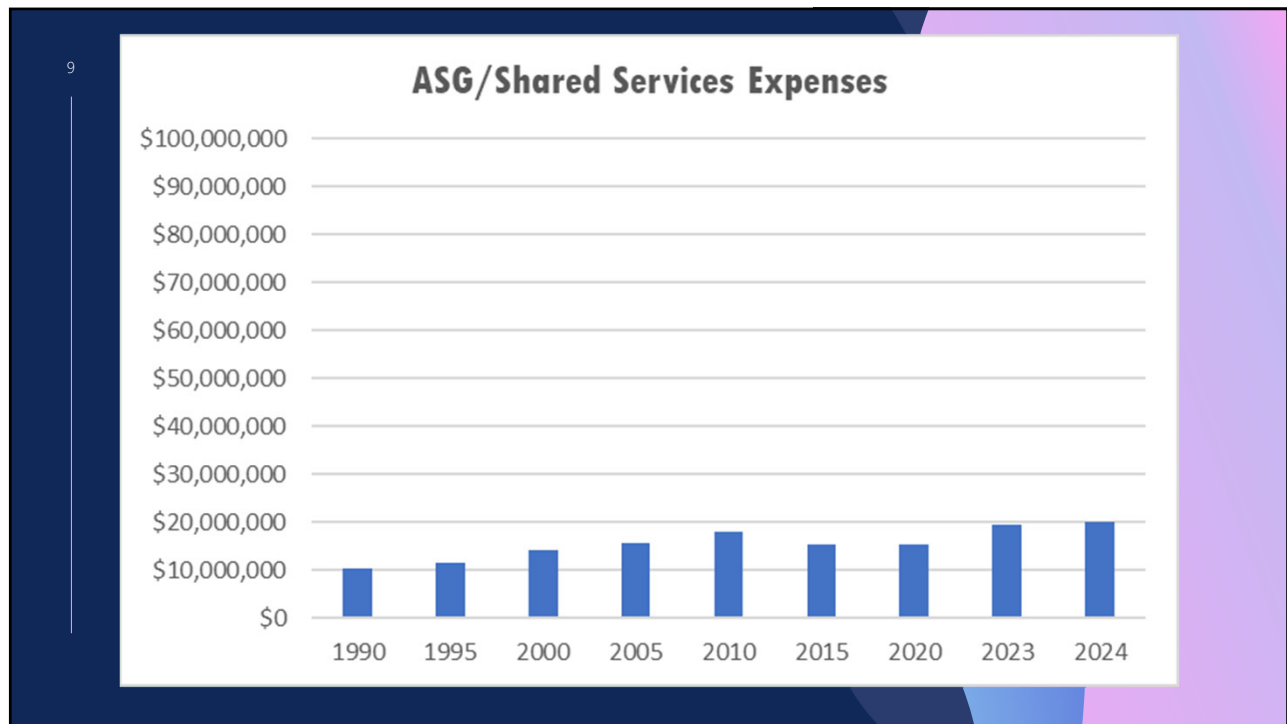
6



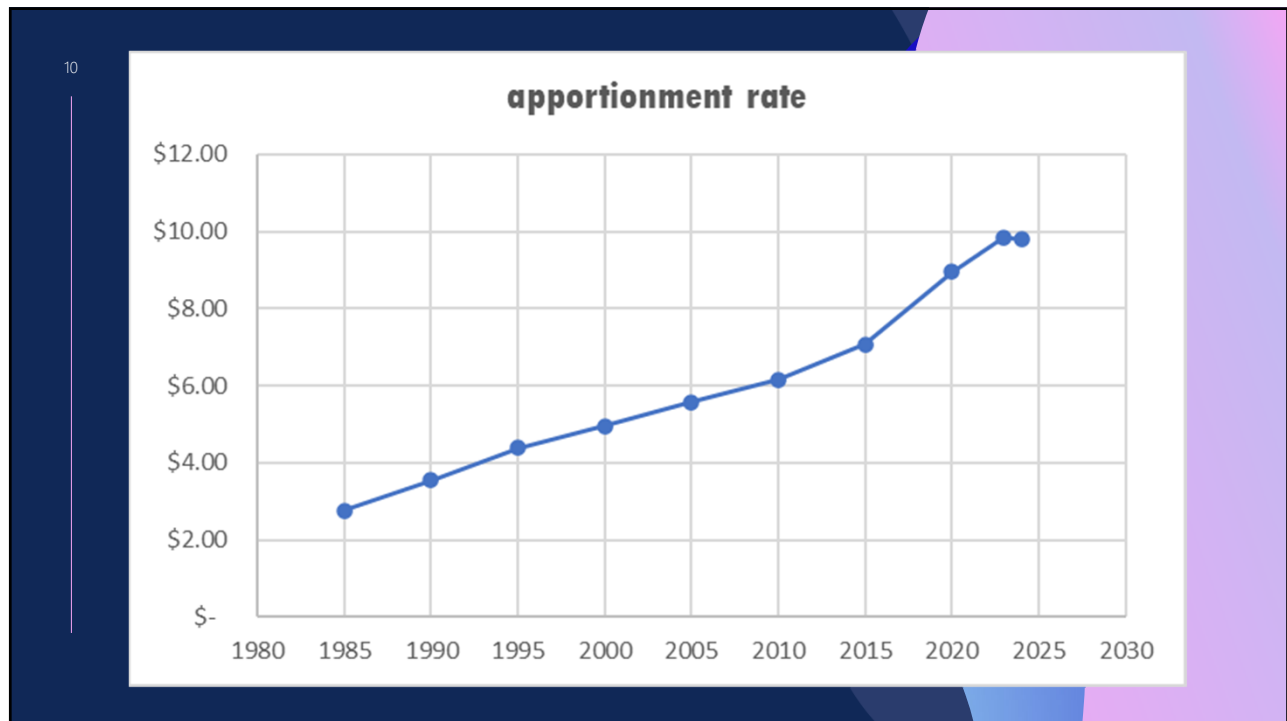
7



8

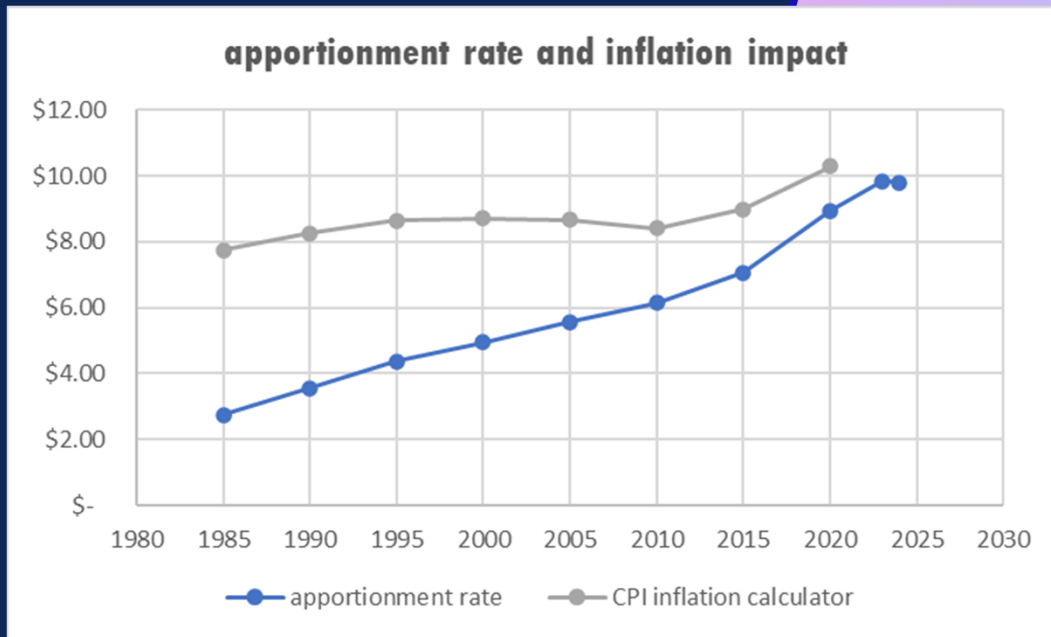


9



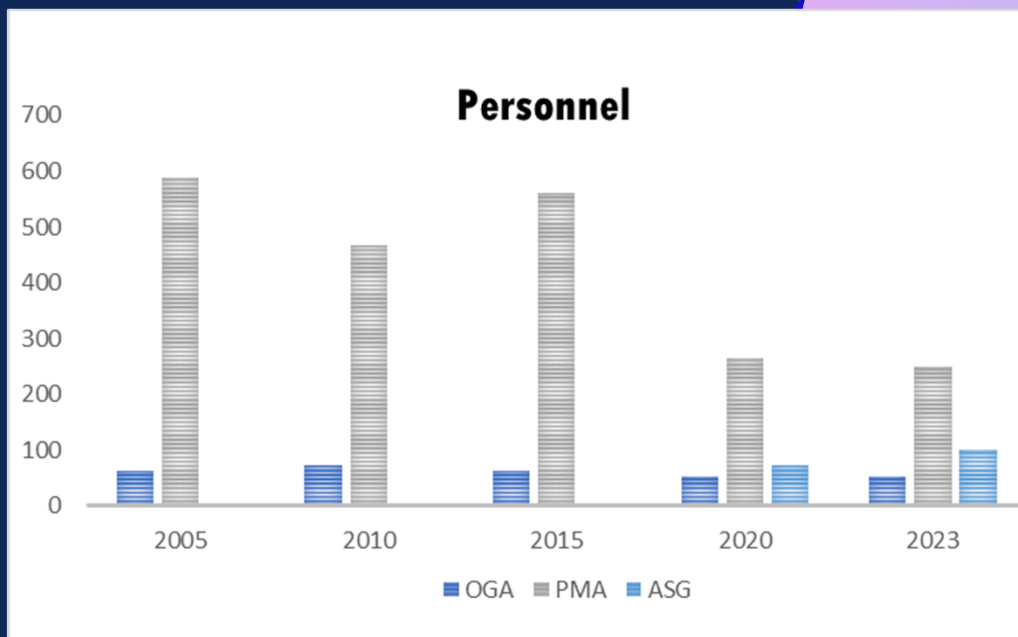
10

11



11

12

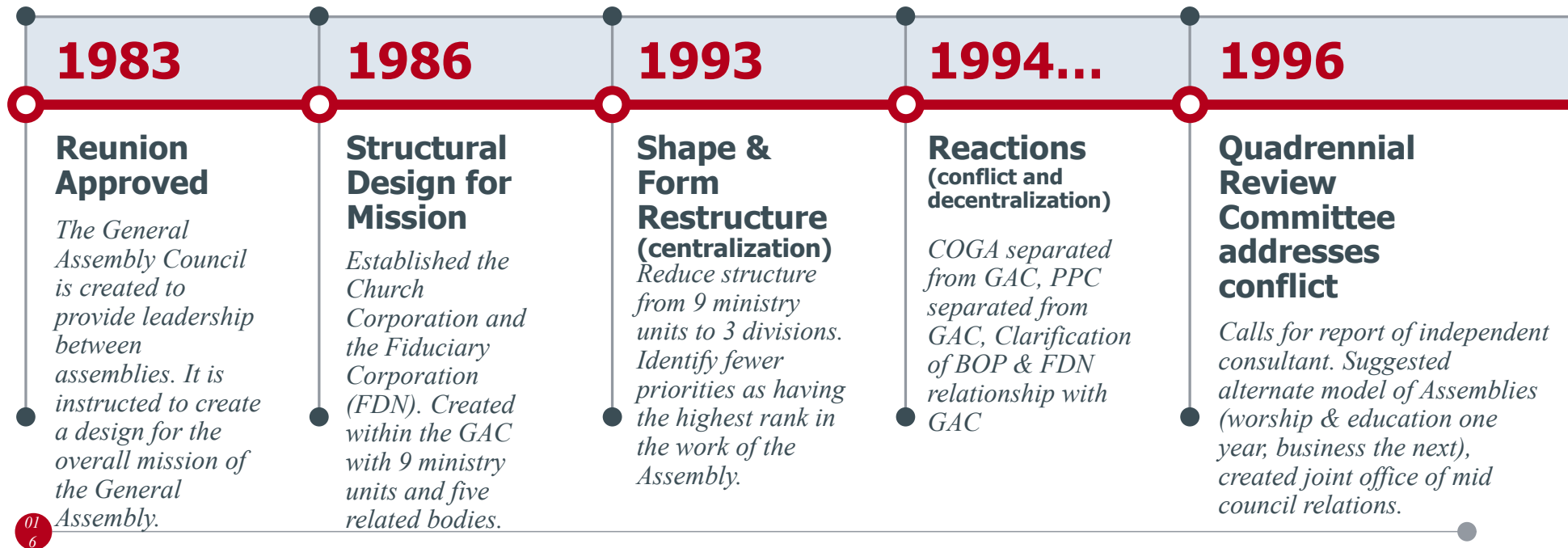


12



# Timeline

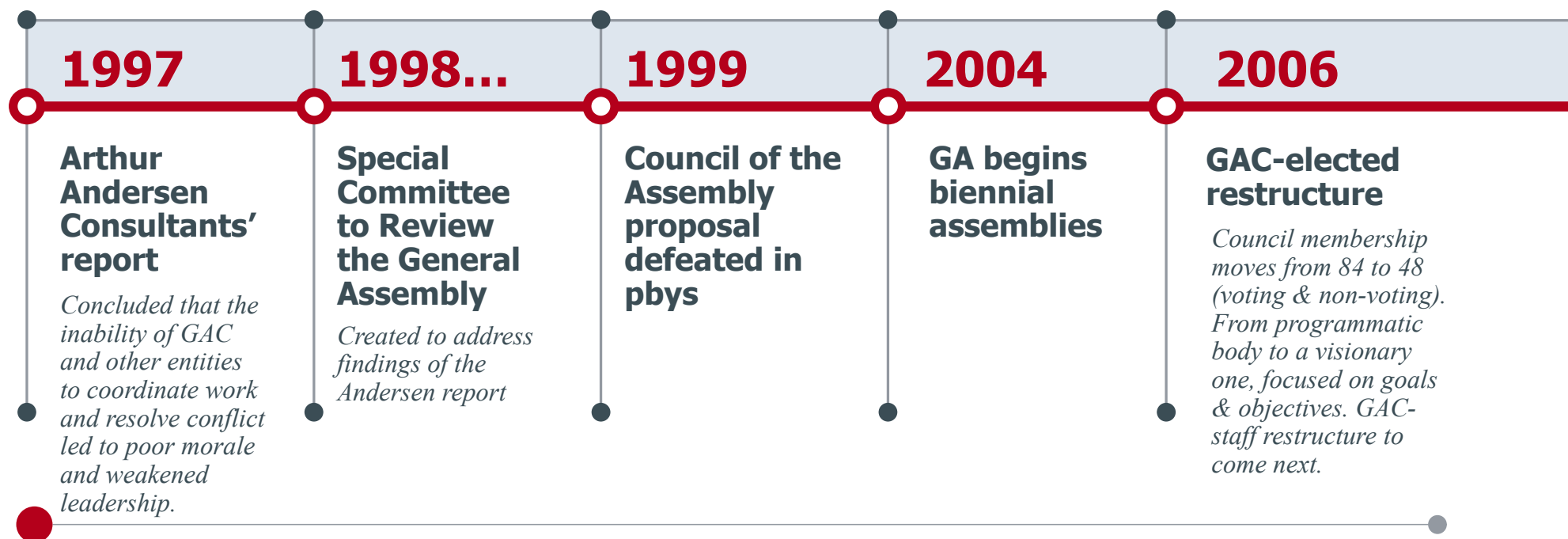
## PCUSA Structural Evolution





# Timeline

## *PCUSA Structural Evolution*

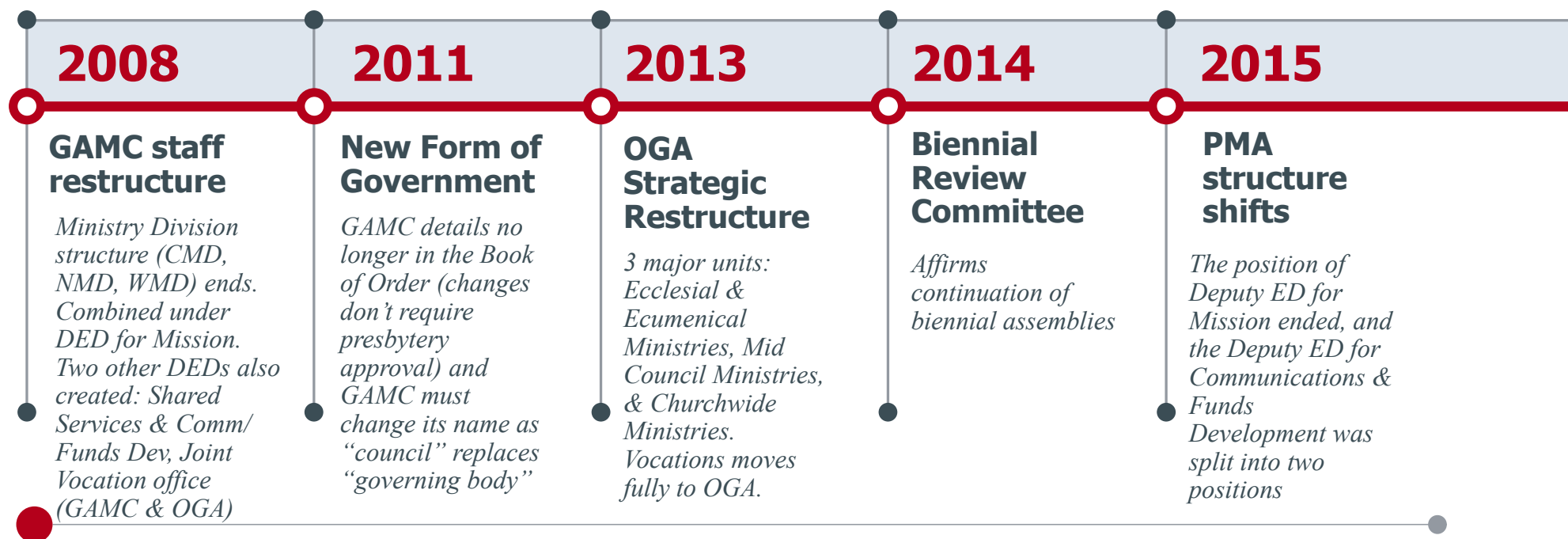






# Timeline

## PCUSA Structural Evolution





# Timeline

## *PCUSA Structural Evolution*



**Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Louisville, Ky. and Online  
March 9-11, 2023**

Thursday, March 9, 2023, 1:00 p.m. EST

**Gathering**      The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency held their first in-person meeting in Louisville, Ky. at the Presbyterian Center in the Conference Center, the meeting and broadcasting facilities built out for the 225th General Assembly (2022). Remote participants joined using Zoom, an online audio and web conferencing platform. Press were present in the Conference Center, and the public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly.

**Roll**            The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)  
Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)  
Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation  
Special Committee  
Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate,  
225th General Assembly (2022)  
Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board  
David Davis, Commissioner, Teaching Elder, Presbytery of the Coastlands; Committee on the  
Office of the General Assembly [attended fully online]  
Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large  
Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability  
Special Committee  
Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory  
Delegate, 225th General Assembly (2022) [attended Sat. Mar. 13 online]  
José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee  
Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A  
Corporation Board  
Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Ex-Officio:

Ruth Faith Santana-Grace, Ex-Officio, Co-Moderator, 225th General Assembly (2022)  
Shavon Starling-Louis, Co Moderator, 225th General Assembly (2022) [joined Fri. Mar. 12  
afternoon online]

Staff and Support:

Raymond Bonwell, recorder [attended fully online]  
Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency  
Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation  
Kerry Rice, Deputy Stated Clerk, Office of the General Assembly  
Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A  
Corporation

Invited Guests:

Erica Rader, Co-Moderator, Funding Model Development Team  
Michael Wilson, Co-Moderator, Funding Model Development Team

Opening Prayer and Devotion	Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 1:00 p.m. EST, and recognized Felipe Martínez, co-moderator, for the opening prayer and devotion, which drew upon Mark 2:18-22 and the reference to new wine going into fresh wineskins.
Land Acknowledgment	Barry Creech was recognized to lead the land acknowledgment, informed by the location of the Presbyterian Center in Louisville, Ky. It was observed that early local history dating to the late 1800s was contradictory, claiming the greater area to be only a regional hunting ground, and also acknowledging graves and evidence of settlement. After detailing this history, the Unification Commission remembered the Hopewell and Adena peoples, whose communities lined the river systems between Louisville and Ohio. The Unification Commission remembered the people who later lived on the land, next to the falls of the Ohio, whose names are remembered as Kaskaskia, Shawnee, Miami, Osage, Cherokee, and Iroquois.
Introductions of Guests	<p>Cristi Scott Ligon welcomed the additional invited guests for this session, including:</p> <p style="padding-left: 40px;">Diane Givens Moffett, President and Executive Director of the Presbyterian Mission Agency J. Herbert Nelson, II, Stated Clerk of the General Assembly of the Presbyterian Church (U.S.A.)</p> <p style="padding-left: 40px;">[Recorder’s Note: the Unification Commission met for several sessions for this meeting, recessing and reconvening as noted. The invited guests for each session will be listed.]</p>
Agenda	Without objection, <u>the agenda was adopted</u> . The agenda and presentations were distributed to the Unification Commission and publicly posted prior to the meeting.
Minutes	Revised minutes were distributed. Upon motion and second, and without objection, <u>the Minutes of the February 18, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, in their roles as co-moderators, read the covenant as a reminder of what the Unification Commission had adopted.
Co-Moderator Report	<p>Felipe Martínez and Cristi Scott Ligon, provided the Unification Commission with an update of their work as co-moderators. There was a meeting with the moderator and vice-moderator of the Committee on the Office of the General Assembly (“COGA”), and another meeting with the co-moderators of the Presbyterian Mission Agency Board (“PMAB”). There was also a meeting with members of the board of the Presbyterian Church (U.S.A.), A Corporation (“A Corp.” alternately “A Corporation”).</p> <p>Common themes included a sense of faithfulness, a sense of call, a readiness to collaborate and cooperate, and a resilience to move through areas where trust is thin and strong. Felipe Martínez noted there would be time during this meeting for the Unification Commission to hear directly from staff of the Presbyterian Mission Agency (“PMA”) and the Office of the General Assembly (“OGA”).</p> <p>Felipe Martínez noted that Erica Rader and Michael Wilson, co-moderators, Funding Model Development Team had coordinated their schedules to hold conversations with staff of PMA and OGA, and to be present with the Unification Commission as a conversation partner and resource.</p>
Roundtable Check-In	Without objection and with recognition of being ahead on the agenda, the agenda was amended to insert a check-in with the members and invited guests of the Unification Commission. Common

themes included the joy of gathering in-person, and the opportunity to discern and grow into the Church that God calls the PC(USA) to be. A common hope was to be able to adjourn this meeting with a common understanding of the work ahead.

Overview of Staff Conversations	Staff of PMA and OGA were previously invited to join staff for listening sessions with the Unification Commission, one today in-person in a different space without broadcast capability, and one tomorrow on Zoom. Since the focus of these conversations are personnel matters, these conversations will occur when the Unification Commission is recessed – therefore no minutes will be taken. It was also explained that no members of leadership will be present to create an environment for engaged staff feedback and observations. Staff were not asked to make reservations to participate, therefore, it is not known how many staff will participate.
Recess	Without objection, <u>the Unification Commission recessed</u> for in-person conversations with staff.

Thursday, March 9, 2023, 4:30 p.m. EST

Reconvening and Introduction of Additional Invited Guests	<u>The Unification Commission reconvened</u> at 4:30 p.m., with Diane Givens Moffett, and J. Herbert Nelson, II returning as additional invited guests. There was an additional introduction of Sara Lisherness. Deputy Executive Director for Mission Program, Presbyterian Mission Agency. An audio/visual check for remote participants was completed.
Overview of the Office of the General Assembly	Felipe Martínez noted this session would provide an overview of the structures of PMA and OGA, including their governance.
Overview of the Presbyterian Mission Agency	Upon recognition, Kerry Rice led a presentation on the Office of the General Assembly ( <a href="#">Attachment 1</a> ). This presentation included the role of the Stated Clerk of the General Assembly, and governance of the Office of the General Assembly. The presentation addressed the guiding values behind the last two budget cycles (2021-2022, 2023-2024), and the ministry areas (Mid Council Ministries, Office of the General Assembly, and the Presbyterian Historical Society). The various formats of recent General Assemblies were addressed, in addition to resources (The Book of Order, The Manual of the General Assembly, The Organization for Mission, The Standing Rules of the General Assembly, and COGA's Manual of Operations).
Overview of the Presbyterian Mission Agency	Upon recognition, Diane Givens Moffett led a presentation on the Presbyterian Mission Agency ( <a href="#">Attachment 2</a> ). This presentation included an overview of the PMA Board ("PMAB"), and an overview of PMA functions (including Administration, Mission Programs, and Vision & Innovation). Upon recognition, Sara Lisherness addressed the programmatic ministry areas of the presentation.
Discussion of the Presentations	It was observed that COGA and PMAB were required to meet jointly on an annual basis. A common focus of this meeting is the joint budget; the next meeting will be in April 2023 in-person, and Felipe Martínez and Cristi Scott Ligon plan on attending a portion of the joint meeting. The discussion continued on how to better handle and coordinate the work of the Unification Commission, including determining the work that is core and essential, and options for structure.
Recess	Without objection, <u>the Unification Commission recessed</u> for a tour of the Presbyterian Center and dinner in-residence, with plans to reconvene at 7:15 p.m. EST.

Thursday, March 9, 2023, 7:15 p.m. EST

Reconvening The Unification Commission reconvened at 7:15 p.m., with J. Herbert Nelson, II returning as an additional guest. An audio/visual check for remote participants was completed.

Recent General Assembly Special Committee / Commissions Felipe Martínez noted this session would provide an overview of recent General Assembly Special Committees / Commissions, and their intentional representation on the Unification Commission. Brief overviews were provided on:

- Presbyterian Mission Agency Review Committee by Debra Avery, appointed in 2014;
- All Agency Review Committee by Dave Davis, appointed in 2016; noted this work was independent of the Way Forward Commission, with similar conclusions;
- Per Capita and Financial Sustainability Special Committee by José Rosa-Rivera and Scott Lumsden, appointed in 2018; and,
- Moving Forward Implementation Commission by Debra Avery, appointed in 2018.

Common themes of the above overviews included organizational structures and cultures (of PMA and OGA), financials, budgets, and fundraising. It was noted the focus of funding the 1,001 New Worshipping Communities, and the camps and conference centers, was in 2014.

Though today's overview went back to 2014, it was noted the idea of a unification or merger has been present since Reunion in 1983 (references were made to the Unification Commission's February 18, 2023 "timeline" presentation by Barry Creech).

The presentations on OGA and PMA during today's 4:30 p.m. session included an overview on governance, which noted only OGA and PMA are within the purview of the Unification Commission. OGA and PMA have a different relationship with the General Assembly, which is responsible – among other things – for approving the OGA and PMA budgets. The other national agencies have an independent legal status.

Financial urgency was discussed. OGA is anticipated to exhaust reserves within three years, given the current funding structure.

Closed Session and Recess Upon recognition, Cristi Scott Ligon made a motion to meet in executive session to discuss personnel matters. After second, discussion and perfection, the Unification Commission voted to enter executive session. Erica Rader and Michael Wilson were invited to remain; all staff were excused. Prior to the discontinuation of the livestream, it was noted there was an order of the day to recess at 8:15 p.m. EST, and though actions were not anticipated, a report of actions in executive session would be provided upon reconvening on Friday, March 10, 2023 at 9:00 a.m. EST.

Friday, March 10, 2023, 9:00 a.m. EST

Reconvening and Opening Prayer The Unification Commission reconvened at 9:00 a.m., with J. Herbert Nelson, II and additional invited guests including Ian Hall, Chief Financial Officer and Chief Operating Officer for the Presbyterian Church (U.S.A.), A Corporation; and, Denise Hampton, controller. An audio/visual check for remote participants was completed. Cristi Scott Ligon reported the previous evening during the executive session, there were no actions taken, prior to the recess for the evening.

Frances Lin provided the opening prayer.

Financial Overview Cristi Scott Ligon recognized Ian Hall and Denise Hampton for a financial overview (**Attachment 3**), which included an overview of sources of income (contributions; investment returns; and, other income). A discussion followed.

The spending formula on investments, as referenced in the presentation, was smoothed out as a five-year trailing average of quarterly valuations on an 18-month lag. It was explained that the distribution was voted to be reduced 0.05% over five years (moving from 4.25% in 2022 to 4.0% in 2027).

The unrestricted income allocation between PMA and OGA prior to 2019 followed a detailed formula including shared services. A subsequent 80/20 allocation was based on a simple budget split. The recommendation before the 225th GA (2022) was a 50/50 allocation, and the General Assembly approved a 70/30 allocation without providing a rationale. It was noted there are more than 2,000 restricted funds.

For OGA, 2023 and 2024 budget shortfalls will be met by reserves (as recommended by COGA and approved by the General Assembly). This will exhaust the OGA reserves. For PMA, there were budget variations due to Ghost Ranch (2016) and Stony Point (2020) [national conference centers that are a responsibility of PMA], and an accounting variation in 2017 for Presbyterian Disaster Assistance.

The discussion returned to gifts, and the various fees assessed for cost recovery. Per Capita is not assessed any additional cost recovery. Gifts received with restrictions have a cost recovery of 17%, even though the actual cost recovery needed is around 27%. It was noted that often administrative grant cost recovery in non-profit and government areas is between 25% - 30%.

It was noted that Ian Hall joined the PC(USA) on July 1, 2021, and this presentation was commended by the Unification Commission for depth and clarity.

Areas of  
Current  
Collaboration      After a brief break, a presentation on the current collaborations between PMA and OGA was led by Barry Creech and Kerry Rice (**Attachment 4**). It was noted there is no formal definition to “collaboration”, and often PMA and OGA are working with the Administrative Services Group (“ASG”, part of A Corporation).

During the discussion, it was observed ASG, PMA, and OGA all have their own policies, practices, protocols, and procedures.

An additional challenge is each entity has its own people (including staff and volunteers elected / appointed to commissions, task forces, committees, etc.). With people there are known challenges of succession planning and knowledge transfer, in addition to business continuity. All of these factors influence the culture of each organization, and their interactions.

Recess              Without objection, the Unification Commission recessed for lunch, and a Zoom meeting with staff (with only Commissioners in attendance), with plans to formally reconvene at 2:30 p.m. EST.

Friday, March 10, 2023, 2:30 p.m. EST

- Reconvening and Welcome    The Unification Commission reconvened at 2:38 p.m., including J. Herbert Nelson, II. An audio/visual check for remote participants was completed. Shavon Starling-Louis was recognized for greetings. Without objection, the agenda focused on the mandates, timelines, and consultations.
- Mandates and Timelines    Upon recognition, Kathy Lueckert provided a presentation on the mandates and timeline ([Attachment 5](#)). It was discussed the “missional and ecclesial” coordination is another reference to PMA and OGA, respectively. Regarding references to PMAB and COGA, Felipe Martínez and Cristi Scott Ligon have begun coordinating conversations. There was a discussion on when and how to engage with staff, and where specifically to begin.
- Consultations    Kathy Lueckert continued with a full list of Consultations ([Attachment 6](#)), directed by the General Assembly for the Unification Commission to engage. This list includes all other agencies, committees, staff, and PC(USA) entities and their boards; Advocacy and Advisory Committees; and, Mid Councils. There was a broader discussion on how the Unification Commission will feel aligned in their work.
- Work Groups    After a brief break, Felipe Martínez noted there was an order of the day at 5:30 p.m. to recess, and the desire for this current session to include an executive session.
- There was a broad discussion regarding how to share the work of the Unification Commission among four work groups. Each commissioner will serve on one work group; therefore, each work group will be comprised of three commissioners. The four work groups identified were:
- Common Mission;
  - Consultations;
  - Financial; and,
  - Governance.
- It was noted the Unification Commission is scheduled to meet for four years, and these work groups are a starting point. The Unification Commission was tasked to give further reflection to the work groups, and to where Commissioners might be called to serve.
- Closed Session and Recess    There was a motion to meet in executive session to discuss personnel matters. After second, and discussion, the Unification Commission voted to enter executive session. Erica Rader and Michael Wilson were invited to remain; all staff were excused. Prior to the discontinuation of the livestream, it was noted there was an order of the day to recess at 5:30 p.m. EST, and though actions were not anticipated, a report of actions in executive session would be provided upon reconvening on Saturday, March 11, 2023 at 9:00 a.m. EST.

Saturday, March 11, 2023, 9:00 a.m. EST

- Reconvening and Prayer    The Unification Commission reconvened at 9:00 a.m. An audio/visual check for remote participants was completed. Cristi Scott Ligon reported the previous evening during the executive session, there were no actions taken, prior to the recess for the evening.
- Carson Brown led an opening prayer, and Emily Martin brought greetings.
- Commissioners Assignments to Work Groups    Felipe Martínez and Cristi Scott Ligon shared the following work group assignments, and the facilitator. By common consent, the Unification Commission adopted the following structure:
- Governance
  - Debra Avery, facilitator;



Carson Brown; and,  
José Rosa-Rivera.

Financial

Scott Lumsden, facilitator;  
David Davis; and,  
Kris Thompson.

Common Mission

Bill Teng, facilitator;  
Felipe Martínez; and,  
Frances Lin.

Consultations

Dee Cooper, facilitator;  
Cristi Scott Ligon; and,  
Emily Martin.

The Unification Commission recessed for the work groups to meet independently and further define each group's focus, to be shared upon reconvening.

Work Group Goals      The Unification Commission reconvened, and after an audio/visual check for remote participants, each work group reported out their self-defined focus and goals.

Governance plans to review the Manual of the General Assembly, materials of COGA and PMAB, and will join the April joint meeting of COGA and PMAB.

Consultation will focus on the process to consult with all of the constituencies as mandated. Top priorities include the Stated Clerk Nominating Committee, and the upcoming joint meeting of COGA and PMAB.

Common Mission hopes to define mission for a unified body, including identity and connections. An anticipated start is with the Book of Order and the Foundation of Government and what "the church is called to do and be."

Finance wishes to consult with the Presbyterian Foundation to understand development, and designation of funds. There is also planned a thorough review of the finances of PMA and OGA. The Finance Work Group, drawing upon Ian Hall's financial presentation, is starting from a position of abundance, that there are resources – beyond and including finances.

By common consent, the Unification Commission agreed the breadth in the work groups is sufficient. Felipe Martínez and Cristi Scott Ligon, as co-moderators, reminded the commissioners to make sure the work groups interact, that work is shared among the commissioners (using the EQUIP portal), and honoring the Open Meeting Policy to be transparent about decision making.

Reflections and Observations      Felipe Martínez and Cristi Scott Ligon, as co-moderators, opened the floor for reflections on this meeting. Common themes included a growing common understanding of the task; the work is becoming clearer; and gratitude for the experience and leadership.

It was agreed how helpful the in-person meeting was for the process; there are three scheduled per year. Further, the online meetings could be extended and include a break.

Preparing for the Next      Felipe Martínez and Cristi Scott Ligon noted the next meeting is scheduled online on Sunday, April 16, 2023 at 3:00 p.m. EDT.

Meeting  
(Remote)

Executive  
Session Not  
Required

Felipe Martínez observed the Unification Commission is following a better practice of including an executive session toward the end of the agenda, to provide an appropriate time to discuss matters of personnel. The consensus was the previous executive sessions in this meeting were sufficient.

Closing  
Prayer

Cristi Scott Ligon gave thanks for the commissioners, guests, staff, and Conference Center staff.

Felipe Martínez entertained a motion to adjourn. After a motion and second and without objection, with a closing prayer from Ruth Faith Santana-Grace and Shavon Starling-Louis, the meeting was adjourned at 11:36 a.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder



# Office of the General Assembly

# Office of the General Assembly

The Office of the General Assembly, as envisioned and directed by the General Assembly and the Stated Clerk, supports the ecclesial formation of individuals and councils, providing an important framework and foundation that enables the church to do vital ministry in the world.

# The Stated Clerk

- Head of the Office of the General Assembly
- Speaks to and for the church
- Head of Communion and chief ecumenical officer
- Highest office to be directly elected by the General Assembly
- PC(USA) has had only four stated clerks since reunion
- Elected to four-year term – no limit on terms
- J. Herbert Nelson, II was first elected in 2016
- The Stated Clerk Nominating Committee has begun its' work and will bring a nominee to the 226<sup>th</sup> General Assembly (2024)



# Governance

The Committee on the Office of the General Assembly:

- Provides oversight to the Stated Clerk and OGA; it does not, however, supervise the Stated Clerk
- Assures the accountability of the Stated Clerk to GA
- Provides a link to the PMA Board
- Is a committee, not a board

The Committee on the Office of the General Assembly:

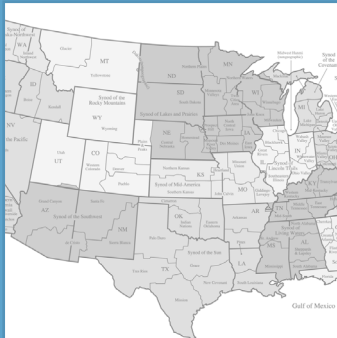
- Has 14 at-large members elected by the General Assembly
- Includes the Moderator of GA (or Co-Moderator) who serves ex officio with vote
- Includes the Stated Clerk, the PMA Executive Director and a member of the PMA Board who also serve ex officio with voice

# Guiding Values

For the past two budget cycles (2021-2022 and 2023-2024), OGA has identified several values to guide its' work:

- Relationships
- Leadership (re)formation
- Equity and Justice
- Innovation and Courage
- Faithful and Spirit-led

# Ministry Areas



# Mid Council Ministries



# Office of the Stated Clerk



# Presbyterian Historical Society



# Mid Council Ministries

Providing support to mid councils and those in ordered ministry and seeking ordination, certification, and calls

Defending and interpreting the Constitution. Providing support and training to stated clerks

Supporting pastors from other countries and advocating for just immigration

Coordinating OGA's work with and for mid councils

15 full-time and 1 part-time staff

Supporting the work of committees of the General Assembly:

- Advisory Committee on the Constitution
- Advisory Committee on Litigation
- Committee on Representation
- Educator Certification Committee
- Nominating Committee
- Permanent Judicial Commission

Also supports the Presbyteries' Cooperative Committee on Examinations of Candidates



# Office of the Stated Clerk

Coordinates the communications needs of the Office of the General Assembly and the Stated Clerk

Planning and implementing the biennial General Assembly, and providing logistical support to other committees on a regular basis

Coordinates our witness to and with ecumenical and interreligious conciliar bodies and traditions

13 full-time and 2 part-time staff

Supporting the work of committees of the General Assembly:

- Committee on Ecumenical and Interreligious Relations
- Committee on the Office of the General Assembly
- Special committees, commissions, and task forces



# Presbyterian Historical Society

Serves as the national archives of the PC(USA)

Located in Philadelphia

Collects, preserves, and shares the stories of the American Presbyterian experience

21 full-time and 2 part-time staff

Supporting the work of the Presbyterian Historical Society Board (a non-governance board)



# Resources

The **Book of Order** describes the responsibilities of the Stated Clerk, as well as those of clerks at every level of council; enables apportionments to be assessed by councils above the session

The **Manual of the General Assembly**, revised for each biennial assembly based upon changes approved by the assembly, includes:

- The **Organization for Mission** describes the work of the Stated Clerk and OGA, as well as the committees for which OGA is responsible
- The **Standing Rules of the General Assembly** provide additional guidance for the Stated Clerk's responsibilities specifically related to the biennial General Assembly

COGA's **Manual of Operations** guides the work and organization of the committee's work

# Questions & Answers





# Presbyterian Mission Agency

Overview of Board and Staff Structure

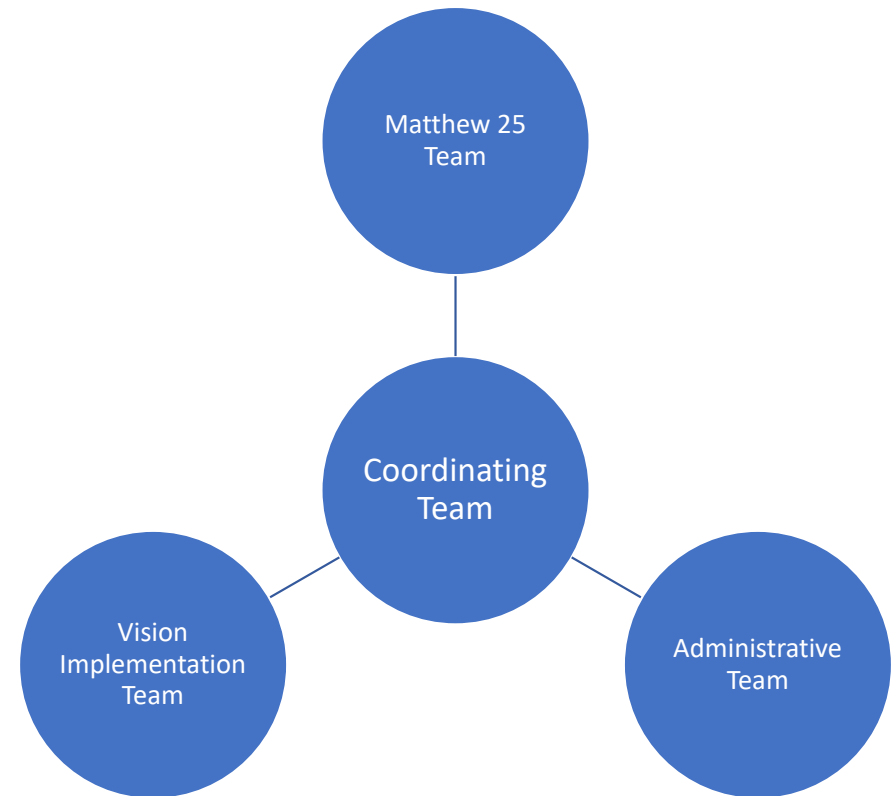
# Presbyterian Mission Agency Board

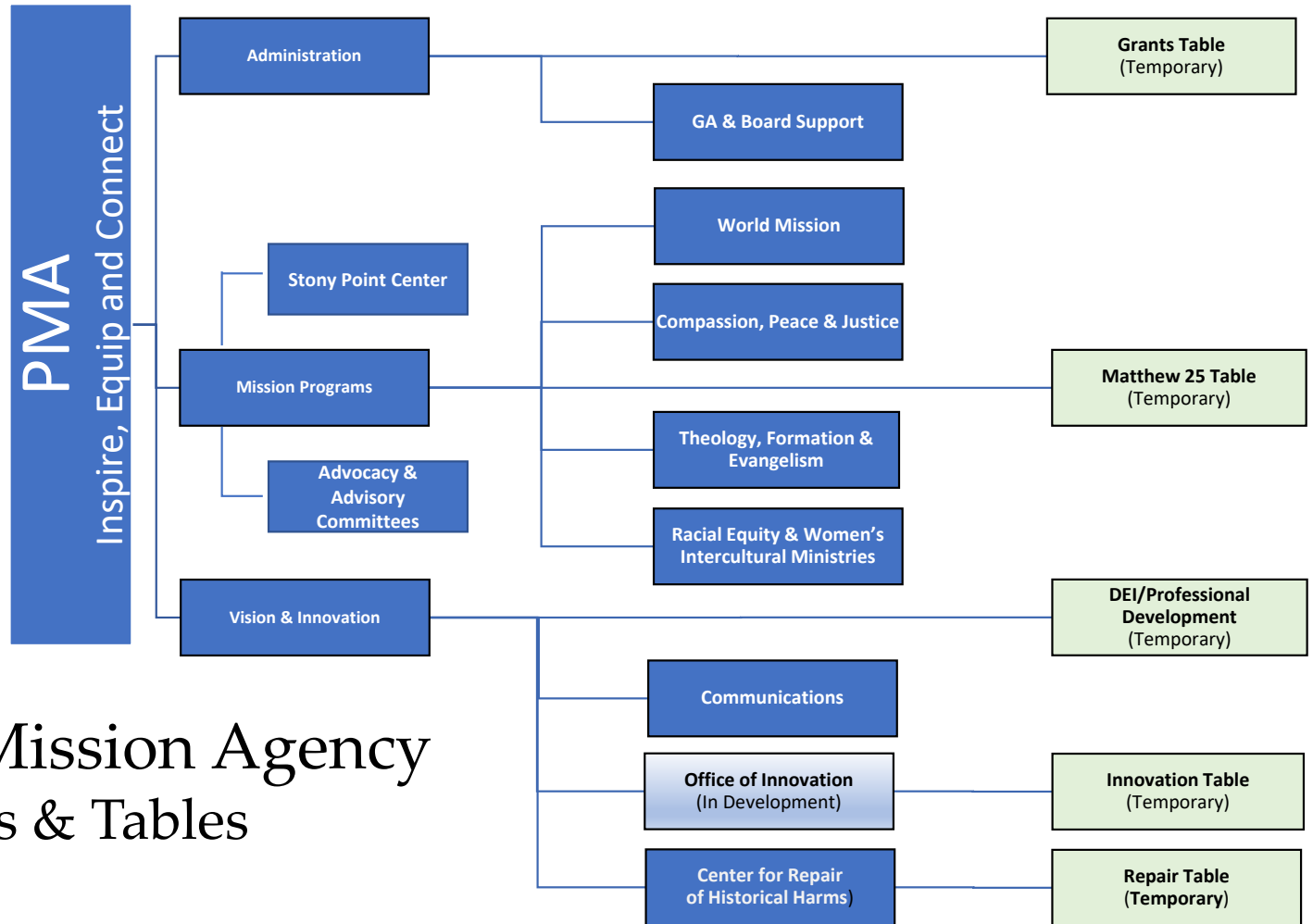
## 20 voting members

- 15 at-large members - nominated by GANC
- 4 members from other entities – nominated by GANC
  - Office of the General Assembly
  - Racial Equity Advocacy Committee
  - Advocacy Committee for Women & Gender Justice
  - Advisory Committee on Social Witness Policy
- 1 member from Presbyterian Women

## 10 non-voting members

- |                                    |                  |
|------------------------------------|------------------|
| • GA Moderator                     | • FDN president  |
| • PMA President/Executive Director | • PILP president |
| • GA Stated Clerk                  | • PPC president  |
| • BOP president                    | • 2 Ecumenical   |
| • A Corp president                 | Advisory members |





# Presbyterian Mission Agency Functions & Tables



Compassion, Peace & Justice	Racial Equity & Women's Intercultural Ministries	Theology, Formation & Evangelism	World Mission	Center for the Repair of Historical Harms	Office of Innovation	Administration	Communications
Office of Public Witness in Washington, D.C.	<b>Intercultural Ministries &amp; Support for Congregations of Color</b> - African	1001 New Worshipping Communities	Area Office for Africa		In Development	Administration	Collaborative communications with other agencies
Presbyterian Disaster Assistance	Intercultural Ministries - African	Camps & Conference Centers	Area Office for Asia-Pacific			Board Support	Communications education and consultation with mid-councils
Presbyterian Health, Education & Welfare Association	American Intercultural CS - Asian Intercultural CS - Hispanic/Latino-a Intercultural CS - Korean Intercultural CS - Middle Eastern	Christian Formation	Area Office for the Middle East & Europe			General Assembly Support	Communicators network with mid-councils
Presbyterian Hunger Program	Intercultural Ministries - Native	Collegiate Ministries	Area Office for Latin America & the Caribbean				Multi-mediated messaging and social networking
Presbyterian Ministry at the United Nations	American Intercultural CS	Committee on Theological Education (COTE)	Equipping for Mission Involvement				PresbyTel
Presbyterian Peacemaking Program	<b>Leadership Development for Leaders of Color</b> - Mission Program Grants - Schools and Colleges Equipping Communities of Color - Leadership Development & Recruitment for Leaders of Color	Financial Aid for Service	Global Mission Partnerships				Presbyterian News Service
Presbyterian Self-Development of People		Ministries with Youth	Jinishian Memorial Program				Print Publications
Racial & Intercultural Justice (joint ministry with Racial Equity & Women's Intercultural Ministries)		Theological Conversations	Mission Personnel				Strategic Communications (Consulting, Design & Messaging)
	<b>Women's Leadership Development &amp; Justice Ministries</b> - Gender & Racial Justice - Racial & Intercultural Justice (joint office with CPJ) - Women's Leadership Development & Young Women's Ministries	Vital Congregations	Mission Service Recruitment				Web/Digital/Social media development and production
		Worship	Young Adult Volunteers				

# Sources of INCOME

---



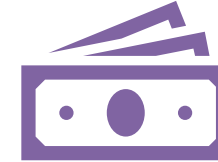
## Contributions

Congregations  
Gifts, bequests, and grants  
Special giving and special offering  
Other PMA



## Investment Returns

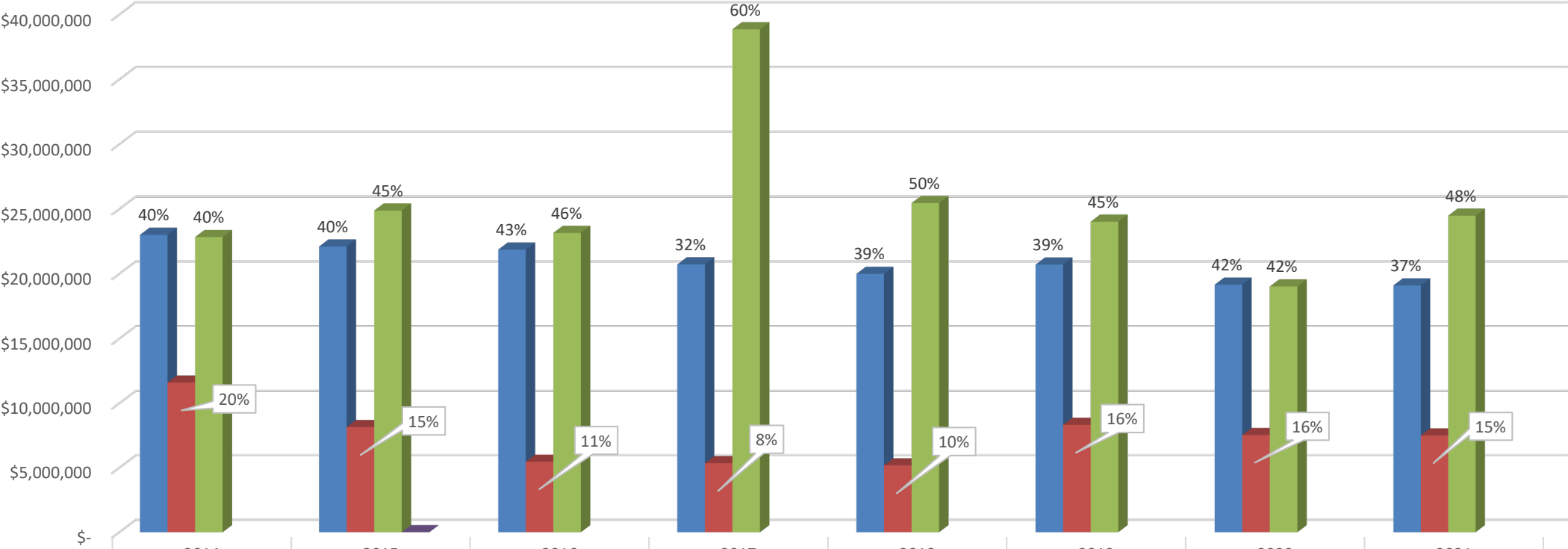
Income from endowments held by  
the Foundation  
Income from other investments  
Realized gain (loss) investment net  
Unrealized gain (loss) investment  
net  
Change in value beneficial interest



## Other Income

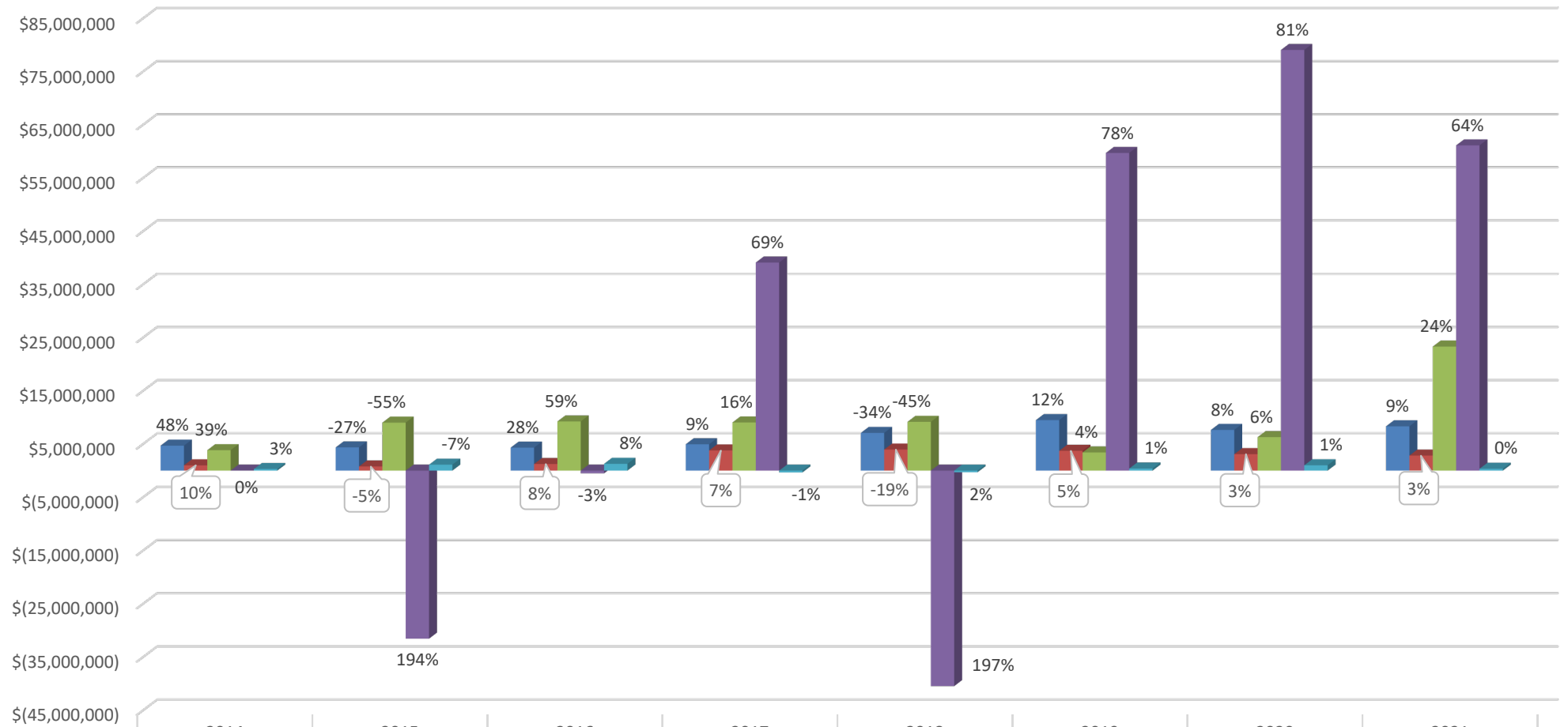
Interest Income from loans  
Hubbard Press  
Sales of Resources  
Program Services  
Other

Contributions



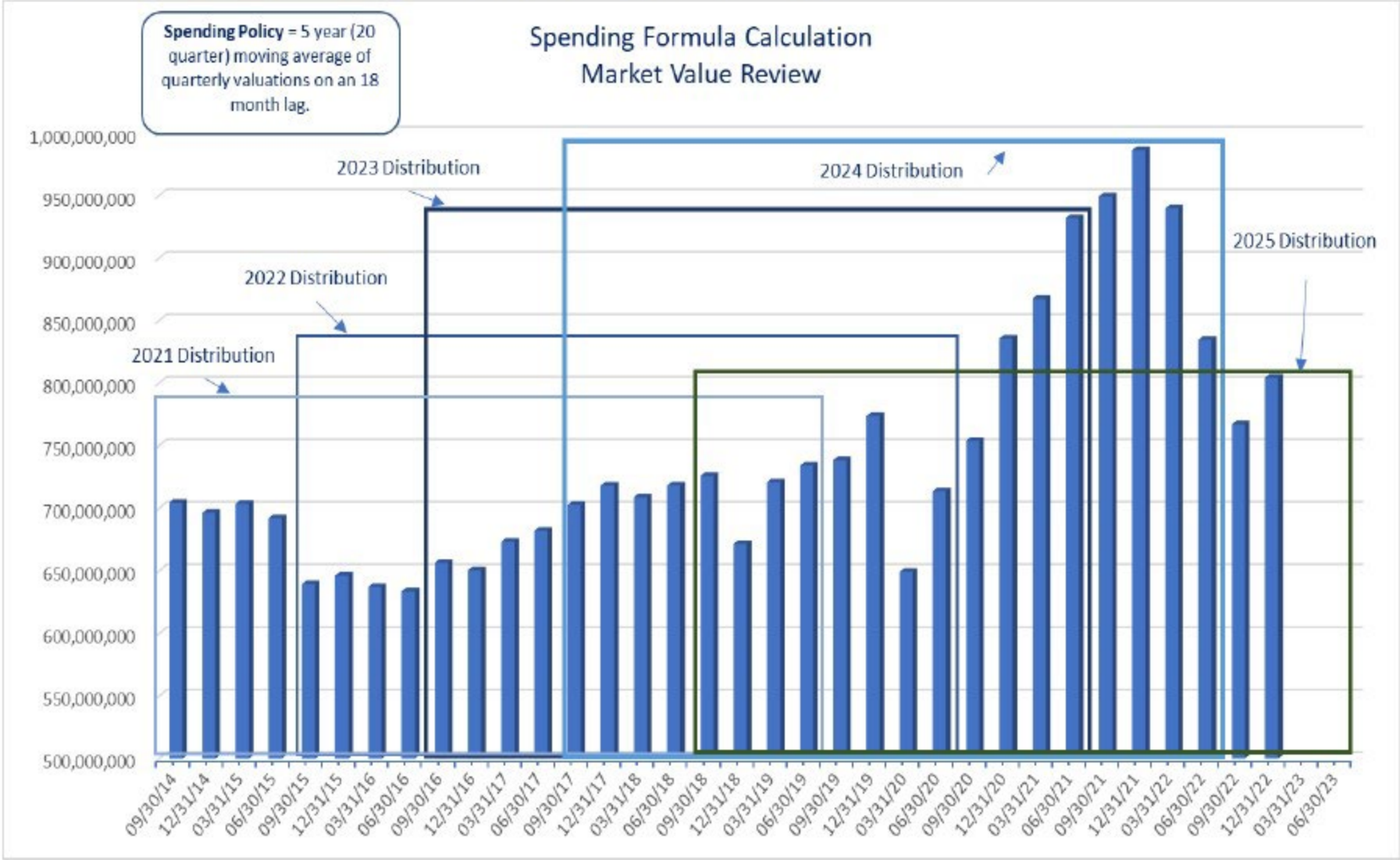
Congregations	2014	2015	2016	2017	2018	2019	2020	2021
Gifts, bequests, and grants	\$23,010,497	\$22,111,025	\$21,868,331	\$20,728,938	\$19,999,968	\$20,714,416	\$19,164,139	\$19,105,498
Special giving and special offering	\$11,604,257	\$8,151,051	\$5,466,744	\$5,356,715	\$5,179,688	\$8,327,622	\$7,533,214	\$7,500,379
Other PMA	\$22,836,897	\$24,882,266	\$23,155,990	\$38,863,806	\$25,459,633	\$24,025,427	\$19,029,654	\$24,488,140
		\$880						
Total Contributions	57,451,651	55,145,222	50,491,065	64,949,459	50,639,289	53,067,465	45,727,007	51,094,017

# Investment Return



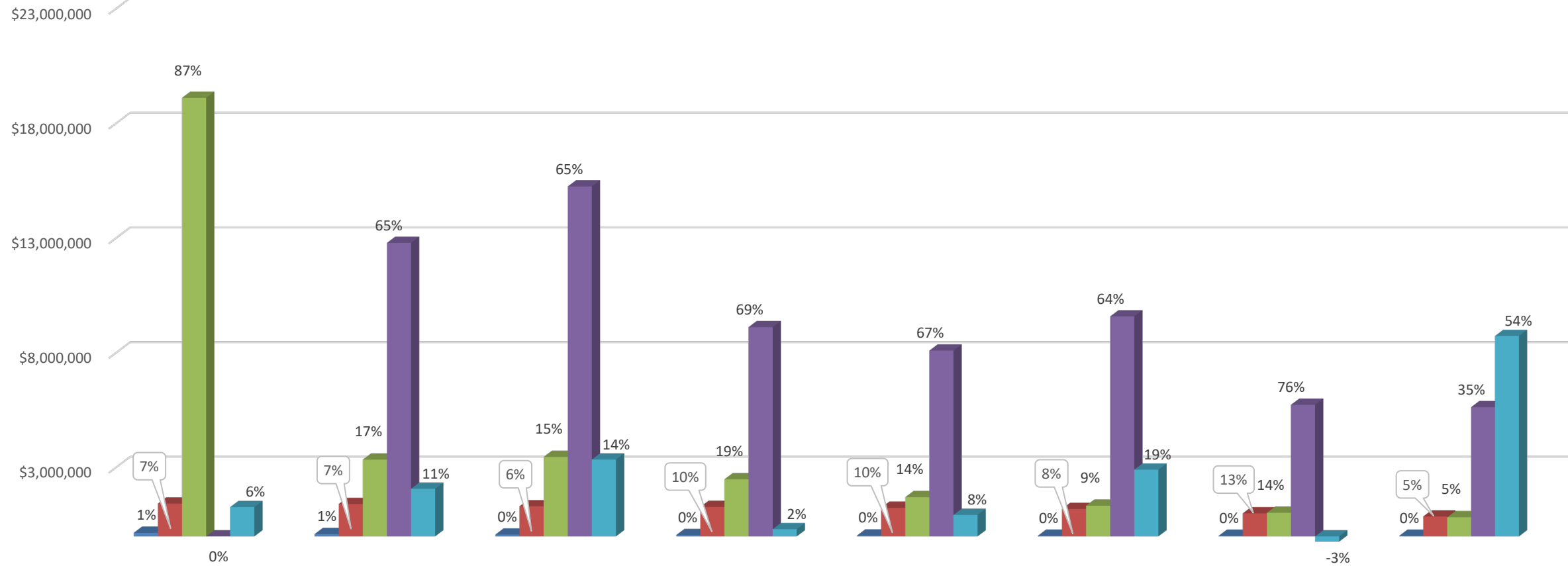
	2014	2015	2016	2017	2018	2019	2020	2021
Income from endowments held by the Foundation	\$4,688,902	\$4,359,076	\$4,316,663	\$4,947,957	\$7,082,993	\$9,489,840	\$7,648,849	\$8,325,850
Income from other investments	\$990,519	\$776,866	\$1,235,748	\$3,790,888	\$3,953,602	\$3,723,690	\$3,089,749	\$2,826,653
Realized gain (loss) investment net	\$3,838,009	\$9,012,595	\$9,231,792	\$9,046,218	\$9,162,909	\$3,410,573	\$6,289,954	\$23,307,769
Unrealized gain (loss) investment net	\$-	\$(31,557,407)	\$(513,974)	\$39,099,105	\$(40,465,213)	\$59,698,757	\$79,052,880	\$61,117,328
Change in value beneficial interest	\$303,425	\$1,111,182	\$1,273,503	\$(342,060)	\$(317,238)	\$391,406	\$999,402	\$346,838
Total Investment Return	9,820,855	(16,297,688)	15,543,732	56,542,108	(20,582,947)	76,714,266	97,080,834	95,924,438

# SPENDING POLICY – WHERE ARE WE AT?



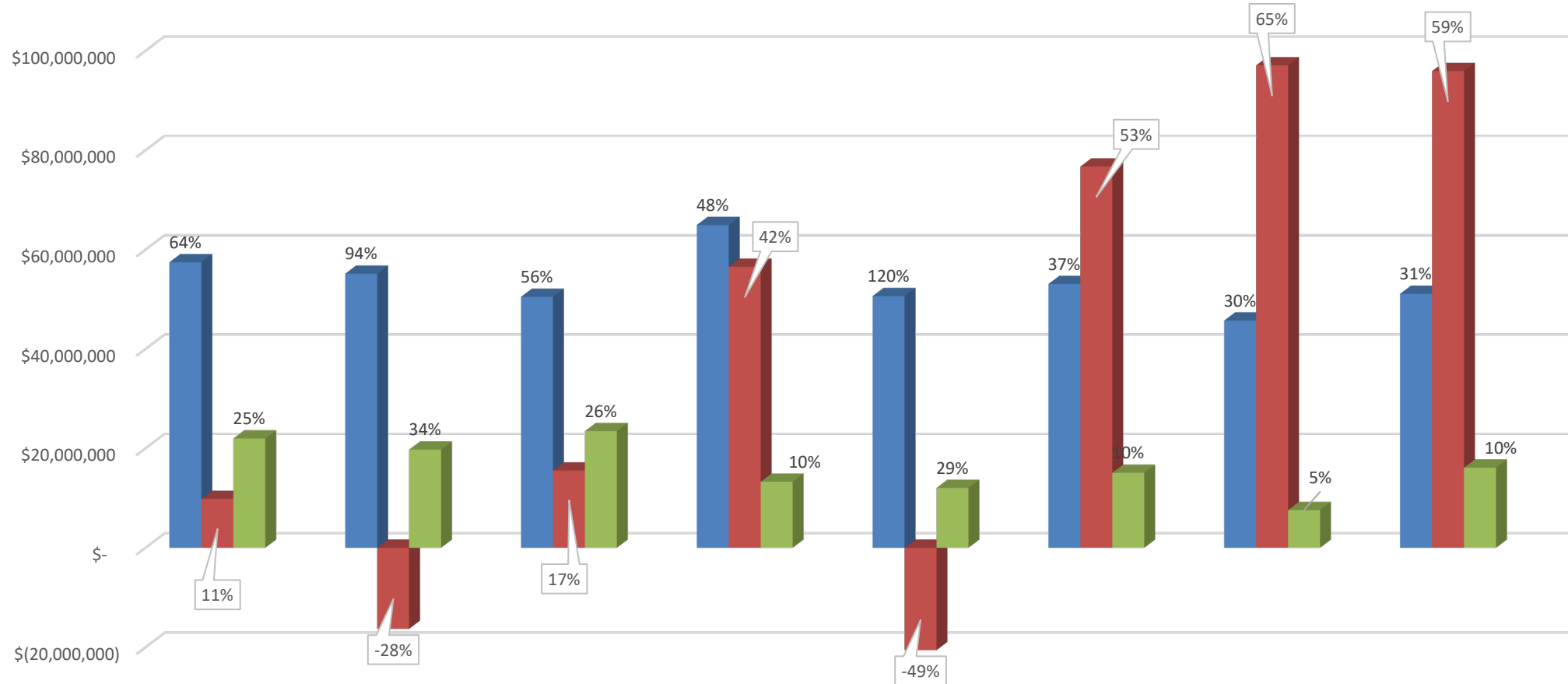
Past performance does not guarantee future results. References to expected returns are not promises or even estimates of actual returns an investor may achieve. The assumptions, views, techniques and estimates set out are provided for illustrative purposes only. "Expected" or "alpha" return estimates are subject to uncertainty and error. The ability to achieve similar outcomes is subject to risk factors over which Northern Trust may have no or limited control.

# Other Income



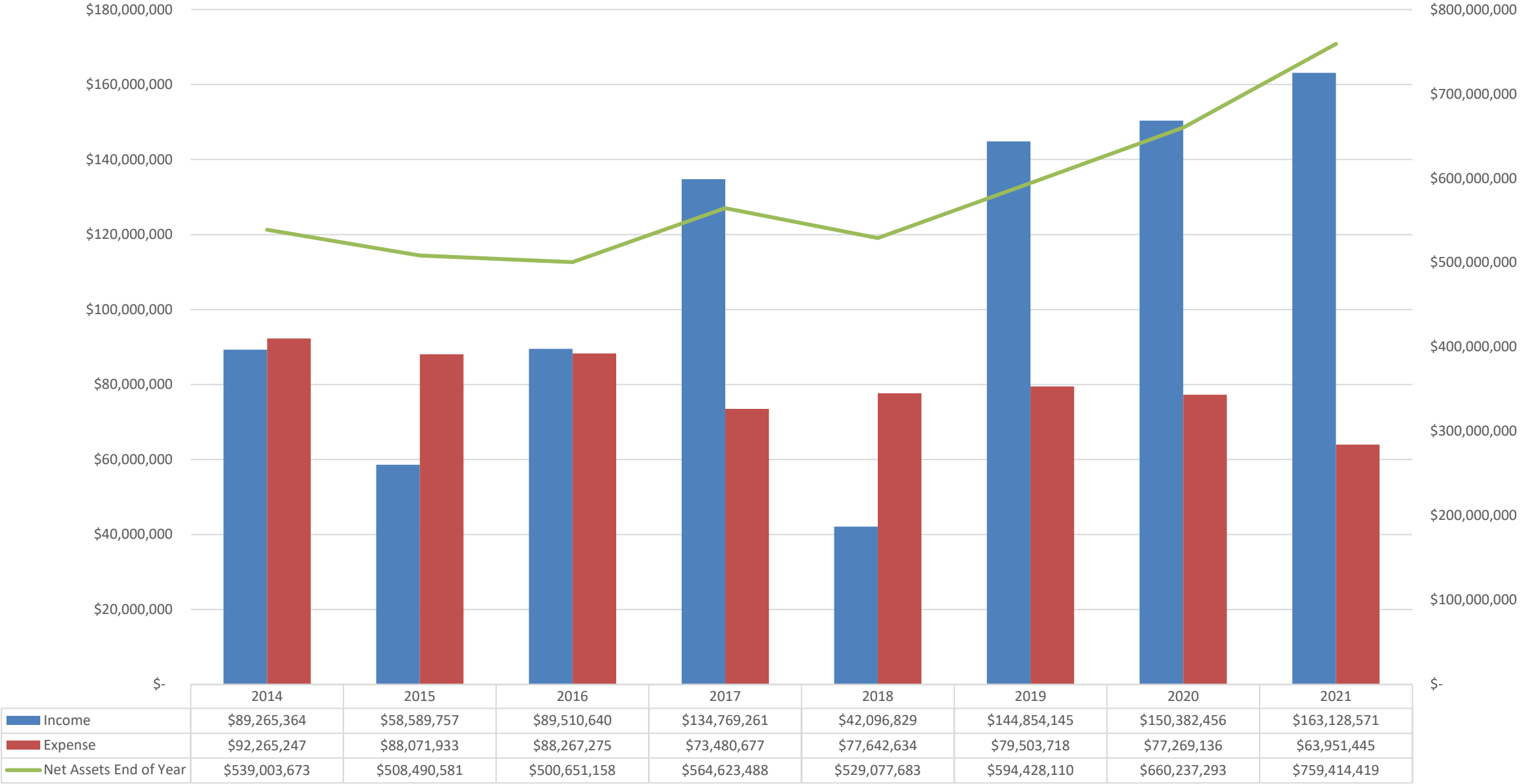
	2014	2015	2016	2017	2018	2019	2020	2021
Interest Income from loans	\$158,058	\$99,850	\$80,271	\$58,710	\$37,932	\$27,576	\$25,379	\$25,469
Hubbard Press	\$1,432,051	\$1,413,353	\$1,314,101	\$1,285,374	\$1,248,976	\$1,198,323	\$1,005,242	\$867,909
Sales of Resources	\$19,122,995	\$3,350,311	\$3,468,319	\$2,490,204	\$1,710,680	\$1,340,123	\$1,029,765	\$836,672
Program Services	\$-	\$12,799,605	\$15,259,217	\$9,127,615	\$8,105,245	\$9,596,219	\$5,742,164	\$5,638,197
Other	\$1,279,754	\$2,079,104	\$3,353,935	\$315,791	\$937,654	\$2,910,173	\$(227,935)	\$8,741,869
Total Other Income	21,992,858	19,742,223	23,475,843	13,277,694	12,040,487	15,072,414	7,574,615	16,110,116

# Total Income



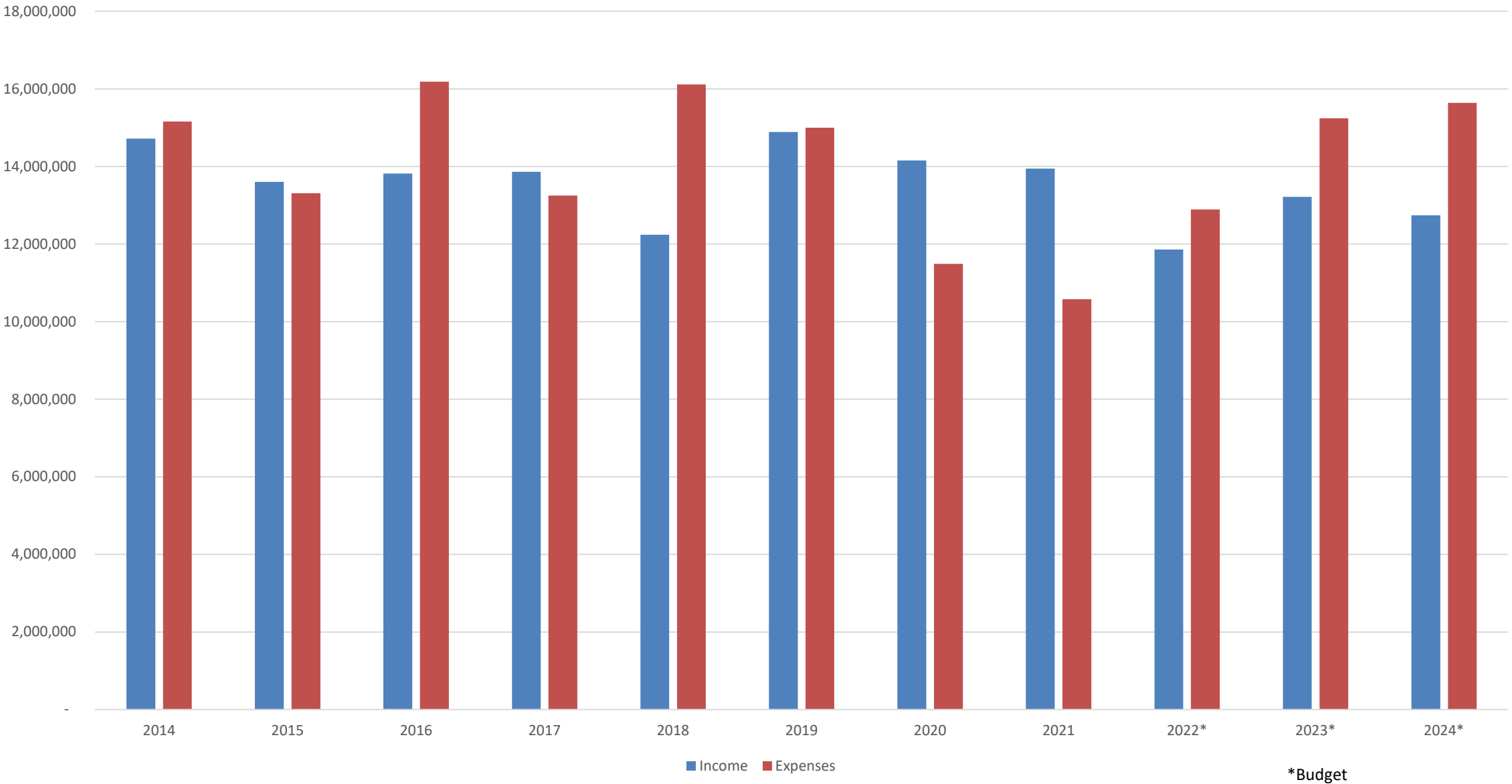
	2014	2015	2016	2017	2018	2019	2020	2021
Total Contributions	\$57,451,651	\$55,145,222	\$50,491,065	\$64,949,459	\$50,639,289	\$53,067,465	\$45,727,007	\$51,094,017
Total Investment Return	\$9,820,855	\$(16,297,688)	\$15,543,732	\$56,542,108	\$(20,582,947)	\$76,714,266	\$97,080,834	\$95,924,438
Total Other Income	\$21,992,858	\$19,742,223	\$23,475,843	\$13,277,694	\$12,040,487	\$15,072,414	\$7,574,615	\$16,110,116
TOTAL	\$89,265,364	\$58,589,757	\$89,510,640	\$134,769,261	\$42,096,829	\$144,854,145	\$150,382,456	\$163,128,571

Income vs. Expense | Change in Net Assets

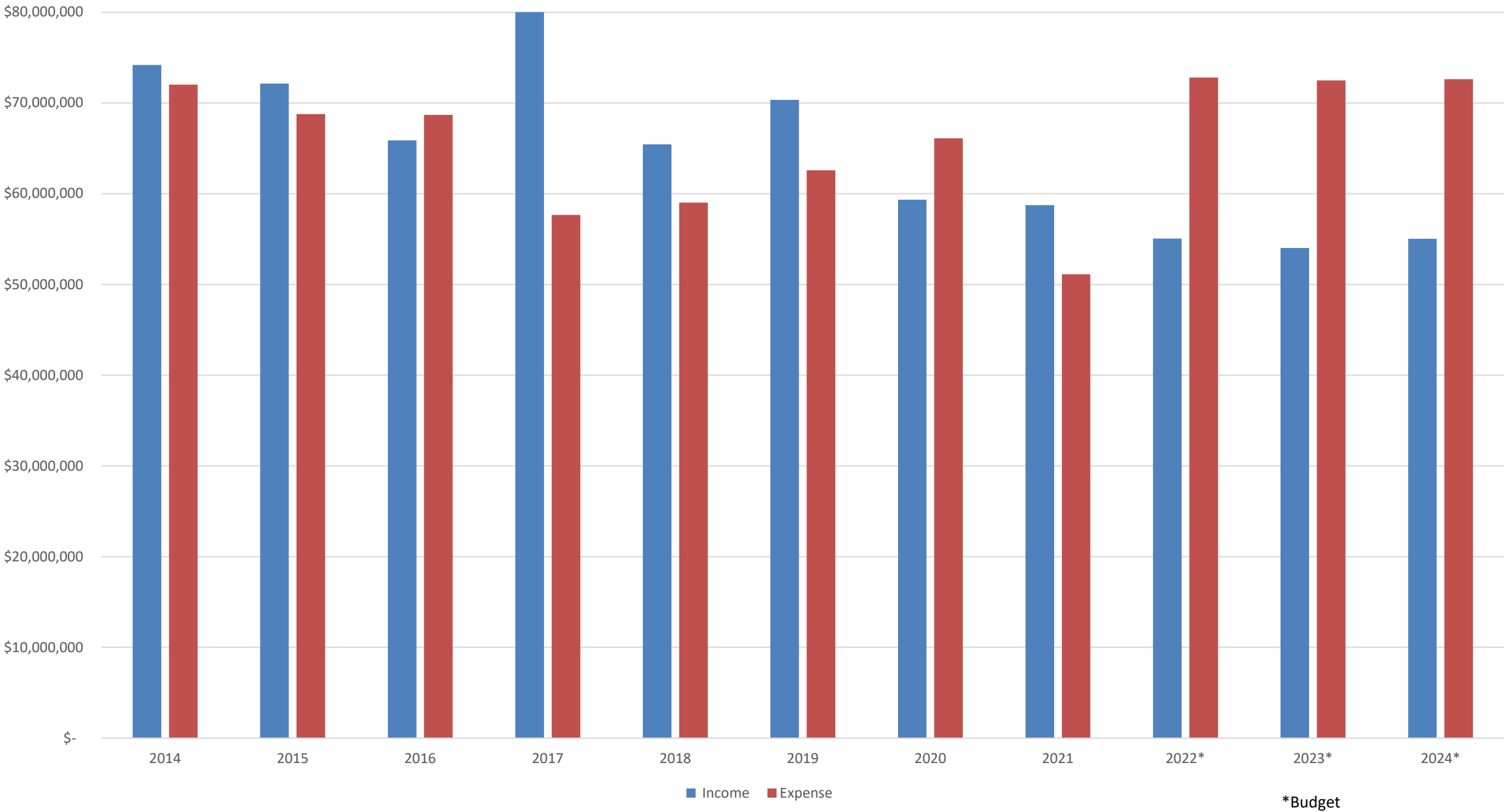




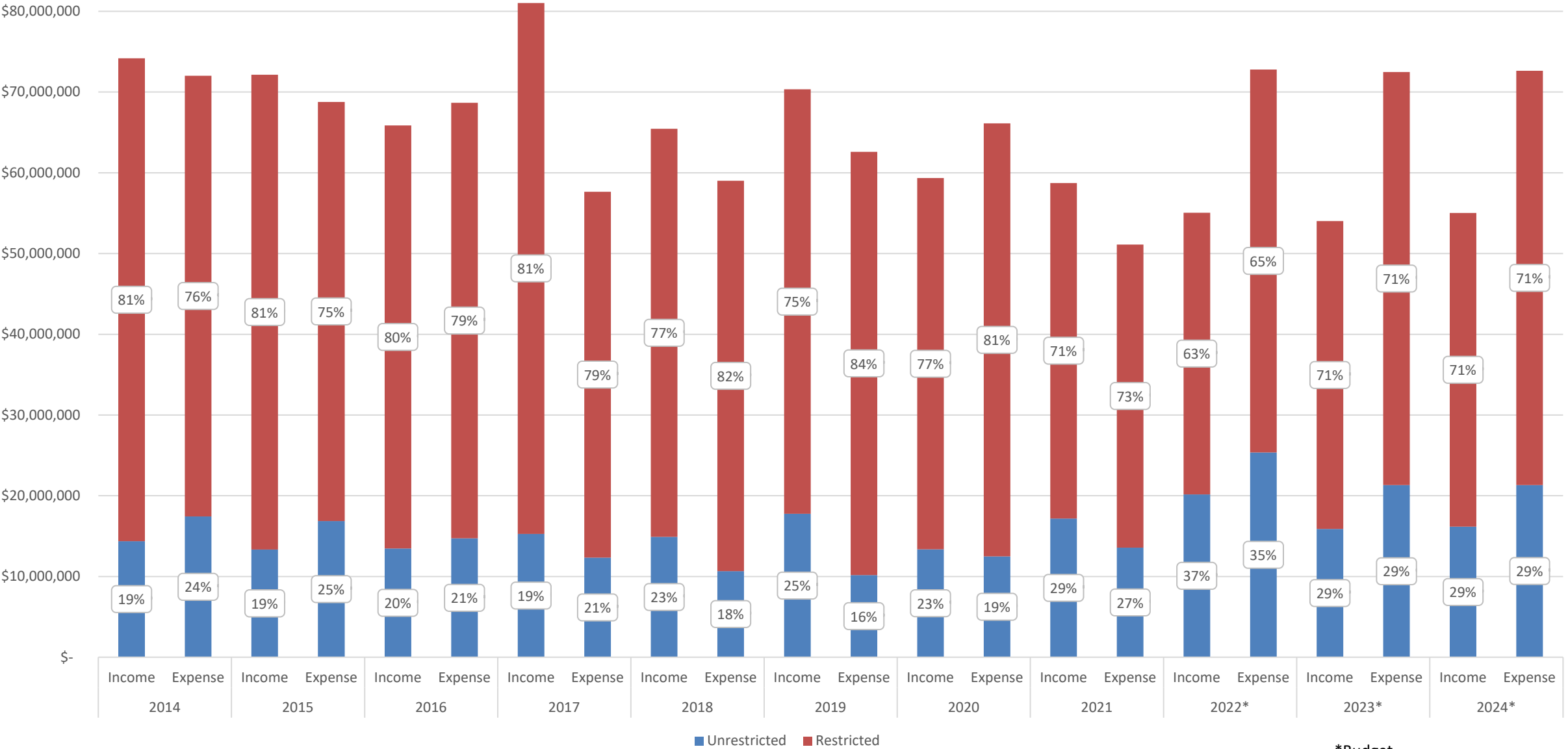
# OGA - Income vs. Expense



PMA - Income vs. Expense



PMA - Income vs. Expense (Unrestricted/Restricted)



\*Budget

**PRESBYTERIAN CHURCH (U.S.A.), A CORPORATION**  
**CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**FOR YEARS ENDED 2014-2021**

	2014	2015	2016	2017	2018	2019	2020	2021
<b>Revenue, Gains, and Other Support</b>								
Contributions								
Congregations	\$ 23,010,497	\$ 22,111,025	\$ 21,868,331	\$ 20,728,938	\$ 19,999,968	\$ 20,714,416	\$ 19,164,139	\$ 19,105,498
Gifts, bequests, and grants	11,604,257	8,151,051	5,466,744	5,356,715	5,179,688	8,327,622	7,533,214	7,500,379
Special giving and special offering	22,836,897	24,882,266	23,155,990	38,863,806	25,459,633	24,025,427	19,029,654	24,488,140
Other PMA	-	880	-	-	-	-	-	-
<b>Total Contributions</b>	57,451,651	55,145,222	50,491,065	64,949,459	50,639,289	53,067,465	45,727,007	51,094,017
<b>Investment Return</b>								
Income from endowments held by the Foundation	4,688,902	4,359,076	4,316,663	4,947,957	7,082,993 <sup>1</sup>	9,489,840	7,648,849	8,325,850
Income from other investments	990,519	776,866	1,235,748	3,790,888	3,953,602	3,723,690	3,089,749	2,826,653
Realized gain (loss) investment net	3,838,009	9,012,595	9,231,792	9,046,218	9,162,909	3,410,573	6,289,954 <sup>2</sup>	23,307,769 <sup>2</sup>
Unrealized gain (loss) investment net	- <sup>3</sup>	(31,557,407)	(513,974)	39,099,105	(40,465,213)	59,698,757	79,052,880	61,117,328
Change in value beneficial interest	303,425	1,111,182	1,273,503	(342,060)	(317,238)	391,406	999,402	346,838
<b>Total Investment Return</b>	9,820,855	(16,297,688)	15,543,732	56,542,108	(20,582,947)	76,714,266	97,080,834	95,924,438
<b>Other Income</b>								
Interest Income from loans	158,058	99,850	80,271	58,710	37,932	27,576	25,379	25,469
Hubbard Press	1,432,051	1,413,353	1,314,101	1,285,374	1,248,976	1,198,323	1,005,242	867,909
Sales of Resources	19,122,995 <sup>4</sup>	3,350,311	3,468,319	2,490,204	1,710,680	1,340,123	1,029,765	836,672
Program Services	-	12,799,605	15,259,217	9,127,615	8,105,245	9,596,219	5,742,164	5,638,197
Other (2021 Federal Grant Award \$8.8m)	1,279,754	2,079,104	3,353,935	315,791	937,654	2,910,173	(227,935)	8,741,869 <sup>5</sup>
<b>Total Other Income</b>	21,992,858	19,742,223	23,475,843	13,277,694	12,040,487	15,072,414	7,574,615	16,110,116
<b>Total Revenue, Gains, and Other Support</b>	89,265,364	58,589,757	89,510,640	134,769,261	42,096,829	144,854,145	150,382,456	163,128,571
<b>Expenses</b>								
<b>Total Expenses</b>	92,265,247	88,071,933	88,267,275	73,480,677	77,642,634	79,503,718	77,269,136	63,951,445
<b>Additional Change in Net Assets (Below)</b>		(1,030,916) <sup>6</sup>	(9,082,788) <sup>7</sup>					
<b>Change in Net Assets</b>	(2,999,883)	(30,513,092)	(7,839,423)	61,288,584	(35,545,805)	65,350,427	73,113,320	99,177,126
<b>Net Assets Beginning of Year</b>	542,003,556	539,003,673	508,490,581	503,334,904 <sup>8</sup>	564,623,488	529,077,683	587,123,973 <sup>9</sup>	660,237,293
<b>Net Assets End of Year</b>	\$ 539,003,673	\$ 508,490,581	\$ 500,651,158	\$ 564,623,488	\$ 529,077,683	\$ 594,428,110	\$ 660,237,293	\$ 759,414,419

See Accompanying Notes

**PRESBYTERIAN CHURCH (U.S.A.), A CORPORATION  
CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR YEARS ENDED 2014-2021**

**NOTES**

**INVESTMENT RETURN**

- (1) **Income from endowment funds held by the Foundation - 2018** - The higher income earnings are attributed to a change in the allocation of the investment pool at the Foundation. A higher allocation to real estate investment trusts (REITs) generated a higher income yield.
- (2) **Realized gain (loss) investment net - 2020 and 2021** - The realized gains/losses are driven by selling the underlying pool securities. It depends on what and when money managers sell assets; the investment managers make these decisions.
- (3) **Unrealized gain (loss) investment net - 2014** - The unrealized and realized gains (losses) were included and reported on the realized gain (loss) line.

**OTHER INCOME**

- (4) **Sales of Resources - 2014** - The sales of resources in 2014 included both sales of resources activity and program services activity.
- (5) **Other - 2021** - Presbyterian Church (U.S.A.), A Corporation, received \$8,850,500 from the Small Business Administration Paycheck Protection Program under the Coronavirus Aid, Relief, and Economic Security ("CARES") Act.

**ADDITIONAL CHANGE IN NET ASSETS**

- (6) **2015** - This change is a result of an action of the 221st General Assembly to transfer the Theological Education Fund (the "Fund") from the Presbyterian Mission Agency ("PMA") to the Presbyterian Church (U.S.A.) Foundation ("Foundation").
- (7) **2016** - The decrease is due to the transfer of the Ghost Ranch Education and Retreat Center operations to the National Ghost Ranch Foundation.

**NET ASSETS BEGINNING OF YEAR**

- (8) **2017** - The beginning balance net assets were restated from prior year due to the addition of beneficial interests in certain outside trusts that were not recorded.
- (9) **2020** - Net assets at the beginning of 2020 were restated due to the removal of trusts. A determination was made that PC(USA) was not the beneficiary of two outside trusts for which a beneficial interest had been recorded.

Presbyterian Mission Agency and Office of General Assembly  
2014 - 2024 Income and Expenses  
History and Budget

Unification Commission - March 9-11, 2023

	History								Budget		
Office of the General Assembly (Includes Per Capita and the Department of History)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Income	14,719,119	13,601,556	13,819,494	13,864,395	12,238,190	14,887,782	14,154,341	13,945,231	11,861,552	13,216,043	12,739,076
Expenses	15,157,703	13,308,124	16,184,035	13,249,173	16,113,649	14,999,135	11,488,184	10,579,055	12,890,853	15,239,117	15,636,964
Net to (from) Reserves	(438,584)	293,432	(2,364,541)	615,222	(3,875,459)	(111,353)	2,666,157	3,366,176	(1,029,301)	(2,023,074)	(2,897,888)

	History								Budget		
Mission Agency	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Income											
Unrestricted	14,382,267	13,349,636	13,473,047	15,271,770 (1)	14,910,445	17,769,459 (2)	13,359,914	17,186,830 (3)	20,174,007 (4)	15,898,334	16,168,696
Restricted	59,804,775	58,795,298	52,395,780	65,766,237 (5)	50,530,046	52,566,405 (6)	45,991,375	41,554,233 (7)	34,887,504 (8)	38,126,276	38,859,707
Total Mission Agency Income	74,187,042	72,144,934	65,868,827	81,038,007	65,440,491	70,335,864	59,351,289	58,741,063	55,061,511	54,024,610	55,028,403
Expenses											
Unrestricted	17,446,883	16,876,817	14,729,913	12,339,608	10,677,697	10,183,608	12,505,762 (9)	13,570,823	25,374,906 (10)	21,314,649	21,335,915
Restricted	54,572,451	51,902,959	53,949,354	45,325,022	48,328,957	52,409,440 (11)	53,604,083	37,551,402 (12)	47,423,689 (13)	51,166,117	51,298,115
Total Mission Agency Expenses	72,019,334	68,779,776	68,679,267	57,664,630	59,006,654	62,593,048	66,109,845	51,122,225	72,798,595	72,480,766	72,634,030
Change in Net Assets											
Unrestricted (Use) Additions to Reserve Funds	(3,064,616)	(3,527,181)	(1,256,866)	2,932,162	4,232,748	7,585,851	854,152	3,616,007	(5,200,899)	(5,416,315)	(5,167,219)
Restricted (Use) Additions to Reserve Funds	5,232,324	6,892,339	(1,553,574)	20,441,215	2,201,089	156,965	(7,612,708)	4,002,831	(12,536,185)	(13,039,841)	(12,438,408)
Total (Use) Additions to Reserve Funds	2,167,708	3,365,158	(2,810,440)	23,373,377	6,433,837	7,742,816	(6,758,556)	7,618,838	(17,737,084)	(18,456,156)	(17,605,627)

Unrestricted Income

- (1) 2017 history includes an increase in Outside Trust income  
(2) 2019 history includes an increase in Outside Trust income and Gifts and Bequests  
(3) 2021 history reflects a change in reporting of unrestricted, designated income (Stony Point guest revenue, Special Events, Church Loan income) that was previously reported "with donor restriction"  
(4) The 2022 budget includes \$2.5 million for Youth Triennium

Restricted Income

- (5) 2017 history includes Presbyterian Disaster Assistance (PDA) Hurricane Relief of \$10 million and large restricted gifts of \$8 million  
(6) 2019 history includes a decrease in One Great Hour of Sharing (OGHS) of \$2 million and a decrease in gifts and bequests of \$4 million  
(7) 2021 history reflects a change in reporting of unrestricted, designated income (Stony Point guest revenue, Special Events, Church Loan income) that was previously reported "with donor restriction"  
(8) The 2022 budget reflects a 20% reduction in Presbyterian Mission Agency (PMA) contributions due to the pandemic

Unrestricted Expenses

- (9) 2020 history includes the Stony Point loss of \$2.1 million  
(10) The 2022 budget reflects standard travel and the meeting budget

Restricted Expenses

- (11) 2019 history includes Youth Triennium expenses  
(12) 2021 history reflects a decrease in spending due to the travel and meeting ban for PCUSA  
(13) The 2022 budget reflects standard travel and the meeting budget

# OGA/PMA Collaborations

---





COVID financial team



COVID steering committee



Conference Center planning

Previous  
efforts  
(together with  
ASG)



# Ongoing efforts

International Issues Working Group	PMA, OGA
Matthew 25 Summit planning (January 2024)	PMA, OGA
Center for Repair Intra-Agency Team	PMA, ASG, OGA
Office of Innovation Intra-Agency Team	PMA, OGA, BOP
Website Advisory Team	PMA, ASG, OGA
IT Advisory Team	PMA, ASG, OGA
Website & IT Steering Committee	OGA, PMA, ASG
Coordinating Table	ASG, OGA, PMA – GA mandated
Presbyterian Leader Formation Faculty	OGA, PMA
Group of Five	PMA, ASG, OGA
Gift Acceptance Committee	OGA, ASG, PMA
Staff to the Unification Commission	OGA, PMA, ASG
Diverse Voices Table	ASG, BOP, FDN, ILP, OGA, PMA, PPC, PW
Presbyterian Youth Triennium Table	ASG, OGA, PMA
Global Visioning Team	PMA, OGA
Travel Advisory Team	ASG, OGA, PMA
Polity, Benefits & Mission Conference planning team	PMA, OGA, BOP, mid council leaders



---

## **Mandates**

- Oversee and facilitate unification
- Align entities, board, committees, and constituent bodies toward long term faithfulness and financial sustainability of its mission
- Establish missional and ecclesial coordination
- Determine strategies and priorities across all entities, boards, committees, and constituent bodies where all available dollars, responsibilities, and charges are evaluated and unified to provide the best accomplishment of GA goals
- Provide governance for, and have the authority to assume all governance functions of PMAB and COGA as necessary



---

## **Mandates**

- Review, address and align financial agreements including per capita, restricted and unrestricted funds, to support the new Organization for Mission so that each area of mission has adequate funds to sustain its mission long term
- The power to combine, unify, eliminate, and/or create any necessary organizational structure, including personnel and budget, to accomplish these missional strategies and priorities.
- Determine the structure moving forward and present new Organization for Mission to GA 227 (2026)

# Timeline Wonderings

---

- Unification: when? GA action is open to interpretation
- Unify agencies before re-write of *Organization for Mission* (2024-2025), or coincident with the re-write (GA 227<sup>th</sup> in 2026)?
- 226<sup>th</sup> General Assembly (2024)
- 2025 – 2026 Budget Cycle

# Timeline for the Commission

The Commission is appointed

**November 2022**

The Commission begins meeting

**December 2022**

120 Day Deadline for Commission's report

**February 26, 2024**



# Timeline for the Commission

60 Day Deadline for Financial Implications

**April 26, 2024**

226<sup>th</sup> General Assembly – Salt Lake City

**June 25 – July 4, 2024**

227<sup>th</sup> General Assembly - TBD

**Summer 2026**

Consultations

# Unification Commission

# Consultations

The  
Commission  
will consult  
with:

- Representatives from OGA and PMA
- All other agencies, committees, staff, and PC(USA) entities and their boards
- Advocacy and Advisory Committees
- Mid Councils



# Consultations— Agencies and Entities

Unification Commission - March 9-11, 2023

Committee on the Office  
of the General Assembly  
(COGA, ecclesial  
committee)

Presbyterian Mission  
Agency Board (PMAB,  
ecclesial committee)

Presbyterian Foundation  
(FDN, separate  
corporation)

Board of Pensions (BOP,  
separate corporation)

Presbyterian Investment  
and Loan Program (PILP,  
separate corporation)

Presbyterian Publishing  
Corporation (PPC,  
separate corporation)

Presbyterian Women  
(PW, entity)

Presbyterian Church  
(U.S.A.), A Corporation  
(A Corp, entity, umbrella  
corporation for OGA and  
PMA)

# Consultations—Committees/Board relating to OGA

- Advisory Committee on Litigation (ACL)
- Advisory Committee on the Constitution (ACC)
- General Assembly Committee on Representation (GACOR)
- General Assembly Committee on Ecumenical and Interreligious Relations (GACEIR)
- General Assembly Nominating Committee (GANC)
- General Assembly Permanent Judicial Commission (PJC)
- Stated Clerk Nominating Committee (SCNC)
- Presbyterian Historical Society Board (PHS)

# Consultations—Committees relating to PMA

- Advisory Committee on Social Witness Policy (ACSWP)
- Advocacy Committee on Women's and Gender Justice (ACWGJ)
- Advocacy Committee for LGBTQIA+Equity
- Racial Equity Advocacy Committee (REAC)
- Committee on Theological Education (COTE)
- Mission Responsibility Through Investment (MRTI)

# Consultations—other important groups

## Caucuses

- Native American Consulting Committee
- National Middle Eastern Presbyterian Caucus
- National Black Presbyterian Caucus
- National Presbyterian Hispanic Latino Caucus
- National Asian Presbyterian Caucus
- National Caucus of Korean Presbyterian Churches

# Consultations



Mid Councils

# Consultations

## **What do you want to know or find out?**

- Possible questions:
  - What are your views on the unification?
  - What are your hopes?
  - What are your concerns?
  - What impact do you think unification will have on your work?
  - What is an important outcome of unification?
  - What would you like the Commission to know and to consider in their work?
  - What values should guide the commission's work and how should they be applied?"



## Consultations— possible strategies

- Request time on the agenda for upcoming 2023 board and entity meetings, either in person or via Zoom
- Take advantage of scheduled in person meetings, such as joint COGA/PMAB in April, Policy, Benefits and Mission Conference for Mid Council Leaders in October
- Take advantage of scheduled consultations, such as Stated Clerk and Executive Director twice yearly meetings with caucuses
- Develop a survey to solicit input from Mid Councils
- Schedule Zooms with committee

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Online  
April 16, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”) met online on April 16, 2023 using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly.

At 3:00 p.m. ET, Felipe Martínez, co-moderator, called the meeting to order.

Roll

The roll was formed (including an audio / video check):

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward  
Implementation Special Committee

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory  
Delegate, 225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board  
David Davis, Commissioner, Teaching Elder, Presbytery of the Coastlands;  
Committee on the Office of the General Assembly

Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial  
Sustainability Special Committee

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult  
Advisory Delegate, 225th General Assembly (2022)

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.),  
A Corporation Board

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Ex-Officio:

Shavon Starling-Louis, Co Moderator, 225th General Assembly (2022)

Staff and Support:

Raymond Bonwell, recorder

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

Kerry Rice, Deputy Stated Clerk, Office of the General Assembly



Alejandra Sherman, Executive Assistant to the President, Presbyterian Church  
(U.S.A.), A Corporation

Opening Prayer	Upon recognition, Dave Davis led the meeting in an opening prayer, which included a petition for peace, informed by the shooting at the Old National Bank, three blocks from the Presbyterian Center in Louisville, Ky., on April 10, 2023.
Land Acknowledgment	Dee Cooper led the land acknowledgment, which asked each participant to note where they were, and to acknowledge those who were earlier rooted and grounded in their midst.
Agenda	Without objection, <u>the agenda was adopted</u> . The agenda and presentations were distributed to the Unification Commission and publicly posted prior to the meeting.
Minutes	Upon motion and second, and without objection, <u>the Minutes of the March 9-11, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, in their roles as co-moderators, read the covenant as a reminder of how the Unification Commission has agreed to pursue their work.
Open Meeting Policy Clarification Regarding Work Groups	Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, was recognized to provide further detail around the Open Meeting Policy. Felipe Martínez and Cristi Scott Ligon asked Kathy Lueckert to provide guidance around the Open Meeting Policy, particularly around the topics of meeting with staff, and the Work Groups of the Unification Commission.

As a matter of background, it was briefly noted a resource informing the work of the Presbyterian Church (USA) is the “Open Meeting Policy” (hereafter “Policy”, available online at <https://www.pcusa.org/openmeeting/>; accessed April 16, 2023). The Policy recognizes “the work of the church is strengthened when it is done in a spirit of openness and trust” (Policy, Item 1). The Unification Commission, responsible to the General Assembly, is subject to this Policy, and that “their meetings shall be open to all interested persons” (Policy, Item 2). The Policy also notes that in certain circumstances, including addressing confidential subject matter such as personnel, meetings may be closed and the process is outlined (Policy, Item 3a-e.)

Kathy Lueckert shared a summary of a conversation with Laurie Griffith, Associate Director, Constitutional Interpretation, Office of the General Assembly, who confirmed that it is appropriate for the work of the Unification Commission to be in closed session (also called executive session) during conversations with staff or discussing personnel. Further, it was confirmed that the Open Meeting Policy does not apply to the Work Groups, who are meeting solely to make recommendations and have not been delegated any decision-making authority (like staff groups; Policy, Item 4). Finally, it was shared that J. Herbert Nelson II, Stated Clerk, confirmed this application of the Open Meeting Policy (Policy, Item 7).

Demonstration on  
using EQUIP for  
Work Groups

Upon recognition, Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A Corporation, provided the Unification Commission with a real-time demonstration of how to support the Work Groups more effectively on EQUIP (the training and support site administered by OGA, accessible at [equip.pcusa.org](http://equip.pcusa.org)).

It was noted EQUIP can handle the standard file formats (including Adobe .pdf and Microsoft Office files), and because it is meant to serve as a record, documents are not able to be edited on EQUIP.

Alejandra Sherman was thanked for these contributions, and the offer to serve as an ongoing resource for members of the Unification Commission.

Common Mission:  
Work Group  
Update

Upon recognition, Bill Teng, facilitator, provided an update for the Common Mission work group (also comprised of Felipe Martínez and Frances Lin, with staff support from Kerry Rice). It was shared this work group focused on common mission objectives outlined in Scripture (Matthew 28:18-20; 2 Corinthians 5:19-20) and the Book of Order (F-1.01), and the task of who the Church is called to do and be.

Upon discussion, it was noted additional resources may be consulted, including the work of the 2020 Vision Team (as reported to the 225th General Assembly (2022)), and confessional resources, including the Brief Statement of Faith and the Belhar Confession.

Consultation:  
Work Group  
Update

Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation work group (also comprised of Cristi Scott Ligon and Emily Martin). Topics addressed by the work group included the format for the consultations, including the shared framework, roles, and covenant. It was hoped there would be three Unification Commission representatives at each consultation serving the following roles: primary facilitator, second facilitator, and scribe. A framework for tentative dates and entities was shared, and the Commission agreed that assignments would be chosen offline (declared by common consent by Felipe Martínez).

It was noted to create a welcoming space, language would be circulated for the following, including: to keep the meeting on agenda; the Unification Commission's role to listen; and, comments are to be kept confidential in the closed sessions to avoid the creation of methods for anonymous submissions. Finally, Kathy Lueckert was thanked for her contributions to coordinate the people, date, and time of the various consultations.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance work group (also comprised of David Davis and Kris Thompson). The scheduled meetings were in the process of being set, including with the Presbyterian Foundation (for an understanding of designated vs. undesignated giving), and with Ian Hall, Chief Financial Officer / Chief Operating Officer of the Presbyterian Church (USA).

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance work group (also comprised of Carson Brown and José Rosa-Rivera). It was shared after two meetings, there were intersections observed with Common Mission and Finance. Common

Consultation with  
COGA and PMAB

emerging questions included “where is the Spirit leading us” and “what is needed to be known, next.”

The Unification Commission was reminded the in-person meeting on October 12-14, 2023, would be in St. Louis, Mo., with an opportunity to consult with mid-council leaders on October 11, 2023 (who will be gathered for the Polity, Benefits, and Mission Conference, held concurrently).

A joint meeting of the Committee of the Office of the General Assembly (COGA) and the Presbyterian Mission Agency Board (PMAB) is scheduled for Wednesday, April 19, 2023, with an order of the day at 4:00 p.m. ET for a consultation with the Unification Commission. It was shared that COGA has created a work group on unification, primarily to support employees and to support inquiries from the Unification Commission. It was shared that PMAB is structured differently, and the Unification Commission did not have any recommendations for PMAB how they might address unification.

The discussion addressed whether the COGA / PMAB joint consultation should be in a closed session. Informed by earlier discussion of the Open Meeting Policy, and to maintain the format and confidentiality of consultations with staff (see Minutes, March 9-11, 2023), by common consent, Felipe Martínez declared the Unification Commission Consultation work group with COGA / PMAB would be in closed session. There would be a separate Consultation work group meeting to be scheduled to debrief the COGA / PMAB meeting.

Staff Roundtable

Cristi Scott Ligon called on staff to share any further topics not yet addressed, or questions remaining open. Staff had nothing to report, and had no questions. Staff, in turn, were thanked for their contributions.

Executive Session  
(Declined)

Cristi Scott Ligon noted the next agenda item was reserved for an executive session, and asked if a commissioner wanted to make a motion to enter executive session (and to explain the rationale). No commissioners sought to be addressed; and Cristi Scott Ligon reminded the commissioners this item would be on the next (and every) agenda.

Preparing for the  
Next Meeting  
(Remote)

Cristi Scott Ligon noted the next meeting is scheduled online on Saturday, May 20, 2023 at 3:00 p.m. ET. Thanks were given for the ministry of the Unification Commission to meet today, which was a Sunday.

Closing Prayer  
and Adjournment

Cristi Scott Ligon noted the practice to also close each meeting with prayer. There were no items of new business, and after a motion and second and without objection, with a closing prayer from Cristi Scott Ligon, the meeting was adjourned at 4:35 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Online  
May 20, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”) met online on May 20, 2023, using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly.

At 3:00 p.m. ET, Felipe Martínez, co-moderator, called the meeting to order.

Roll

The roll was formed (including an audio / video check):

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory  
Delegate, 225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board

David Davis, Commissioner, Teaching Elder, Presbytery of the Coastlands;

Committee on the Office of the General Assembly

Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial  
Sustainability Special Committee

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Ex-Officio:

Ruth Faith Santana-Grace, Co Moderator, 225th General Assembly (2022)

Staff and Support:

Jennifer Clowery, interpreter, JC Wordsmith Translation & Interpretation

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

David Reasoner, interpreter, Reasoner Language Solutions LLC

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church  
(U.S.A.), A Corporation

Excused:

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward  
Implementation Special Committee

Unification Commission, Minutes, May 20, 2023, Page 2 of 8

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult  
Advisory Delegate, 225th General Assembly (2022)

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.),  
A Corporation Board

Opening Prayer	Upon recognition, José Rosa-Rivera led the meeting in an opening prayer, which included a petition for love, justice, and unity, and gratitude for the ministry of the Stated Clerk, the Rev. Dr. J. Herbert Nelson II (who had declared the intention to resign with effect from June 30, 2023), and prayers for the Office of the General Assembly, and this Church.
Land Acknowledgment	Felipe Martínez gave thanks for this opportunity to gather, and recognized Scott Lumsden to lead the land acknowledgment, which noted the Presbytery of Seattle contains lands previously inhabited by the Suquamish and Duwamish peoples. It was noted that though the Duwamish were signatories of the Treaty of Point Elliot on January 22, 1855, the Duwamish people are still not recognized as a Native American Tribe. Scott Lumsden concluded a donation would be made to the Duwamish people to recognize the Unification Committee's meeting.
Staff Announcement	Upon recognition, Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, shared there were translators present to translate into Spanish, along with the ability for all participants to change the language version that each participant could hear. José Rosa-Rivera successfully tested the translation services, with a note of thanksgiving in Spanish.
Agenda	Without objection, <u>the agenda was adopted</u> . The agenda was distributed to the Unification Commission and publicly posted prior to the meeting.
Minutes	Upon motion and second, and without objection, <u>the Minutes of the April 16, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, in their roles as co-moderators, read the covenant as a reminder of how the Unification Commission has agreed to pursue their work.
Co-Moderator Report	Felipe Martínez and Cristi Scott Ligon presented their co-moderators report, which included the attending the joint meeting of the Committee of the Office of the General Assembly ("COGA") and the Presbyterian Mission Agency Board ("PMAB") in person in Louisville, Ky. on April 19, 2023. It was noted that other members of this Unification Commission were present for this consultation. This consultation occurred before the public announcement by the Rev. Dr. J. Herbert Nelson II to conclude the current call with effect of June 30, 2023. It was shared that after opening worship, there was a pause for relationship-building that COGA and PMAB conducted independently and concurrently. The Unification Commission consultation was part of the executive session of the COGA – PMAB joint meeting.
Staff Information Session on Timelines and Timing	Felipe Martínez reminded the Unification Commission of important processes leading to the 226th GA (2024), to be held in Salt Lake City, Utah, in June 25 through July 4, 2024. There are two-year budgets; the next to be approved is the 2025-2026 Budget, which

needs to be shaped by Spring 2024. This 2025-2026 Budget is the first “unified” budget of the Office of the General Assembly (“OGA”) and the Presbyterian Mission Agency (“PMA”); and, the Unification Commission should provide guidance on this “unified” budget. A goal of the June 2023 in-person meeting of the Unification Commission is to begin to shape the narrative for budget priorities to inform the budgeting process. This narrative would be submitted to staff by November 2023.

Felipe Martinez called on Kathy Lueckert and Barry Creech to provide additional information. It was noted Kerry Rice was traveling for General Assembly business during this meeting, and was not able to participate.

Kathy Lueckert briefly reviewed the timeline distributed with the advance materials (Attachment 1), which outlined opportunities to interact with OGA and PMA. An important date remains Feb. 26, 2024, the “120-day deadline” General Assembly deadline for submitting reports from committees and agencies – this “120-day deadline” applies to the work of the Unification Commission. The formal budget deadline is the “45-day deadline” (May 11, 2024). Barry Creech provided additional emphasis on the “120-day deadline” to provide a narrative; and the “45-day deadline” to provide the budget. Staff projections for budget figures will begin in the Summer 2023.

Felipe Martínez thanked staff for their guidance.

Acting Stated  
Clerk Search  
Update

Without objection, Felipe Martínez presented an update from Kerry Rice, Deputy Stated Clerk, Office of the General Assembly, who was excused from today’s meeting.

The Standing Rules of the General Assembly empower the Committee on the Office of the General Assembly to name an Acting Stated Clerk. This term will conclude with the election of a Stated Clerk at the 226th GA (2024). As reported in the press, COGA has named a task force to review applications, which are due by May 30, 2023. The task force will provide a recommendation for consideration by COGA, with hopes the Acting Stated Clerk will begin at or close to July 1, 2023. The Stated Clerk Search Committee, elected at the 225th GA (2022), will continue their work, independently. There will be time to celebrate the ministry and contributions of the Rev. Dr. J. Herbert Nelson II at the 226th GA (2024).

Work Group  
Updates

Cristi Scott Ligon began leading the meeting and noted each work group would now provide an update.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance work group (also comprised of Dave Davis and Kris Thompson). This work group has met weekly to get an understanding on the financial operations of the national church, including details and broad trends. There are standing financial reports on twelve ministry areas, in addition to two administrative areas. There are connections to both PMA and OGA; therefore reports from PMA and OGA have been requested to see how revenue and expenses (and surpluses and deficits) are presented. The Finance Work Group will observe the budgeting process.

It was explained that the task, to focus on OGA and PMA, requires an understanding of the bigger picture. For example, the Presbyterian Historical Society (“PHS”) falls under the purview of OGA; therefore, a portion of Per Capita revenues are allocated to PHS.

Regarding restricted and unrestricted funds; a meeting has been planned with the Presbyterian Foundation. Regarding the operation and allocation of fundraising; meetings are being planned. Regarding realized and unrealized gains; the spending formula has a larger influence and is being explored.

The June meeting of the Unification Commission is anticipated to contain a presentation on what the Finance Work Group is learning.

Scott Lumsden welcomed suggestions from the Commission how the Finance Work Group might better present a report for the June meeting (noting that ten years of financial statements are uploaded into EQUIP). It was suggested that funding sources are specifically identified for each agency and mission area, including fundraising. It was noted, as an example, the Presbyterian Historical Society receives funding from the Office of the General Assembly, the Presbyterian Foundation, and the Board of Pensions [recorder’s note: the Board provided in-kind information technology support, since both organizations are located in Philadelphia, Pa.]. Another note was how Presbyterian Disaster Assistance was reported as part of the Presbyterian Mission Agency. Another suggestion was detailing restricted funds, and how income is both assigned and anticipated. It was noted how governance is tied together with the finances; and, at some point a legal review might be helpful. Kathy Lueckert shared that Legal Services is a part of A Corporation, and can make contributions. It was also noted a need to discern “why” the future merged entity is serving congregations.

Consultation:  
Work Group  
Update

Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation work group (also comprised of Cristi Scott Ligon and Emily Martin). Dee Cooper briefly mentioned the joint COGA / PMAB consultation (previously addressed), and shared there were two meetings with Mission Co-Workers from around the world. Upcoming consultations already scheduled include the Stated Clerk Nominating Committee and Mission Responsibility Through Investment (“MRTI”). A consultation with New Worshipping Community leaders is also being explored.

Thanks were provided to Kathy Lueckert for supporting the Work Group.

The learning curve regarding use of remote technology was being climbed. The format provided good feedback and information.

Dee Cooper inquired how the Unification Commission would like to receive the information gathered at the consultations – whether it be the raw data, or a summary. (This information would be posted to the secure area of EQUIP, given the topic of personnel.) It was noted that some voices were at more than one meeting – there is not a correlation between one voice and one comment. After discussion, the Unification Commission requested the raw data be shared, along with a brief summary – with an expectation that commissioners would read more than the summary and also review the data.

Dee Cooper also inquired about the timing of when the Unification Commission receives feedback from Consultations, while there are also parallel conversations happening on items like budgets. It was affirmed there needed to be a mindfulness of the parallel work.

It was shared how though there was anxiety prior to the creation of PC(USA) – A Corporation, that “A Corp” has been made a helpful impact. This is a model of successful change in this Church.

The discussion included the interconnected work of MRTI, and the nature of the parallel and interconnected work of the Unification Commission Work Groups. A hope was expressed that this interconnected nature could be formally identified in a project management plan.

Finally, Dee Cooper noted international obligations preventing participation in the June meeting. Felipe Martínez will be on sabbatical and not in attendance. All other participants anticipate being present at the June meeting.

Common Mission:  
Work Group  
Update

Upon recognition, Felipe Martínez, spoke as a member of the work group, providing an update for the Common Mission work group (also comprised of Bill Teng, facilitator, excused from this meeting, and Frances Lin, with staff support from Kerry Rice). This work group has not reconvened since the previous update. There is a meeting scheduled before the June meeting of the Unification Commission, and a more detailed update is anticipated to be provided.

Governance: Work  
Group Update

Cristi Scott Ligon noted the Governance Work Group was seeking guidance from the Unification Commission on clarification of a task, specifically the key functions and non-negotiable essential tasks of the unified body formed by the Unification Commission. A review of the “shall” guidance from the *Book of Order* at the June meeting would be helpful. It was suggested the Unification Commission could propose changes to the *Book of Order* to the General Assembly for consideration by the presbyteries; and, the current constitutional structure is relatively permissive, perhaps not needing changes. The *Organization for Mission* is much more focused and detailed, and falls within the purview of the Unification Commission to amend and update.

Carson Brown provided an update for the Governance work group (also comprised of Debra Avery, facilitator, and José Rosa-Rivera). The work group has begun reviewing the documents provided by staff, including how similarly sized denominations are structured. There is another meeting scheduled before the June meeting.

Communications  
Strategy

Following the agenda, Cristi Scott Ligon asked the Unification Commission how they might communicate with the various constituencies, including the broader church, and employees of PMA and OGA. A suggestion is an abbreviated version of the minutes distributed to employees and mid-councils. Carson Brown accepted the offer from Cristi Scott Ligon and Felipe Martínez, co-moderators, to produce such a communication after each meeting. It was shared this communication would be a very simple summary with any important discussions and actions, and the timing of the next meeting. By common consent, the Unification Commission adopted this communications strategy.



Unification Commission, Minutes, May 20, 2023, Page 6 of 8

Executive Session      Cristi Scott Ligon noted the next agenda item was reserved for an executive session, and asked if a commissioner wanted to make a motion to enter executive session (and to explain the rationale). A motion and second was made to enter executive session for the purpose of discussing observations from employees made at the various listening sessions. After discussion and without objection, the Unification Commission entered executive session, with ex-officio members and staff and support invited to remain.

[Recorder's Note: the video stream was ended; and a new video stream was started upon rising from executive session.]

The Unification Commission rose from executive session and declared no actions were taken.

Closing  
Comments      Felipe Martínez reminded the Unification Commission of the scheduled sabbatical leave, and Cristi Scott Ligon would be the sole moderator of the meetings through the summer. Felipe Martínez shared an overview of the sabbatical plans.

The next scheduled meeting of the Unification Commission will be in-person in Louisville, Ky. on June 22-24, 2023. Commissioners were reminded to respond to the inquiries regarding travel logistics.

Adjournment      Upon motion and second, and without objection, the Unification Commission adjourned with a closing prayer by Felipe Martínez, which included thanks for the good work of the church, and the ministry of the Rev. Dr. J. Herbert Nelson II.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

**THE PATH AHEAD FOR THE UNIFICATION COMMISSION**

	<b>Unification Commission</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
May 2023	20 – online	18 – COGA online	
June 2023	22 – 25 in Louisville	15 – COGA online	
July 2023	22 – online	20 – COGA online	
August 2023	20 – online	July 31 – Aug 3 – PMAB retreat 17 – COGA online	
September 2023	17 – online	12 – 14 COGA in Louisville	
October 2023	11 – Consultation with mid councils 11 – 14 in St. Louis	4 – 6 PMAB online 19 – COGA online	
November 2023	12 – online	16 – COGA online	
December 2023	16 – online	21 – COGA online	
January 2024		18 – COGA online	
February 2024		15 – 16 COGA meeting ?? – PMAB meeting	<b>26 – 120-day deadline for GA business</b>
March 2024		21 – COGA online	
April 2024		18 – COGA online	<b>26 – 60-day deadline for overtures with financial implications</b>
May 2024		7 – 9 COGA in Salt Lake City 8 – 10 PMAB meeting (Unified budget recommended to GA)	<b>11 – 45-day deadline for budgets and comments</b>
June 2024		COGA – during GA226	Committees of 226th General Assembly
July 2024			226th General Assembly – Salt Lake City

**THE PATH AHEAD FOR THE UNIFICATION COMMISSION**

	<b>Unification Commission</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
February 2026			Deadline for business to 227th General Assembly
July 2026			227th General Assembly

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Louisville, Ky. and Online  
June 22-24, 2023

Thursday, June 22, 2023, 1:00 p.m. EST

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency held their second in-person meeting in Louisville, Ky. at the Presbyterian Center in the Conference Center, the meeting and broadcasting facilities built out for the 225th General Assembly (2022). Remote participants joined using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly.

Roll

The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)  
Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation  
Special Committee  
Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate,  
225th General Assembly (2022)  
David Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the  
General Assembly  
Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large  
Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory  
Delegate, 225th General Assembly (2022) [attended online]  
Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability  
Special Committee  
José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee  
Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A  
Corporation Board  
Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Ex-Officio:

Ruth Faith Santana-Grace, Co-Moderator, 225th General Assembly (2022) [online]

Staff and Support:

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency  
Alexandra Guillet, interpreter  
Aimara Liste-Gonzalez, interpreter  
Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation  
Donald Reasoner, interpreter  
Kerry Rice, Deputy Stated Clerk, Office of the General Assembly  
Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A  
Corporation

Excused:

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board  
Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Opening Prayer  
and Devotion

Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 1:00 p.m. ET, with an opening prayer and devotion. The text was 2 Timothy 3:14 – 4:5, and, addressed Scripture and faithfulness in assignments. There was a framing inquiry to ask if one is doing what one is called to do; specifically, as individual commissioners, and collectively as the Commission.

Land  
Acknowledgment

Debra Avery was recognized to lead the land acknowledgment, which drew upon the work of the Native Governance Center. It was shared the United Presbyterian Church of Peoria, Ill. gathered on the land previously inhabited by the Kaskaskia, Myaamia, Očhéthi Šakówinj, Kiikaapoi, Peoria, Meškawahki·aša·hina, and Oθaakiwaki, and recognized in the unceded and non-treated history of these Native nations and people. The Native Governance Center suggested making connections with Native peoples in one’s area, and to explore one’s actions to prevent future damage to indigenous people.

Minutes

Upon motion and second, and without objection, the Minutes of the May 20, 2023 meeting were approved.

Agenda

The Unification Commission continued to follow the agenda. The agenda and presentations were distributed to the Unification Commission and publicly posted on the website for the Office of the General Assembly prior to the meeting. Commissioners were thanked in advance for their flexibility, including those commissioners whose obligations prevented their participation at this meeting.

Covenant

Cristi Scott Ligon, as co-moderator, read the covenant as a reminder of what the Unification Commission had adopted.

Co-Moderator  
Report

Cristi Scott Ligon provided the Unification Commission with an update of the work as co-moderators, noting Felipe Martínez was on sabbatical through Labor Day. Cristi Scott Ligon shared the participation with the Governance, and Finance work groups, and ongoing work with staff regarding meeting planning and deadlines. The Commission was reminded that deadlines for the 226th GA (2024), in June and July, 2024, in Salt Lake City, Utah, would be discussed throughout this meeting.

Work Group  
Updates

Cristi Scott Ligon invited each work group to provide an update.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson). The Finance Work Group has been meeting weekly to gather more information on the finances of the Office of the General Assembly (“OGA”), Presbyterian Church (U.S.A.) A Corporation (“A Corp.”), and the Presbyterian Mission Agency (“PMA”); and a better understanding of the contributions of the Presbyterian Foundation.

The Finance Work Group has noticed an inconsistent use of words including “mission” and “board”, which is planned to be addressed in the work group’s Saturday presentation and recommendation. It was shared certain programs are accounted for separately, including Self Development of People, and Presbyterian Disaster Assistance. The Commission was reminded

Unification Commission, Minutes, June 22-24, 2023, Page 3 of 9

until the action of the 223rd GA (2018) to create a separate A Corp. Board, the PMA Board (“PMAB”) had also served in the capacity as the A Corp. Board; and, A Corp. serves as the dispersing agent for the funds to PMA and OGA, with PMA receiving the vast majority of the funds. It was also noted that ecclesiastical functions and demographics, and revenue streams and mission foci, have dramatically changed since 1983 (Reunion, and the creation of the current and predecessor structures).

The interconnected nature of finances, fund development, mission prioritization, and governance were emphasized. Clarity was a desired feature of the future state.

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown, and José Rosa-Rivera). The Governance Work Group shared the challenges they faced without a common understanding of mission and mission focus, and the challenges of starting with a clean slate given the institutional history. It was noted the Finance Work Group’s anticipated recommendation for Saturday might provide clarity toward defining mission and foci.

Consistent themes through Governance Work Group meetings included what governance needs to do, and which bodies should contribute. Upon recognition, Kathy Lueckert shared some observations on focusing first on roles and priorities, which is then helpful in setting mission and budgets. The work of R.J. Dunn (“The Change-Making Board: Consequential Governance for Public & Nonprofit Organizations”, Mill City Press, 2021) was referenced. There was an urgency to focus on the long term, well beyond shorter-term tasks and functions.

A guiding question of the work group was “how will one know that unification was successful.”

Common Mission:  
Work Group  
Update

Upon recognition, Bill Teng, facilitator, provided an update for the Common Mission Work Group (also comprised of Frances Lin, and Felipe Martínez, excused from this meeting). Their work continues to review Scripture, the Book of Confessions and the Book of Order, and the Vision statement. It was observed the robust history of making statements as a church, which are a challenge to recall at the national and congregational level. The interconnection nature of the work groups was recognized; and a focus of the mission at a national level was a suggested goal. A common theme of the roundtable discussion was the advantage of a concise purpose statement for the Unification Commission.

Consultation:  
Work Group  
Reminder

Cristi Scott Ligon also serves on the Consultation Work Group, and recognized the other members (Dee Cooper and Emily Martin). Common themes from consultations were the necessity of unification, and the hope of being strategic and tactical. The Consultation Group was using the time at the Presbyterian Center to meet in-person with Research Services to explore using surveys.

Meeting  
Aspirations:  
Roundtable  
Discussion

After a brief break, Cristi Scott Ligon, co-moderator, addressed personal and professional updates, and, administrative tasks, including the opening and closing of prayers of each session. [Recorder’s note: given the timing of executive sessions, these prayers may not be reflected in the minutes.]

Commissioners began a roundtable conversation, discussing the progress made to date. The conversation then addressed the aspirations for the conclusion of this specific meeting. The conversation concluded with aspirations through the July 22, 2023 meeting, and commitments for the August 20, 2023 meeting. Themes included: common understandings of timeline and priorities; what unification looks like; if the commission has sufficient resources; how to better

Unification Commission, Minutes, June 22-24, 2023, Page 4 of 9

communicate the work of unification; and, communicating with the broader church about what the commission is learning.

There was also a focus on preparing for a meaningful October, 2023, mid-council conversation (as part of the Polity, Mission, and Benefits Consultation). An item for ongoing consideration was the topics and content of the report to the 226th GA (2024), which has a February, 2024 due date (to meet the 120-day deadline), and how the commission would communicate with the broader church. A key part of the communication should be the focus on purpose of unification. It was observed that the executive sessions scheduled for this meeting would present an additional time to advance these topics, and would be revisited throughout the balance of the agenda in the public (live-streamed and recorded) sessions.

Cristi Scott Ligon, co-moderator, thanked the commissioners and staff for their thoughtful discussion. And by common consent, the discussion was tabled.

Executive Session  
and Recess

Cristi Scott Ligon, co-moderator, thanked staff for the efforts needed to livestream the meeting.

It was noted the practice is to publicly livestream the meeting (and to record the livestream for public review) whenever the meeting is not in executive (that is, closed) session, or in recess. It was noted the current agenda called for a dinner break, then a return (restarting the livestream) to enter executive session (stopping the livestream), then at the end of the evening to rise from executive session (restarting the livestream) for the sole purpose of recessing for the evening (stopping the livestream).

It was observed the livestream (and recording) would include only one pause in the recording if the agenda was amended to enter executive session, which would include the dinner break and the evening recess, then to rise from executive session upon reconvening Friday morning, and report if any action was taken.

Upon motion, second, and an opportunity for discussion, the Unification Commission voted to amend the agenda (as previously discussed), and entered executive session with an intent to rise on Friday, June 23, 2023 at 9:00 a.m. ET. Staff were invited to participate in a portion of the executive session.

Friday, June 23, 2023, 9:30 a.m. ET

Rising from  
Executive Session

The Unification Commission voted to rise from executive session at 9:30 a.m. Cristi Scott Ligon thanked the commission for the conversation on the 2025-2026 budget, and the contributions from staff, including Diane Moffett, executive director, Presbyterian Mission Agency.

Cristi Scott Ligon reported during executive session, the Unification Commission voted to amend the agenda to permit the additional 30 minutes of executive session (just concluded), and to immediately move to the next item of business.

Interdependencies

Cristi Scott Ligon recognized Kathy Lueckert, president, Presbyterian Church (U.S.A.) A Corporation, for an “interdependencies” project map, as requested at the May 2023 meeting.

Kathy Lueckert discussed the publicly available document “Interdependencies” ([Attachment 1](#)), which provided a monthly overview from May 2023 through July 2026 (the 227th GA (2026)), among the following groups:

the Unification Commission;  
consultations of the Unification Commission;  
the Coordinating Table (the budget process between PMA, OGA, and A Corp);  
the Funding Model Team;  
the Special Offerings Review Task Force (“SORTF”);  
the Stated Clerk Nomination Committee (“SCNC”);  
the Committee on the Office of the General Assembly (“COGA”), and the Presbyterian Mission Agency Board (“PMAB”); and,  
the meetings of General Assembly (226th GA (2024) and 227th GA (2026)).

It was noted that given the duties and responsibilities of the Unification Commission, input from the Unification Commission would be helpful for the work of the budget process, the Funding Model Team, SORT, SCNC, COGA, and PMAB, particularly as all these entities prepare reports and recommendations for the 226th GA (2024), and ultimately the 227th GA (2026).

It was noted the Funding Model Team was planning to seek feedback from presbyteries; and the work of the SCNC has a timeline that is proscribed by the Standing Rules of the General Assembly (including the distribution of a job description by September 2023). It was also noted the SORTF was appointed before Ministry Engagement and Support (“MES”) was moved by action of the 225th GA (2022) from PMA to the Administrative Services Group (“ASG”) of A Corp., and the reporting pathway of the SORTF was still being discerned.

The challenges of when decision-making bodies meet to serve as conversation partners was also discussed. COGA meets monthly; PMAB and A Corp. meet four times a year (at separate times). There are opportunities to call special meetings, and for the Unification Commission to judiciously exercise some of the authority granted by the General Assembly.

The discussion focused on the authority of the Unification Commission. Appropriately taken actions by the Commission would need to be reported to the General Assembly for information, since the Commission is acting on behalf of – and with the authority of – General Assembly. A future General Assembly would need to take action to change any actions taken appropriate by the Unification Commission.

The discussion returned to the SORTF, and the reporting pathways. It was noted the fundraising responsibility of MES shifted from PMA to ASG, and the mission and program implementation remained with PMA. Any changes in fundraising would have an impact in program budgets; and a unified budget is an “interdependency” of the Unification Commission.

The discussion of interdependencies continued around four-year terms, including the role of the Stated Clerk. The Standing Rules of the General Assembly currently empower COGA to appoint an acting stated clerk only until the next General Assembly (here, the 226th GA (2024)), and COGA could not consider an “interim” stated clerk to act through the 227th GA (2026). It was noted the four-year terms of the Stated Clerk and the PMA Executive Director are in different cycles, and the Unification Commission could consider aligning these four-year terms. By common consent, the Governance Work Group was empowered to meet with the SCNC. Without objection, the Finance Work Group was empowered to meet with the Funding Model Team (it was later clarified the Funding Model Team focused on Per Capita, which is a part of the total budget). It was also noted how terms for PMAB were for four years, and if a two-year term for 2024-2026 might be more appropriate.



The interdependencies and the need for conversations was affirmed before the Unification Commission takes any action, and the Church should continue to operate as currently structured. It was noted the next item of business before the Unification Commission is to discuss a project plan.

The discussion shifted toward requests of future General Assemblies to call new task forces and special committees. The current Standing Rules of the General Assembly call for COGA to review and approve such requests, and the Unification Commission could amend the Standing Rules for the Commission to review and approve such requests.

Kathy Lueckert and staff were thanked for their contributions.

Break

Without objection, the agenda was amended to immediately move to a fifteen-minute break.

Upon returning, there was an agreement for those providing opening and closing prayers (Recorder's Note: given the timing of Executive Session, these opening and closing prayers are appropriately not recorded in the minutes). It was also noted that storms were forecast on the East Coast close to the adjournment of the meeting, and commissioners might need to be excused to meet changing travel schedules.

A Project Plan to  
the 226th GA  
(2026)

Cristi Scott Ligon recognized Kathy Lueckert for a discussion on the "Unification Path" (**Attachment 2**), distributed to the Commission in advance of the meeting and publicly available. The originating language for the Unification Commission (FIN-10, as approved by the 225th GA (2022)), states that unification of OGA and PMA occurs prior to the 227th GA (2026). As requested by the 225th GA (2022), the Unification Commissions goals are:

- unify OGA/PMA;
- present a unified budget for 2025-2026 and 2027=2028, with common missional priorities and unified funding; and,
- write a new Organization for Mission (OFM) that reflects a unified agency and present to 227th GA (2026).

The 225th General Assembly (2022) framed the work in three steps:

- Design: understand cultures of OGA and PMA, consider how cultures will meld, and clarify national mission and vision
- Implement: look at structural, personnel, and policy changes and develop a timeline for expeditious change
- Align: change the OFM to align with new mission, vision, structure, policies and recommend other changes.

The following timeline was suggested:

2023 (Design)	2025-2026 Budget Priorities Consultations Governance Conversations Financial Analysis
2024 (Design)	Interim report to GA 2025-2026 Budget Governance Framework Consultations
2025 (Design)	Common mission priorities Develop Governance Framework

2025 (Implement)	Drafting new Organization for Mission Preparing for unified agency 01/01/2026 Develop Governance Framework Drafting new Organization for Mission 2027-2028 Budget
2026 (Align)	Unified agency 01/01/2026 Implement Governance Framework Organization for Mission reflects unified agency 227th GA (2026) approves Organization for Mission

The suggested timeline was received with appreciation.

Timing and  
Format of Future  
Meetings

Cristi Scott Ligon exercised a privilege as a co-moderator to return to a discussion from the previous evening regarding the timing and format of the meetings of the Unification Commission. The next scheduled in-person meeting is scheduled for St. Louis, Mo. as part of the Polity, Benefits and Mission Conference. After discussion and without objection, the Unification Commission agreed to start the next scheduled in-person meeting at 9:00 a.m. on Wednesday, October 11, 2023, and to conclude on Saturday, October 14, 2023.

The conversation moved to the timing and format of meetings, specifically the increased productivity of in-person meetings. Without objection, Cristi Scott Ligon tabled further discussion on timing and format to final business on Saturday's agenda.

Amending the  
Agenda for  
Additional Work  
Group Discussions

The Unification Commission was ahead of the amended agenda. Without objection, the Unification Commission amended the agenda to recess immediately to work groups, and then to remain recessed for lunch. An Order of the Day remained to receive greetings from Bronwen Boswell, the acting stated clerk designee, at 1:00 p.m. ET.

Friday, June 23, 2023, 1:00 p.m. ET

Greetings from  
Acting Stated  
Clerk Designee

Cristi Scott Ligon reconvened the Unification Commission, and welcomed Bronwen Boswell, the acting stated clerk designee, who joined via Zoom. It was recognized one of the outlined tasks of the acting stated clerk was to work with the Unification Commission.

Upon request, the commissioners of the Unification Commission introduced themselves by name, geography, role, and ordination. Each expressed thanks for Bronwen Boswell's service to this Church. Dee Cooper, Felipe Martínez and Emily Martin were introduced in absentia. Staff were also introduced.

Finally, it was noted the service of Bronwen Boswell begins officially on July 10, 2023. Congratulations were extended.

Amending the  
Agenda and  
Entering  
Executive Session

Cristi Scott Ligon noted the Unification Commission remained ahead of schedule, informed by the work groups starting before lunch. The work groups were polled to determine how much time they needed to conclude their work, and reconvening at 2:15 p.m. ET was sufficient for the next item on the agenda (executive session).

[Recorder's Note: to minimize the resumption of the video (and livestream) for the brief administrative item of entering into – and rising from – executive session, the Commission repeated the format from the previous evening.]

Unification Commission, Minutes, June 22-24, 2023, Page 8 of 9

Upon motion, second, and an opportunity for discussion, the Unification Commission voted to amend the agenda (as previously discussed), and to reconvene to enter executive session with an intent to rise on Saturday, June 24, 2023 at 9:00 a.m. ET. Staff were invited to participate in the executive session.

Saturday, June 24, 2023, 9:00 a.m. ET

Rising from  
Executive Session

Cristi Scott Ligon announced the Unification Commission voted to rise from Executive Session, and no actions were taken. Greetings were extended to Diane Givens Moffett, executive director, Presbyterian Mission Agency, who was attending via Zoom.

2025-2026 Budget  
Process

Upon recognition, Scott Lumsden, facilitator, Finance Work Group, led a conversation on the 2025-2026 Budget Process. The Commission learned that staff typically begins the budget planning cycle the year before General Assembly, for the budget that is approved for the two years following General Assembly (or specifically, in 2023, staff begins the budget planning cycle for the 226th GA (2024), for the 2025-2026 budget). The Unification Commission will oversee the 2025-2026 budget, with an emphasis on 2025.

Scott Lumsden shared the “2025-26 Unified Budget Process” (**Attachment 3**) recommendation to the Commission. This focuses on a “group” to be formed comprised of the Unification Commission co-moderators, Finance Work Group, and the three Executives (ASG, OGA, PMA) with one additional staff person. This “group” would identify “key unified priorities” from June through October 2023. These “key unified priorities” would be refined by the Coordinating Table (created by executive leaders and senior staff from ASG, OGA, and PMA), then reviewed and refined by the three executive leaders. These “key unified priorities” would send their recommendation to the Unification Commission for consideration and approval.

Upon motion and second, and without further discussion, the Unification Commission adopted the “2025-26 Unified Budget Process” as proposed.

Discussion of  
Future Meetings

Cristi Scott Ligon reminded commissioners of their desire to meet more frequently in-person, and resumed the item tabled the previous day. Commissioners were reminded the scheduled meetings were: July 22, 2023 (a Saturday, on Zoom); August 20, 2023 (a Sunday, on Zoom); September 17, 2023 (a Sunday, on Zoom); and October 10-14, 2023 (Wednesday through Saturday, in-person in St. Louis, Mo.).

The Finance Work Group observed they do not anticipate recommendations before the October in-person meeting. The Governance Work Group observed the challenge of pivoting into an in-person meeting with short notice. The Mission Work Group also noted Felipe Martinez would be on sabbatical through early September. The conversation shifted toward 2024 – with February 2024 being the deadline for reports, a February 2024 in-person meeting could be helpful. It was also noted there may be an advantage to having the Commission meet at / with the 226th GA (2024). It was shared the Unification Commission has the authority to amend the budget to meet the needs of the Commission.

[Recorder’s Note: at this point, Dave Davis joined the meeting in progress via Zoom, having departed Louisville, Ky. early in the day.]

Unification Commission, Minutes, June 22-24, 2023, Page 9 of 9

Recognizing the February 26, 2024, report deadline, an in-person meeting should be held in January 2024. April 2024 would be a mid-point between January 2024 and July 2024 (226th GA (2024)), and another opportunity to meet in-person. By common consent, the Unification Commission voted to meet in-person in January 2024, and April 2024, and to meet in Salt Lake City, Utah, at the conclusion of the 226th GA (2024). The meeting schedule for the rest of 2024 would be addressed at a future meeting.

Meeting  
Aspirations:  
Revisited

Cristi Scott Ligon revisited a topic from Thursday, to assess if the Commission met their goals and aspirations. Collectively, the Commission affirmed their progress on their mission and purpose; calendar and priorities; General Assembly deadlines; and the progress of the work groups.

The work of reporting out to the wider church is still to be done. Upon recognition, Kathy Lueckert expressed a spectrum of familiarity of the Unification Commission among board members of various agencies – from awareness to completely unknown. It was also expressed that finances are a reason for unification; and are not the sole reason.

For the July 2023 meeting, the Common Mission Work Group was asked to share a rationale for the work of the Unification Commission, that answers the question “who are we and why”. It was observed that congregations may not even be aware of OGA and PMA, let alone the work of unification. It was noted the audience is leadership at the presbytery, synod, and national level; and, the rationale should be brief.

José Rosa-Rivera expressed that Puerto Rico may not be aware of the work of the Unification Commission, that there will be a poll of colleagues, and a report back.

Closing  
Observations

Staff were asked to share any observations or concerns. It was shared there was an onboarding plan for Bronwen Boswell, including the work with Unification Commission.

Closing Prayer

Cristi Scott Ligon gave thanks for the commissioners, guests, staff, and Conference Center staff, and entertained a motion to adjourn. Bill Teng shared the history of the Halverson Benediction, named after the Rev. Richard (Dick) Halverson, the Chaplain to the U.S. Senate (1981-1995), and a Presbyterian. After a motion and second and without objection, with a closing prayer from Bill Teng, the meeting was adjourned.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

**INTERDEPENDENCIES**

	<b>Unification Commission</b>	<b>Consultations</b>	<b>Coordinating Table (budget process)</b>	<b>Funding Model Team</b>	<b>Special Offerings Review Task Force (SORTF)</b>	<b>Stated Clerk Nomination Committee (SCNC)</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
May 2023	<a href="#"><u>20 – online</u></a>	A Corp SCNC Mission Co Workers (2)			Online meeting to hear from program areas about M25 alignment and program effectiveness	Consultation with UC	18 – COGA online	
June 2023	<a href="#"><u>22-24 in Louisville</u></a> -Work Groups Reports and Discussions -Interim Budget Process -Project Path	MRTI Foundation ACWGJ	Revenue Forecasts  Interim Unified Budget Process  Present Unified Budget Process to UC		Online meeting to hear from program areas about M25 alignment and program effectiveness		15 – COGA online	
July 2023	<a href="#"><u>22 – online</u></a> -Work Group Reports -Budget Group Reports -Overview of committees	PPC	Budget Group work on priorities	Create templates for experimental models	Online meeting		20 – COGA online	
August 2023	<a href="#"><u>20 – online</u></a> -Work group reports -Budget Group	1001 Worshipping Communities	Budget Priorities Group	Continue to develop templates	Online meeting	Input from UC for SC job description	July 31 – Aug 3 – PMAB retreat 17 – COGA online	
September 2023	<a href="#"><u>17 – online</u></a> -Understanding the OFM --Consider a Riverside	COGA ACSWP GACOR	Budget Priorities Group	Continue to develop templates.  Run projections using existing data	In Person meeting (TBD) to begin work on SORTF report to GA	SCNC advertises for candidates	12-14 COGA in Louisville	

**Unification Commission**  
**June 22-24, 2023 - Attachment 1**

	<b>Unification Commission</b>	<b>Consultations</b>	<b>Coordinating Table (budget process)</b>	<b>Funding Model Team</b>	<b>Special Offerings Review Task Force (SORTF)</b>	<b>Stated Clerk Nomination Committee (SCNC)</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
	Conversation pre-GA -Budget Group -Work group reports -Set 2024 meeting dates			to identify possible successful experiments				
October 2023	<a href="#">12-14 in St. Louis</a> -Synthesize consultation input to date -Approve Budget Priorities	PMAB Mid Councils GACEIR	Budget Priorities Group	Invite presbyteries to participate in experiments during 2024	Continue work on SORTF recommendations		4-6 PMAB online 19 – COGA on-line	
November 2023	<a href="#">12 – online</a> -work group reports -review SORTF recommendations	PILP	Budget Dev Group		Review SORTF draft recommendations with UC, Coordinating Table, Funding Model Team		16 – COGA on-line	
December 2023	<a href="#">16 – online</a> -Begin work on GA Interim Report -Work Groups		Budget Dev Group		Draft SORTF report to GA		21 – COGA on-line	
January 2024	GA Interim Report		Budget Dev Group	Begin implementation of models in identified presbyteries	Finalize SORTF Report		18 – COGA on-line	
February 2024	-Submit GA Interim report by 120-day deadline		Budget Dev Group	Submit GA progress report	Submit SORTF report by 120-day deadline		15-16 COGA meeting ?? - PMAB meeting	<b>26 -- 120-day deadline for GA business</b>

**Unification Commission**  
**June 22-24, 2023**

	<b>Unification Commission</b>	<b>Consultations</b>	<b>Coordinating Table (budget process)</b>	<b>Funding Model Team</b>	<b>Special Offerings Review Task Force (SORTF)</b>	<b>Stated Clerk Nomination Committee (SCNC)</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
	-Approve SORTF report (?)							
March 2024	-Review 1 <sup>st</sup> Draft of budget		Budget Dev Group 1 <sup>st</sup> Budget Draft  Budget Priorities Group reviews budget			End of application period for SC candidates	21 – COGA on-line	
April 2024	2 <sup>nd</sup> Budget Draft		2 <sup>nd</sup> Budget Draft			Candidate announced in late April	18 – COGA on-line	<b>26 -- 60-day deadline for overtures with financial implications</b>
May 2024	--UC approves final 2025 – 2026 Budget and forwards to GA by May 11 (45-day deadline)		Final Budget Draft	Assess success of presbytery experiments			7-9 COGA in Salt Lake City 8-10 PMAB meeting	<b>11 – 45-day deadline for budgets and comments</b>
June 2024	-Present Interim Report to GA -Present Unified 2025-2026 Budget to GA -Host Riverside Conversation				Present SORTF recommendations		COGA – during GA226	Committees of 226th General Assembly
July 2024						Election of Stated Clerk		226th GA - Salt Lake City
August 2024								

**Unification Commission**  
**June 22-24, 2023**

	<b>Unification Commission</b>	<b>Consultations</b>	<b>Coordinating Table (budget process)</b>	<b>Funding Model Team</b>	<b>Special Offerings Review Task Force (SORTF)</b>	<b>Stated Clerk Nomination Committee (SCNC)</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
September 2024				Evaluate success of funding model experiments through 2025				
October 2024								
November 2024								
December 2024								
January 2025	First Draft Unification Interim Plan							
February 2025				Funding model recommendations to 227 <sup>th</sup> GA				
March 2025								
April 2025								
May 2025								
June 2025	First Draft new OFM		Revenue forecasts					
July 2025								
August 2025								
September 2025	Consultations with COGA/PMAB on OFM							



**Unification Commission**  
**June 22-24, 2023 - Attachment 1**

	<b>Unification Commission</b>	<b>Consultations</b>	<b>Coordinating Table (budget process)</b>	<b>Funding Model Team</b>	<b>Special Offerings Review Task Force (SORTF)</b>	<b>Stated Clerk Nomination Committee (SCNC)</b>	<b>COGA/PMAB</b>	<b>General Assembly</b>
	Plans for Unified Agency 1-1 26							
October 2025								
November 2025	Budget priorities to CT for 2027/2028 budget							
December 2025								
January 2026	-Unified Agency							
February 2026	Preliminary GA report with new OFM; structure							120-day deadline for business to 227 <sup>th</sup> GA
March 2026								
April 2026								
May 2026								
June 2026								
July 2026								227 <sup>th</sup> GA

“Once unification is finalized, the commission shall determine the structure moving forward and present the new Organization for Mission to the 227<sup>th</sup> General Assembly (2026).” (FIN 10)

**Unification Path** “Once Unification is finalized, the commission shall determine the structure moving forward and present the new Organization for Mission to the 227<sup>th</sup> General Assembly (2026)” (FIN 10)

### *Unification Goals*

- *Unify OGA/PMA*
- *Unified budget for 25/26 and 27/28, with common missional priorities and unified funding*
- *Write a new Organization for Mission (OFM) that reflects a unified agency and present to 227<sup>th</sup> GA (2026)*

### *Design, Implement, Align*

- *Design: understand cultures of OGA and PMA, consider how cultures will meld, and clarify national mission and vision*
- *Implement: look at structural, personnel, and policy changes and develop a timeline for expeditious change*
- *Align: change the OFM to align with new mission, vision, structure, policies and recommend other changes*

# Unification Path

*Paths: Design, Implement, Align*



**2025-26 Unified Budget Process**  
**June 2023 Proposal**

**Background:**

The Unification Commission was created by the 225<sup>th</sup> General Assembly (2022) in order to unify the Office of the General Assembly and the Presbyterian Mission Agency into a single entity. The Stated Clerk, the President of the PC(USA), A Corporation, and the President/Executive Director of the Presbyterian Mission Agency provide leadership to each of the agencies/entity and provide direction to the organization. The Coordinating Table<sup>i</sup> is directed by the General Assembly to craft a unified budget for OGA, PMA, and ASG<sup>ii</sup>. The development of the 2025-2026 unified budget is not only complex, but there are layers of responsibility and processes at play that could/should inform the development of the budget. First and foremost, a unified budget requires shared priorities for the three agencies of A Corp.

**Key Unified Priorities Development (2025-2026)**

- Summer 2023 to October 2023
  - A [GROUP] be formed that includes:
    - The three Unification Commission members from the Finance Workgroup
    - The Co-Moderators of the Unification Commission
    - The three Executives plus one additional staff person from each agency/entity
  - [GROUP] would identify and draft **Key Unified Priorities**
  - Coordinating Table would refine **Key Unified Priorities**
    - **Key Unified Priorities** may include operational and programmatic priorities
  - The three executives would review and refine Key Unified Priorities
  - [GROUP] would review **Key Unified Priorities** and send recommendation to the Unification Commission
  - The proposal would be presented to the Unification Commission for consideration as **Key Unified Priorities for 2025-2026**
  - Interpretive materials and communication plan developed and implemented around the **Key Unified Priorities**

---

<sup>i</sup> The Coordinating Table, as created by the three executives, includes: from ASG – Lemuel Garcia, Ian Hall and Denise Hampton; from OGA – DeAmber Clopton, Jihyun Oh and Kerry Rice; from PMA – Barry Creech, DeEtte Decker, Tamron Keith, Sara Lisherness, Corey Schlosser-Hall, and Mienda Uriarte

<sup>ii</sup> Moving Forward Implementation Special Committee Report to the 225th General Assembly with Recommendations and Rationale, recommendation 5: <https://www.pc-biz.org/#/search/3000973>

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Online  
July 22, 2023

Gathering      The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their eighth meeting online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

Roll              The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation  
Special Committee

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate,  
225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability  
Special Committee

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A  
Corporation Board

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Staff and Support:

Raymond Bonwell, recorder

Jennifer Clowery, interpreter

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

Kerry Rice, Deputy Stated Clerk, Office of the General Assembly

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A  
Corporation

Guests:

Susan Barnett, Director, Research Services, Presbyterian Church (U.S.A.), A Corporation

Ruth Gardner, Director, Human Resources, Presbyterian Church (U.S.A.), A Corporation

Anisha Hackney, Manager, Human Resources, Presbyterian Church (U.S.A.),  
A Corporation

Rick Purdy, Manager, Human Resources, Presbyterian Church (U.S.A.), A Corporation

Excused:

Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the  
General Assembly

Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory  
Delegate, 225th General Assembly (2022)

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Opening Prayer and Devotion	Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. ET. Kris Thompson led the opening prayer.
Land Acknowledgment	Cristi Scott Ligon lead the land acknowledgment, which was informed by the Presbytery of Middle Tennessee. The land acknowledgment drew upon the work of organizations, including the Native American Indian Association of Tennessee.
Agenda	By common consent, <u>the Unification Commission adopted the agenda</u> . Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	Upon motion and second, and without objection, <u>the Minutes of the June 22-24, 2023, meeting were approved</u> .
Covenant	Cristi Scott Ligon, as co-moderator, read the covenant as a reminder of what the Unification Commission had adopted.
Co-Moderator Report	Cristi Scott Ligon noted the co-moderator report was brief. With the length and depth of the June 22-24, 2023, meeting, the recent work was working with staff to prepare the reports and proposal for this meeting.
Consultant Conversation	<p>Cristi Scott Ligon welcomed Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, to introduce other colleagues from Presbyterian Church (U.S.A.), A Corporation, to respond to inquiries made by the Unification Commission to engage a consultant for the unification process. Kathy Lueckert introduced Ruth Gardner, Director, Human Resources; Anisha Hackney, Manager, Human Resources; and, Rick Purdy, Manager, Human Resources.</p> <p>After a brief background of the Human Resources team was shared, including their experiences working for and working with consultancies, the Unification Commission discussed the advantages of working with a consultant that included a confirmation of following better practices and principles in dealing with unification and change. Types of consultancies were discussed (individuals vs. large firms), in addition to compensation formats (hours vs. project-based).</p> <p>The Unification Commission agreed with the guidance from the Human Resources team that consultants work better when there is a clear timeline and scope of work. Upon motion and second, and following discussion, <u>the Unification Commission approved the creation of a small group to propose the parameters of consultant services</u>.</p> <p>The Human Resources team was thanked for their contributions, and excused themselves.</p>
Work Group Updates	Cristi Scott Ligon invited each work group to provide an update.
Consultation: Work Group Reminder	<p>Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin). Dee Cooper thanked staff for the ongoing work to coordinate the consultations, and members of the Unification Commission volunteered to fill open leadership roles in upcoming consultations.</p> <p>Upon recognition, Kathy Lueckert introduced Susan Barnett, Director, Research Services, Presbyterian Church (U.S.A.), A Corporation. Using the Polity, Benefits, and Mission Conference (“PBMCM”, October 9-12, 2023) as an opportunity for deeper discussions, a survey would be</p>

drafted, and the survey results would form the basis of the focus groups at PBMC. Research Services would not charge for the survey, compilation, and report. Research Services proposed the survey be in the field by August 15, 2023. By common consent, the Unification Commission approved for the Consultations Work Group to engage Research Services to prepare for PMBC.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson). The Finance Work Group continued to meet weekly, and met recently with leadership from the Presbyterian Mission Agency. Scott Lumsden concluded with a report on the budget process, and that the budget process would continue to be addressed during executive (closed) session.

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown, and José Rosa-Rivera). The Governance Work Group began meeting every other week. Debra Avery recently held a conversation with Sally Watson, chair, Stated Clerk Nominating Committee (“SCNC”).

The Governance Work Group continued to work toward a proposal on the purpose and role of the unified agency, and remained mindful of “shalls” explicit in the *Book of Order: The Constitution of the Presbyterian Church (U.S.A.), Part II*. It was noted that the report on the conversation with SCNC and other entities would continue to be addressed during executive (closed) session.

Common Mission:  
Work Group  
Update

Upon recognition, Bill Teng, facilitator, provided an update for the Common Mission Work Group (also comprised of Frances Lin and Felipe Martínez). A request to the Commission Mission Work Group at the June 22-24, 2023, was to propose an answer for the “why” (that is, the rationale) of the Unification Commission. In the materials distributed prior to the meeting (and available on EQUIP), the Common Mission Work Group proposed the following:

“The 225th General Assembly (2022) approved a commission to oversee and facilitate the unification of the Office of the General Assembly (OGA) and the Presbyterian Mission Agency (PMA) into a single agency, to align the entities, boards, and committees toward long-term faithfulness and financial sustainability of its mission within the Presbyterian Church (U.S.A.).”

Without objection, the Unification Commission adopted a rationale for their work, as proposed by the Common Mission Work Group.

General  
Information  
(including Future  
Meetings and Staff  
Updates)

Continuing to follow the agenda, the Unification Commission discussed the schedule of the next in-person meeting, scheduled for October 9-12, 2023, in St. Louis, Mo., meeting concurrently with the Polity, Benefits, and Mission Consultation (“PBMC”). The Unification Commission is tentatively scheduled for the PBMC plenary at 9:15 a.m. CT on Wednesday, October 9, 2023, with an opportunity for focus groups that late afternoon at 4:45 p.m. CT. Travel plans should be considered accordingly.

Staff shared the results of the polls for future in-person meetings. The Unification Commission should plan to meet in-person on January 18-20, 2024, and April 4-6, 2024.

Executive Session

Cristi Scott Ligon, co-moderator, thanked staff for livestreaming (and recording) the meeting. The process for the executive (closed) session would be to keep the public-facing stream (and recording) going, while the Commission met in executive (closed) session. Cristi Scott Ligon noted the Commission would return to the livestream (and recording) to report any action taken.

Upon motion, second, and an opportunity for discussion, the Unification Commission entered executive session to address personnel and property matters. Staff were invited to participate in the executive session.

Rising from  
Executive Session

The Unification Commission voted to rise from executive session at 5:25 p.m.

Cristi Scott Ligon reported during executive session, the sole action was the Unification Commission voted to amend the agenda to permit the additional 30 minutes of executive session (just concluded).

Closing Prayer

Cristi Scott Ligon gave thanks for the commissioners, guests, and staff, and entertained a motion to adjourn. After a motion and second and without objection, with a closing prayer from Cristi Scott Ligon, the meeting was adjourned at 5:30 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder



Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Online  
August 20, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their ninth meeting online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

Roll

The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee; Commissioner, 225th General Assembly (2022)

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation Special Committee

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate, 225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board

Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the General Assembly

Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability Special Committee

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory Delegate, 225th General Assembly (2022)

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial Sustainability Special Committee

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A Corporation Board

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Ex-Officio:

Ruth Faith Santana-Grace, Co-Moderator, 225th General Assembly (2022)

Shavon Starling-Louis, Co-Moderator, 225th General Assembly (2022)

Staff and Support:

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

Donald Reasoner, interpreter

Kerry Rice, Deputy Stated Clerk, Office of the General Assembly

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A Corporation

Guests:

Bronwen Boswell, Acting Stated Clerk, Office of the General Assembly  
valerie izumi, Assistant Stated Clerk and Manager for General Assembly Nominations,  
Office of the General Assembly [Recorder's Note: name represented with lower case]

Excused:

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Opening Prayer  
and Devotion

Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency ("Unification Commission"), called the meeting to order at 3:00 p.m. ET. Ruth Faith Santana Grace led the opening prayer.

Land  
Acknowledgment

José Rosa-Rivera led the land acknowledgment, which was informed by the Synod of Boriquen (Puerto Rico). The land acknowledgment recognized the origins of the peoples of Puerto Rico, including the Native American Taino, West Eurasia, and Africa. The acknowledgement concluded with the Lord's Prayer in Taino. Upon request of Cristi Scott Ligon, the prayer was entered into the minutes (Attachment 1).

Agenda

By common consent, the Unification Commission adopted the agenda. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.

Minutes

Upon motion and second, and without objection, the Minutes of the July 22, 2023, meeting were approved.

Covenant

Cristi Scott Ligon, as co-moderator, read the covenant as a reminder of what the Unification Commission had adopted.

Co-Moderator  
Report

Cristi Scott Ligon prefaced the co-moderator report noting the brevity. Since the July 22, 2023, meeting, the recent work including attending consultations, and preparing for the October 2023 in-person meeting of the Unification Commission.

Executive Session

Cristi Scott Ligon noted the approved agenda has an executive session at the start of the meeting, instead of the standard placement at the end of the meeting, to accommodate the schedule of the guests. The process for the executive (closed) session would be to keep the public-facing stream (and recording) going, while the Commission met in executive (closed) session. Cristi Scott Ligon noted the Commission would return to the livestream (and recording) to report any action taken.

Upon motion, second, and an opportunity for discussion, the Unification Commission entered executive session to address personnel and property matters. Staff and Guests were invited to participate in the executive session. (Recorder's Note: Directors and Ex-Officio members have privilege to participate in the executive session, and do not need an express invitation.)

Rising from  
Executive Session

The Unification Commission voted to rise from executive session at 4:10 p.m.

Cristi Scott Ligon reported during executive session the Unification Commission authorized a small group to provide feedback to the General Assembly Nominating Committee, and the Stated Clerk Nominating Committee. valerie izumi was excused from the meeting.

Unification  
Timeline

Cristi Scott Ligon welcomed Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, to address the timeline, a topic previously at the June 2023 meeting, with a target of January 1, 2026, for unification. It was noted January 1, 2026, was in the middle of the planning process for the 227th General Assembly (2026). A timeline for a unification date of July 1, 2025, was discussed. [Recorder's Note: The Organization for Mission is the manual of administrative operations for the General Assembly, as part of the General Assembly Manual and amended by the 225th General Assembly (2022), and is publicly available on the denominational website at pcusa.org.]

Date [Theme]	Objectives
2023 [Design]	Key Unified 2025 Budget Priorities; Consultations; Governance Exploration; Financial Analysis.
2024 [Design]	Interim report to 226th GA (2024); 2025 Budget; Develop Governance Model, including committee structures; Culture Analysis; Supporting systems work.
2025 [Design]	2026 Budget; Develop interim governance framework; Begin work on new Organization for Mission; Supporting systems work; Staffing Design.
2025 [Implement]	Unify PMA/OGA on July 1, 2025; 2027 Budget; Implement interim governance framework; Finalize new Organization for Mission.
2026 [Align]	Unified budget and staffing rationale for new agency; Final Organization for Mission for approval by 227th GA (2026); 227th GA (2026) elects new governing body.

Consultations were discussed, and all consultations directed by the General Assembly should be completed by the first quarter 2024. It was noted additional rounds of consultations might be engaged, should there be an appropriate time to schedule. The Common Mission, the Finance, and the Governance Work Groups were asked to provide feedback on the timeline within the week. Governance noted their report, as part of the agenda for this meeting, would include favorable observations on this proposed timeline.

After further discussion, and a motion and second, the Unification Commission voted to adopt the amended timeline, including a target date of July 1, 2025, for unification.

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown, and José Rosa-Rivera). The focus of the ongoing meetings has pivoted toward providing a timeline of a draft of governance document. At this moment, the Governance Work Group has no questions for the Commission.

The timeline was discussed as provided in a document entitled Governance Workgroup Deliverables and Timeline (Attachment 2). It was reiterated the focus was on the Presbyterian Mission Agency and the Office of the General Assembly – other agencies would need to determine and react to how the impact of the unified agency would impact the mission of the other agencies. In Attachment 2, “MEG” is an acronym for Merged Entity Governance, the new entity representing the unified Office of the General Assembly and the Presbyterian Mission Agency.

There was a discussion of the intersection of the Governance Work Group timeline, with the just approved Commission timeline, and the conversations with the Consultations Work Group.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson). The Finance Work Group continues to follow the timeline previously approved. The key unified budget priorities are still on target for early September. The Finance Work Group will share outcomes of the budget conversations and a proposed timeline at the October meeting of the Commission.

A broader question about culture was raised. It was noted the Moving Forward Implementation Commission discussed culture in their report, which is part of the minutes of the General Assembly. It was shared that staff had already begun internally working and addressing the culture, and affirmed how culture is created internally.

General  
Information  
(including Future  
Meetings and Staff  
Updates)

Cristi Scott Ligon provided a status update on previous actions of the Commission. The small group to work with a consultant will be comprised of Dee Cooper, Felipe Martínez, and one additional commissioner to be identified. The surveys have been distributed to the mid-council leaders, to inform the conversations at the Polity, Benefits, and Mid-Council Conference as part of the Commission’s October meeting.

Commissioners were thanked for their participation in conversations, both those conducted and those scheduled to be held, and for their service as facilitators and scribe.

The Commission’s budget report was included in the documents distributed prior to the meeting for information.

It was noted the Commission’s planned meeting immediately after the 226th GA (2024) might want to be rescheduled. Some participants of the Commission will have been in residence at GA for two weeks, and another meeting may present challenges to be fully present and engaged. It was agreed the timing of this meeting would be addressed at a future meeting.

Bronwen Boswell expressed appreciation for the opportunity to participate in the meeting.

Shavon Starling-Louis expressed appreciation for the work of the Commission.

Cristi Scott Ligon expressed appreciation for staff, including the translator.

The next meeting is scheduled for September 17, 2022 via Zoom.

There were no further questions or comments from commissioners or staff.

Closing Prayer

Cristi Scott Ligon entertained a motion to adjourn. After a motion and second and without objection, with a closing prayer from Shavon Starling-Louis, the meeting was adjourned at 5:00 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

**Land Acknowledgment**  
**José Rosa-Rivera**

We acknowledge we are all currently living on land taken by force or by trickery by European invaders from across the sea. This land was loved, cared for and honored by countless generations of Indigenous people. The practice of land acknowledgment is a significant step towards recognizing and honoring the indigenous people who originally inhabited a particular region. In the case of Puerto Rico, the land acknowledgment serves as a reminder of the rich cultural heritage and history that predates colonial influences. According to the National Geographic Genographic Project, "the average Puerto Rican individual carries 15% Taíno (Native American), 65% West Eurasian (Mediterranean, Northern European and/or Middle Eastern) and 20% Sub-Saharan African DNA." This land on which we walk, pray, laugh, and weep—this land is stained by the blood and sweat, moans and tears of our indigenous and African.

Puerto Rico, before its colonization by the Spanish, was inhabited by the Taíno people. These Indigenous communities had a deep connection to the land, relying on its resources for sustenance, culture, and spiritual practices. Puerto Rico, known as Borikén to its indigenous Taíno inhabitants, has a deep-rooted history that dates back thousands of years. The Taíno people were skilled agriculturalists, artists, and navigators who established complex societies across the island. Their contributions to Puerto Rico's culture, language, and way of life remain integral to the island's identity. However, colonization led to the displacement, exploitation, and marginalization of the Taíno people, resulting in the erasure of their presence and cultural contributions.

The land acknowledgment of Puerto Rico recognizes the Taíno people as the original stewards of the land and pays homage to their enduring legacy. It serves as a necessary act of decolonization, counteracting the historical erasure of indigenous cultures and acknowledging the injustices they endured. This acknowledgment also seeks to foster a greater understanding of the ongoing struggles faced by indigenous communities and the importance of preserving their heritage.

In the contemporary context, the Puerto Rico land acknowledgment has implications for reconciliation, education, and social awareness. By acknowledging the indigenous roots of the island, individuals and institutions can contribute to a more inclusive narrative that embraces the diverse layers of Puerto Rican identity.

In conclusion, the Puerto Rico land acknowledgment is a powerful gesture that recognizes and honors the island's indigenous heritage, particularly that of the Taíno people. By acknowledging their contributions and addressing historical injustices, the acknowledgment becomes a catalyst for cultural revitalization, reconciliation, and social awareness. It reminds us that the past shapes the present and underscores the importance of respecting and preserving the rich tapestry of Puerto Rico's indigenous history.

Let us pray:

Land Acknowledgment  
José Rosa-Rivera

**“Our Father” in Taíno:**

Guakia baba (Our Father)  
turey toca (is in sky)  
guami-ke-ni (Lord of land and water)  
guami-caraya-guey (Lord of moon and sun)  
guariko (come to)  
guakia (us)  
taymo-ti (good, tall)  
bo-matun; (big, generous)  
busica (give to)  
guakia (us)  
aje-cazabi; (tubercles, bread)  
juracan-na (bad spirit, no)  
Diosa (of God)  
nabori daca (servant am I)  
Jan-jan catu (so be it)  
[from *Prehistoria de Puerto Rico*,  
Dr. Cayetano Coll y Toste]

## Governance Workgroup Deliverables and Timeline

### ONGOING WORK:

- Identify, define, and ensure use of consistent language (ex: mission, council/commission/board)
- Keep in mind current Board interfaces, (i.e.: cross pollination across entities and agencies at the Board level)

Task/Report/Activity	Target Date	Approval Date
<i>Purpose statement (guided by Common Mission and whole UC) + job description (overarching role of new MEG)</i>	Draft - September 2023	Approval - October 2023
<i>Identify general and specific roles for new MEG</i>	Report - October 2023	Approval - November 2023
<i>Proposal for the new MEG/entity structure and a map of the merged entity</i>		
<ul style="list-style-type: none"> <li>• First Reading of Structure</li> </ul>	Draft - October 2023	Approval January 2024
<ul style="list-style-type: none"> <li>• Map of movement from current structure to draft structure</li> </ul>	Draft - January 2024	Approval April 2024
<i>Board/Commission/Council composition</i>		
<ul style="list-style-type: none"> <li>• Determine intersections with other boards, impacts on other boards, relationships with other boards, etc. with recommendations for necessary polity/bylaws or other changes.</li> </ul>	Present report January 2024	
<ul style="list-style-type: none"> <li>• Determine Roles of Advisory Groups/Advocacy Committees/Caucuses</li> </ul>	Present report January 2024	
<ul style="list-style-type: none"> <li>• Board/Commission/Council composition</li> </ul>	Present Draft April 2024	Include in 1st reading of new organizing document
<ul style="list-style-type: none"> <li>• Determine Evaluation processes</li> </ul>	Present draft at 1st in person following GA226	Include in 1st reading of new organizing document
<i>Determine executive leadership structure, including election/appointment procedures, accountability pathways, polity implications, nominating process</i>	Report on progress - April 2024	Approval - 1st in person following GA226
<i>Recommendations on interim rollout strategy (assuming 2025 rollout)</i>	April 2024	Rollout Strategy approved in October 2024 in person
<i>First reading of new organizing document (formerly the Organization for Mission)</i>	1st in person following GA226	Final draft approved October, 2024 in person



**APPROVED: October 12, 2023**

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
Online  
September 17, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their tenth meeting online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

Roll

The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward  
Implementation Special Committee

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory  
Delegate, 225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board

Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of  
the General Assembly

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial  
Sustainability Special Committee

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult  
Advisory Delegate, 225th General Assembly (2022)

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.),  
A Corporation Board

Staff:

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church  
(U.S.A.), A Corporation

Guests:

Bronwen Boswell, Acting Stated Clerk, Office of the General Assembly

Ruth Gardner, Director, Human Resources, Presbyterian Church (U.S.A.),  
A Corporation

Mike King, Director and General Counsel, Legal and Risk Management, Presbyterian  
Church (U.S.A.), A Corporation

Excused:

Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Opening Prayer and Devotion	Felipe N. Martínez, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. ET. Carson Brown led the opening prayer.
Land Acknowledgment	Bill Teng led the land acknowledgment, which was informed by the Presbytery of Peace River (Fla.), specifically the unincorporated town of Lake Suzy in DeSoto County, and the Muskego, Colusa, and Miccosukee peoples. Upon inquiry, no one identified as being Native American from Lake Suzy or Florida, and Bill Teng asked more broadly to be welcomed to the land; and, concluded with thanks.
Agenda	By common consent, <u>the Unification Commission adopted the agenda</u> . Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	By common consent, and without objection, <u>the Minutes of the August 20, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, as co-moderators, read the covenant as a reminder of what the Unification Commission had adopted.
Co-Moderator Report	<p>Felipe Martínez and Cristi Scott Ligon shared the co-moderator report. Cristi Scott Ligon welcomed Felipe Martínez, who returned after what was confirmed to be a meaningful sabbatical. Since the August 20, 2023, meeting, the recent work included the various work groups and broader updates from the work group would follow in this agenda just approved. It was shared that the commission co-moderators participated in the Finance Work Group in-person consultation on September 7, 2023 in Louisville, Ky. on the priorities for a unified budget.</p> <p>Felipe Martínez concluded with thanks for the ongoing work of the commissioners, and expressed gratitude for the support of staff. There was an emphasis on the task to address the structural elements outlined in the mandate from the General Assembly.</p>
Consultation: Work Group Reminder	<p>Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin). Dee Cooper thanked staff for the ongoing work to coordinate the consultations, and specifically the contributions of Susan Barnett, PhD, MSSW, Director, Research Services, Presbyterian Church (U.S.A.), A Corporation. Susan Barnett included a summary of the observations from the consultations held to date (and Dee Cooper reminded the commissioners all the raw data was available in the secure section of the Unification Commission in EQUIP).</p> <p>Dee Cooper provided a high-level summary of the four-page Listening Sessions document (Attachment 1), which was also publicly available on EQUIP. Upon discussion, it was clarified that the summary was from consultations beyond solely employees of PMA and OGA, including 17 (to date) broader consultations. A common theme of participants was appreciation for being invited to their consultation.</p> <p>It was noted there was a recent conversation with Committee on the Office of the General Assembly, and a scheduled conversation with the Presbyterian Mission Agency Board.</p>

Dee Cooper expressed thanks for Kathy Lueckert for arranging the conversations, and for Susan Barnett's contributions for the research summary, and noted the various caucuses remain a potential conversation partner.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson). The Finance Work Group continues to follow the timeline previously approved, with weekly meetings. The Key Unified Budget Priorities meeting was held on September 7, 2023, with the executive leader (and a guest selected by the leader) from A Corporation, the Office of the General Assembly, and the Presbyterian Mission Agency. Ian Hall, Chief Financial Officer, Presbyterian Church (USA) A Corporation, was also present.

The target for meaningful recommendations is the October 2023 meeting (including a written report). A verbal brief overview of the budget priorities was provided, and the culture of the entities was also addressed. It was shared that some key unification principles might be considered and adopted by the Unification Commission, to serve as a guide and framework for anticipated future decisions. These key unification principles would be discussed and adopted by the commission at the October 2023 meeting. (An example as provided: the Finance Work Group enters conversations from a theology of abundance, and not a theology of scarcity.)

The Finance Work Group was thanked for their work and update.

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown, and José Rosa-Rivera), noting the Governance conversation would continue within executive (closed) session. Deborah Avery provided an overview of the model used by the Governance Work Group to frame the "new governance" / "new agency" with an emphasis on culture – and the parallels to the Finance Work Group emphasis on culture were noted. A vision statement would describe the future state of the organization. The mission statement would define the value for stakeholders, including decision-making, and performance objectives. The value statement would make clear the priorities and core beliefs, and strategic structuring begins with an emphasis on strategic direction.

The Governance Work Group meets weekly. Immediate topics include vision statements for the "new governance" and again for the "new agency." There is a hope for collaborative conversations with the Common Mission Work Group.

Common Mission:  
Work Group  
Update

Upon recognition, Bill Teng, facilitator, provided an update for the Common Mission Work Group (also comprised of Frances Lin and Felipe Martínez). This work group has not convened, and welcomes invitations to join in conversation with other work groups.

Plans for  
Consultations with  
Mid-Council  
Leaders

Felipe Martínez introduced the discussion the Plans for Consultations with Mid-Council Leaders in October 2023 (distributed in the advance material on EQUIP). Cristi Scott Ligon continued to moderate the meeting, and noted that mid-council leaders who are part of the Unification Commission are welcome to participate as mid-council leaders. It is anticipated there will be 30 tables – each table will have a note-taker, and taking notes would not be the responsibility of the commissioners.

It was shared the mealtimes are not meant to be working meetings, and to be a time for fellowship.

There was a discussion on the process of setting the agenda for the commission, for both in-person and online meeting agendas. The commission co-moderators welcomed input from the commissioners.

A Timeline to July  
1, 2023 – A First  
Reading

Upon recognition, Kathy Lueckert, President, A Corporation, shared a reverse timeline, titled ““Backwards” Planning for Unification by July 1, 2025” (Attachment 1). This material was distributed in the advance material on EQUIP.

Various implications were shared, including financial, and human resources, and how decisions for some areas would need to be reached by the fall of 2024 (approximately nine months before the targeted July 1, 2025 target date). The appropriate level of structural decisions made by the Commission was noted, and the depth and detail of decisions was briefly addressed. A suggestion for a “Unification Director” to address the detailed decisions of unification was mentioned. Kathy Lueckert concluded with appreciation for colleagues within the Administrative Services Group, the Office of the General Assembly, and the Presbyterian Mission Agency, for the collaborative nature and effort behind the first reading of the planning timeline.

It was observed the October 2023 meeting would provide time and space for additional clarification.

Executive Session

Upon motion, second, and an opportunity for discussion, the Unification Commission entered executive session to address personnel and property matters. Staff and Guests were invited to participate in the executive session. (Recorder’s Note: the livestream was paused, and then restarted upon rising from executive session.)

Rising from  
Executive Session

The Unification Commission voted to rise from executive session.

Felipe Martínez reported during executive session the Unification Commission that no actions were taken.

Closing Prayer

Felipe Martínez noted the Unification Commission would adjourn with a closing prayer with Cristi Scott Ligon entertained a motion to adjourn. With a closing prayer from Cristi Scott Ligon, the meeting was adjourned at 5:00 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

# Listening Sessions

**Themes from  
April through August 2023**

**Susan Barnett, PhD  
Research Services, ASG  
September 2023**

## Structure

# Listening Sessions

This is an analysis of the listening sessions\* that have been conducted from April 19 through August 28, 2023, by members of the Unification Commission as part of their fact-finding efforts as they move toward the unification of the Office of the General Assembly and the Presbyterian Mission Agency in 2026.

## SILOS

Each listening session was conducted with a siloed group. The individuals who participated shared from a position, the perspective of their silo. What they shared is:

- the value of their silo,
- what they want for their silo in the new organization, and
- how important, expanded, prominent their silo should be in the new agency.

## AGENCIES

A second observation is these individuals came into the sessions as members of an agency: the Office of the General Assembly and the Presbyterian Mission Agency **AND** they left as members of the Office of the General Assembly and the Presbyterian Mission Agency. Nothing in the comments suggested that they saw themselves as part of something different and new.

In less than three years unification is to occur. As each siloed staff left the consultation, they went back to *their agency*. They had not begun their process of unification. The question is when does it begin? Naming the new agency is one way to begin unification. It will assist in pointing staff toward the same goal.

\*Presbyterian Foundation and Presbyterian Publishing Corporation were included but they will not be a primary focus of the report.

## New Agency Name

### Purpose Statement

#### Structure

- Flexible, yet strategic
- Do not simply mesh the two agencies, make thoughtful innovative change
- Create thematic work groups
- Eliminate redundancies
- Eliminate ministries/programs that are no longer relevant
- Do not keep functions that do not support the new agency's purpose
- Create clearly identifiable work groups, easy to navigate for those in &/or outside of the agency
- Avoid pitfalls of previous unified agency
- Determine the balance of domestic and international work

#### Polity

- Reduce bureaucracy for appointments

#### Culture

- Diverse, vibrant
- Create something new, do not maintain the status quo
- Be supportive of People of Color
- Increase communication among staff, between agencies, and aligned entities
- Promote purposeful, bidirectional communication
- Be supportive of staff as some are fearful of this change
- Accept that some staff will not be retained

#### Basics

- Be responsive to the needs of congregations and partnering agencies

#### Finances

- Do not increase the costs for congregations rather create savings for them
- Be efficient, reduce duplication
- Plan for funding that is adequate to accomplish the objectives of the new agency's & the GA's goals
- Competitive salaries to attract skilled staff and retain qualified staff

#### Governance

- Seek new leadership models
- Reduce bureaucracy

Research Services helps the Presbyterian Church (U.S.A.) make data-informed decisions using surveys, focus groups and interviews, demographic analysis, and program evaluations.

We are social scientists with backgrounds in sociology, public policy, and economics. We serve congregations, presbyteries and synods, PC(USA) national agencies, and other PC(USA)-related organizations. Research Services is a ministry of the Administrative Services Group.

If you have any questions or would like a copy of this report, contact us at 502-569-5077 or [research@pcusa.org](mailto:research@pcusa.org).



**RESEARCH  
SERVICES**



### **“Backwards” Planning for Unification by July 1, 2025**

ASG gathered a group of staff from ASG, PMA, and OGA to begin “backwards planning” for a unification date of July 1, 2025. There are a number of behind the scenes system and process changes that must be undertaken to be ready for that date. The Commission will need to make key decisions by certain dates in the next 21 months (or whatever the unification date is). The attached documents are the initial readout from the staff about decisions and activities. This is a first reading and more discussion will be docketed for the Commission’s October meeting.

Some notes:

**Financial** - Implementing a financial structure to reflect unification will require at least 4 months. Probably best to plan on 6 months, so January 1, 2025. Implication: the Commission has made high level decisions about the structure of the unified agency during the fall of 2024.

**Human Resources** - The attachment shows a potential process for unifying a program that has some overlap in both OGA and PMA. There is a decision making process of 3 – 6 months, and then another 6 – 12 months implementation period—so some decisions needed by the Commission in 2024. What hasn’t happened yet in this example is overlaying the separation timeline on top of this particular example.

Some decisions/questions for the Commission:

- Clarifying the extent and meaning of unification on July 1, 2025. The high level timeline assumes that July 1, 2025, is the date of a unified budget, a unified agency at least at the director level, and an interim governance structure to shepherd more specific unification activities from July 2025 – June 2026 General Assembly.
- What is the appropriate level of structural decisions for the Commission? What can the Commission reasonably decide? Perhaps a reasonable level of decision is the executive level and then the director level and let the executive/directors implement the more detailed programmatic and staff decisions.
- What type of consultants may be needed? What about the idea of a “Unification Director?”

## Backwards Planning for Unification – Finance and Budget 2025

### Organizational Structure & Priorities

Prior to the creation of a unified budget and the establishment of the mechanisms to oversee it, a high-level organizational structure that aligns with identified ministry priorities should be established. A comprehensive understanding of the foundational ministries that will support the new structure should also be in place.

### Timeline

Assuming that a framework is in place regarding priorities and structure it is feasible to undertake the following administrative tasks, which calls for collaborative efforts across the entire organization, within a 120-day (four-month) timeframe:

- Identify funding sources to support both new priorities and foundational ministry activities.
- Establish a new unified budget and fiscal year.
- Create a new chart of accounts and corresponding reporting structure.
- Configure accounting software and update accounting procedures.

Unification will likely necessitate the creation of two budgets within a fiscal year; one to continue operations in the existing framework and one post-unification.

### Fiscal Year

The formation of a new fiscal year should align with the commencement of the unified organization.

Prior to establishing a new fiscal year, PC(USA) should assess essential programmatic ministry cycles, the seasonal patterns of income and expenses, and the potential impact of the chosen fiscal year on financial operations like General Assembly, audits, budgeting, and financial reporting. The ASG finance and accounting office is considering forming a team to offer a fiscal year recommendation to the Finance Workgroup

### Reporting

Defining the intended reporting outcomes is a critical component of the initial design phase for a new accounting structure. *What are the anticipated reporting requirements? Should budget reporting align with organizational priorities, structure, or a blend of both?*

PC(USA) currently utilizes the following financial expense reporting structures:

#### Functional Categories:

- |                         |                        |
|-------------------------|------------------------|
| ▪ Cost of Sales         | ▪ Depreciation         |
| ▪ Salaries and Benefits | ▪ Programs             |
| ▪ Travel                | ▪ Resource Development |
| ▪ Meetings              | ▪ Grants               |
| ▪ Administration        |                        |

#### Organizational Structure:

1. Entity: OGA, PMA, ASG, etc.
2. Office: MCM, EDO, MES, etc.

### Comparability

It's important to highlight that modifications to PC(USA)'s chart of accounts and fiscal year will temporarily remove the capability for comparative analysis across fiscal periods.

### 3 – 6 Months Decision-Making Phase

Define “Program X” ( a body of work currently in both Agencies).

What does “unify Program X” mean?

What is the vision for the unified body of work?

Assess the total body of work.

What is the current work and who is doing it?

Identify the anticipated date Program X work will be unified.

This body of work would be where a consultant would be most valuable. Would need time to onboard before work begins. A 90-day onboarding is recommended.

Determine where Program X will be housed structurally:

Does it stay in either OGA or PMA until full unification?

Does it move to ASG temporarily or permanently?

Commission empowers the Executive of that organization/ department to implement the full unified process of Program X.

Another option would be a role such as a “Unification Director” shepherd and manage the unification. This person would have authority to make decisions and implement changes.

### 6 – 12 Months Implementation

If existing departments exist that do Program X work, combine both departments and current work in to one new department.

If stand alone departments don't exist in PMA and/or OGA, determine where and who is doing the work. Uncouple Program X work from positions that do other work.

Determine if work and employee move or just the work.

Create and implement selection process to determine the Director of the unified department.

Look internally only? Look externally only? Do both at the same time? Develop Director job description.

Once Director is named, determine any staffing implications. Retention needs? Separation packages? Other impact?

Ongoing work to assess programmatic needs and needed shifts

### Key Considerations

1. Timing ... 21 months to full unification.
2. Minimum 6 months will be needed for director-level and above recruitment and hiring processes.
3. Consultant selection and onboarding should begin very soon.
4. Cost analysis for various retention, reduction scenarios should be completed Q1 2024.

**APPROVED: November 12, 2023**

**Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes  
St. Louis, MO  
October 12-14, 2023**

**Thursday, October 12, 2023**

**Gathering** The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their eleventh meeting in-person at the Hyatt Regency at the Arch in St. Louis, MO, concurrently with the Polity, Benefits, and Mission Conference (formerly the Mid Council Leaders Gathering). The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

**Roll** The roll was formed:  
Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley;  
Commissioner, 225th General Assembly (2022)  
Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee;  
Commissioner, 225th General Assembly (2022)  
Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward  
Implementation Special Committee  
Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory  
Delegate, 225th General Assembly (2022)  
Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board  
Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of  
the General Assembly  
Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large  
Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial  
Sustainability Special Committee  
Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult  
Advisory Delegate, 225th General Assembly (2022) [Recorder’s Note: Present  
remotely for Friday, October 13, 2023]  
José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial  
Sustainability Special Committee  
Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A  
Corporation Board  
Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

**Staff:**

Camilla Cohen, interpreter  
Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency  
Ian Hall, Chief Financial Officer / Chief Operating Officer, Presbyterian Church  
(U.S.A.), A Corporation  
Kathleen Henrion, communications specialist  
Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation  
Kerry Rice, Deputy Stated Clerk, Office of the General Assembly  
Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.),  
A Corporation

**Guests:**

Michael Wilson, Co-Moderator, Funding Model Development Team

## Unification Commission, Minutes, October 12-14, 2023, Page 2 of 7

Opening Prayer and Devotion	Felipe N. Martínez, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. CT, and led the opening prayer and devotion, with a focus to on the task ahead, as informed by Isaiah 30:19-21.
Land Acknowledgment	Cristi Scott Ligon, co-moderator of the Unification Commission, led the land acknowledgment, which was written by Ryan Landino, the presbytery leader for the Presbytery of Giddings-Lovejoy (which includes the meeting site in St. Louis, Mo.). This included the Osage Nation, Missouri, and Illini Confederacy, and included the observation that Osage is the French transliteration of some original inhabitants with an original definition of “children of the middle waters.”
Introduction	Felipe Martínez introduced Kathleen Henrion, as contracted staff to assist with the communication to the various constituencies.
Agenda	By common consent, and without objection, <u>the Unification Commission adopted the agenda</u> . Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	By common consent, and without objection, <u>the Minutes of the September 17, 2023, meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, as co-moderators, read the covenant as a reminder of what the Unification Commission had adopted.
Co-Moderator Report	Felipe Martínez and Cristi Scott Ligon shared the co-moderator report. Their work included meeting with the Finance Work Group and working with staff to prepare for this meeting, including the consultation with participants of the Polity, Mission, and Benefits Conference. The co-moderators also met with Kathleen Henrion to discuss a communication strategy.
Common Mission: Work Group Update	<p>Upon recognition, Bill Teng, facilitator, provided an update for the Common Mission Work Group (also comprised of Frances Lin and Felipe Martínez). This work group has previously presented a statement on common mission for the New Agency, and shared the rationale and influences (including the Gospel, gathering, governing, goodness and generosity). The statement reads:</p> <p style="padding-left: 40px;">The New Agency exists to resource mid councils and equip congregations to engage others in thriving, vital covenantal communities as disciples of Jesus Christ.</p> <p>After discussion, and without objection, the Unification Commission received the statement, and tabled action until later in the meeting.</p>
Finance: Work Group Update	<p>Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson). The Finance Work Group update was posted to EQUIP (<a href="#">Attachment 1</a>), and was read by Scott Lumsden, who also noted the agenda anticipates a discussion on the outcomes of the September 7, 2023, meeting on the unified budget priorities.</p> <p>The Finance Work Group was thanked for their work and update.</p>
Governance: Work Group Update	Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown, and José Rosa-Rivera), noting the Governance Work Group strives to meet weekly to discuss the “new governance” / “new agency.” The Unification Commission was reminded the previously shared dates of the Governance Work Group were more of a “guideline” than a fixed timeline. Kathy Lueckert, President,

Presbyterian Church (U.S.A.), A Corporation, was thanked for ongoing support of the work group. The Governance Work Group continues to stay focused on the question of “what will be the best way to accomplish unification, which is centered in an supports the missional goals of the General Assembly.”

Ongoing exploration and conversation include existing committees of the General Assembly and committees of the Presbyterian Mission Agency. There are also independent groups including Presbyterian Women, and the Presbyterian Association of Musicians, that are structured as separate entities, and have connections to the work. Debra Avery concluded with an observation there may be recommendations for consideration on Saturday, after the scheduled day of work group meetings, scheduled for Friday, per the agenda as approved.

The Governance Work Group was thanked for their work and update.

Consultation:  
Work Group  
Reminder

Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin). Dee Cooper thanked staff for the ongoing work to coordinate the consultations, and specifically the contributions of Kathy Lueckert, who has coordinated the timing of most of the consultations. Twenty (20) consultations have been completed, and there are four (4) remaining; and, Dee Cooper paused for a moment of celebration and thanksgiving for this work.

Dee Cooper continued with a high-level overview of the work ahead, including the following: the synthesis of the Mid Council surveys; a response for entities that request a second (follow-up) consultation; and, how the Consultation Work Group commissioners might continue to contribute, once the consultations have formally concluded.

Dee Cooper welcomed comments on what commissioners were seeing in the consultation data. There was an affirmation on the importance of culture.

Felipe Martínez reminded the commissioners to be mindful of the consultation observations while doing one’s own work group work. A very preliminary and high-level summary of the Mid Council survey was shared. The discussion focused on how to keep the broader church aware of the observations gleaned from the consultations; and affirming that consulted groups were indeed heard and impacted the conversation of the Unification Commission. Consultations with the racial-ethnic caucuses are still being scheduled. Commissioners affirmed the helpfulness of the consultation summaries.

The Consultation Work Group was thanked for their work.

Key Unification  
Principles  
Exercise

Felipe Martínez explained an exercise to discern key unification principles. Commissioners were provided with ten post-it notes, and were asked to write one principle per post-it, and each commissioner did not need to use all ten. Commissioner were asked to place their post-its on the wall, and Felipe Martínez and Cristi Scott Ligon would group the principles and share the observations later in the meeting.

Funding Model  
Development  
Team Update

After a brief break, Felipe Martínez introduced Michael Wilson, Co-Moderator, Funding Model Development Team for an update. The Funding Model Development Team, a special committee formed by the 225th GA (2022) was tasked with looking at funding models of all councils above sessions, specifically presbyteries, synods, and the national church. Another task is to address the presbytery responsibility to remit all per capita even if the per capita was not provided by all sessions.

Michael Wilson noted the challenges of experimenting with funding streams. Commissioners were reminded that councils above sessions typically have four funding streams: per capita; mission giving; investments; and, reserves. Commissioners received a verbal report on funding models that are being explored. First, the per capita model, which ties funding to membership, is challenging with a declining membership. Second, a participation model, which could eliminate

per capita giving to replace with mission giving. Third, a percentage model, which could be a fixed percentage of a congregation – and the challenges are defining the item to base the percentage, the perception of tying giving to membership. It was also noted the challenges with “experimenting” or “piloting” new funding mechanisms, if existing mechanisms are assessed as sufficient.

Michael Wilson shared the Funding Model Development Team had a parallel timeline to the Unification Commission, with an update to the 226th GA (2024) and a report for the 227th GA (2026).

The discussion included exploring how other denominations are funded. The conversation observed how presbyteries are different in size, and a challenge of the scope of sustainability for organizations that are not average. It was also observed how the Office of the General Assembly is primarily funded by per capita, and the Presbyterian Mission Agency is primarily funded by mission giving – and a challenge to describe how a unified agency would be funded. A challenge of identifying the funding model is collapsing all sources into per capita, when other sources exist such as Special Collections. A hope for a future funding model is one that is elegant and easy to describe, and also easy to assess. The challenges of duplicating work at the national level were also noted. It was also noted that the Board of Pensions pricing model for medical benefits is also under review and discussion, which is another financial impact for the broader church. The work of fundraising by Mission Engagement and Support, and World Mission, was also lifted up as an additional potentially helpful conversation.

Michael Wilson thanked the Commission for their time and input. The Commission thanked Michael Wilson for the update and conversation.

Communication Consultant Update	Felipe Martínez shared an update on retaining a communications consultant. There has been additional work done to clarify the scope of work. Carson Brown was thanked for contributions to summaries from previous meetings; and Kathleen Henrion was thanked for contributions to this meeting. It was emphasized that the minutes serve as the official record, and this communication strategy focuses on a pastoral and informational approach to potentially affected agencies and individuals.
Summary of Key Unifying Principles	<p>Cristi Scott Ligon shared a summary of the key unifying principles from the earlier exercise with the post-its. The top item was clarity of purpose. The second item was a sense of shared ministry / collaboration / connectivity. The third item was working in a nimble and adaptable matter. Other items included transparency and being Christ-centered. It was noted that finances were not explicitly a top-ranked item, affirming a focus on mission.</p> <p>Felipe Martínez noted that key unifying principles are intended to be dynamic and flexible. The Finance Work Group expressed thanks for this exercise, to ensure the entire Commission has an appreciation for principles and priorities.</p>
Executive Session	Upon motion, second, and an opportunity for discussion, <u>the Unification Commission entered executive session</u> to address personnel and property matters. Staff and Guests were invited to participate in the executive session. [Recorder’s Note: the livestream was paused. Per the agenda, the Unification Commission will rise from Executive Session and recess for the evening. Friday is scheduled as a day for work groups, and will not be livestreamed. The livestream is anticipated to start again when the Commission reconvenes on Saturday, October 14.]

**Friday, October 13, 2023**

Work Group / Committee of the Whole [Recorder's Note: following the agenda, as adopted and published, the Unification Commission met Friday, October 13, 2023, in work groups, and as a work group of the whole. Following the adopted practice, work group meetings were not livestreamed.]

**Saturday, October 14, 2023**

Reconvening and Returning to Open Session Upon resumption of the livestream video broadcast, Cristi Scott Ligon called the meeting back to order in open session at 9:00 a.m. CT, and recognized Francis Lin for an opening prayer. Felipe Martínez announced the Unification Commission voted to rise from executive session on Thursday, October 12, 2023, and no further action was taken. For the record, Felipe Martínez stated Friday, October 13, 2023, was a day for work groups, and the Commission took no action.

Agency Leader Participation Felipe Martínez provided an addition to the Co-Moderators Report. Felipe Martínez and Cristi Scott Ligon shared the expectations that the Office of the General Assembly and Presbyterian Mission Agency leaders (respectively Bronwen Boswell, Acting Stated Clerk, and Diane Givens Moffett, President) were neither required nor expected to participate in the meetings of the Unification Commission, and reiterated that all are welcome to view the livestream or the archived recording.

Working Mission Statement for New Agency Upon recognition, Bill Teng offered the following motion to accept the Common Mission Work Group working Mission Statement. The rationale – based on the Gospel, gathering, governing, goodness, and generosity – was referenced. Without objection, the Unification Commission adopted the following Working Mission Statement:

The New Agency exists to resource mid councils and equip congregations to engage others in thriving, vital covenantal communities as disciples of Jesus Christ.

The Common Mission Work Group was thanked for their work.

Working Purpose Statement for New Governing Body Upon recognition, Deborah Avery offered the motion from the Governance Work Group on the purpose statement for the New Governance (“NewGov”) to inform the New Agency (“NewAg”). The motion was appropriately amended to serve as a “working” purpose statement. Without objection, the Unification Commission adopted the following Working Purpose Statement for Governance:

NewGov sets the vision for NewAg, providing the resources and wisdom to assess emerging needs, develop program priorities, evaluate agency effectiveness, and serve as a bridge between General Assembly directives and the NewAg.

The Governance Work Group was thanked for their work.

2024-2025 Budget Directions Upon recognition, Scott Lumsden offered a motion with four parts, to further guide the work of the Administrative Services Group (“ASG”) and the work of the Finance Work Group. It was discussed the reference to “executive leadership” was intentionally broad to invite the appropriate staff into the conversations. The Finance Work Group perfected their motion. Without objection, the Unification Commission directed:

1. The Administrative Services Group to develop a unified chart of accounts for Fiscal Year 2025 working in consultation with the Office of the General Assembly and Presbyterian Mission Agency executive leadership under the direction of the Finance Work Group.
2. ASG to develop plans for changing the organization’s fiscal year from the current calendar year (Jan-Dec) to one that better coordinates with General Assembly (i.e., year-end giving, standing rules, and fiscal policy).



3. The Finance Work Group to oversee the Fiscal Year 2024 budget review. The Unification Commission empowers its Finance Work Group to provide regular updates to the full Commission and bring any requests which may come from Executive Leadership for expenditures outside of the current Fiscal Year 2024 budget for Commission approval.
4. The executive leadership to continue to prioritize programmatic, operational, and administrative work that ties directly to unification during Fiscal Year 2024. This will require increased strategic planning, coordination, and executive level conversations about potential cost/program reduction in order to begin moving all areas of ministry (programmatic, operational, and administrative) into alignment as we move toward a unified budget in Fiscal Year 2025.

The Finance Work Group was thanked for their work.

Unifying  
Communicati  
ons  
Functions

Upon recognition, Dave Davis explained that executive leadership had approached the Unification Commission with a proposal to unify the communications function of the various agencies. This motion was inspired by additional conversations with Felipe Martinez and Carson Brown. Executive leadership across agencies are preparing for communications around the 226th GA (2024), and the technology processes to support the website; unifying this work now would yield efficiency and clarity.

The motion was perfected to use the same generous reference to executive leadership. There was a discussion on how the Commission should act if executive leadership does not make progress; and, there was a firm belief among the commissioners the executive leadership would act, and the Finance Work Group and Co-Moderators would have a proposal should there be no action. After second and further discussion, the Unification Commission voted to:

support and give the greenlight to the request of the executive leadership to move ahead immediately in unifying the communication functions of the Presbyterian Mission Agency, the Office of the General Assembly, and the Administrative Services Group. The executive leadership will provide a report to the Unification Commission as soon as possible and no later than its November meeting on the communications staffing and supervision plan. Specifically, the executive leadership will report on the naming of the leader of the unified communications team and to which current executive that position will report. If no plan or decision is made, the Unification Commission is prepared to take action specific to a leadership and supervision plan.

Overall  
Commission  
Work and  
Timeline

Cristi Scott Ligon noted the next meeting is scheduled for Sunday, November 12, 2023, online. Felipe Martínez offered to coordinate the balance of the post-its observations into a format to be shared with the Commission.

Each Work Group responded to Cristi Scott Ligon's inquiry on an update on their work and where they hope to be.

Governance shared their appreciation for the adoption of the purpose statement, and their focus is on the New Governing Body, and not yet on the New Agency, with a goal of the working structure in January 2024 (with an affirmation the timelines are aspirational).

Finance shared their focus on the budget, and continues their weekly work group meeting.

Consultations shared there are four conversations left, in addition to the Administrative Services Group; and, an overview of items learned to be shared with the Commission. The idea of this continued feedback loop was warmly received by the Commission.

Common Mission shared appreciation for adoption of the statement; and suggested members of Common Mission could be repurposed to other work groups.

## Unification Commission, Minutes, October 12-14, 2023, Page 7 of 7

Felipe Martínez is scheduled to participate in the Funding Model Team meeting in-person in Louisville, Ky.

Items for the  
Good of the  
Body

It was noted that in-person meetings tend to finish ahead of schedule, and if in-person meetings could be scheduled for full days, it might make travel easier. It was also noted the Friday work groups were exceptionally productive, leading to being ahead of schedule today.

There was a discussion on a communications strategy. Felipe Martínez reminded the Commission that the minutes remain the formal communication, and communications between meetings from the Commission are pastoral in nature, with an initial focus on groups impacted by unification. The consultant conversation is continuing with Felipe Martínez, Cristi Scott Ligon, Dee Cooper, and Kris Thompson. To help commissioners stay unified in their comments on each meeting, the circulation of a summary of key actions might be helpful.

There was a discussion around when to meet in-person for 2024 (January and April 2024, are scheduled in-person). There was consensus that was a sufficient schedule for in-person meetings. The discussion included a focus for the monthly meetings on specific topics, beyond the current general agenda.

The 226th General Assembly (2024) was discussed (also “GA”). There is no expectation for the Unification Commission to be present at the 226th GA (2024). The GA schedule calls for virtual committees, and in-person plenary. There are limited times outside of plenary to gather. There will be virtual “town hall” spaces to prepare and educate General Assembly commissioners in late May and early June. The Unification Commission could decide at the January 2024 meeting to participate in “town halls”. The 226th GA (2024) will receive a report from the Unification Commission, and no action is anticipated being requested. There was a discussion about the appropriate path for reports from the Unification Commission to go through a GA committee, when the Unification Commission should be directly accountable to GA (and therefore not be mediated through a committee).

Regarding reassigning the members of the Common Mission Work Group, the co-moderators of the commission will reassign members.

Thanks were expressed to all gathered, including staff, and guests.

Closing  
Prayer

Cristi Scott Ligon noted the Unification Commission would adjourn with a closing prayer with entertained a motion to adjourn. With a closing prayer from Dee Cooper, the meeting was adjourned at 10:00 a.m. CT.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

## Finance Workgroup Report // October 2023

Unification Commission Meeting, St. Louis

**Summary:** The finance workgroup continues to meet weekly to review finances, to listen to executive and key staff members involved in financial and programmatic decision making, to develop a new budget process for FY 2025, to evaluate current financial processes and procedures, and to think through the financial operations of the General Assembly in a unified way.

The goal of our work (as we understand it) is to bring recommendations to the commission that unify the overall financial operations of OGA and PMA in a way that promotes the unity of the mission and ministry of the General Assembly (as outlined in the Book of Order).

**Culture:** One insight that has arisen in our work lately, that bears on our work as a commission, is how financial operations aren't just limited to financial accounting, but rather speak to the larger culture of the national church. Though this may seem like an obvious point, it should be stated for the record, that though we may be able to find some consensus on how financial operations are to be conducted in a new unified structure—even within the FY 2025 deadline—the work of unifying the cultures of these two significant areas of ministry (OGA and PMA) will require time, attention, buy-in, cultivation, and leadership—beyond even the scope of this commission—to fully realize. We also need to recognize that ASG, which did not exist as a separate ministry entity when this commission was originally recommended, also has its own culture that will need to be included in this ongoing effort. It is not clear to the finance workgroup how we as a commission can best promote the formation of a new unified culture among these three ministry areas.

**Unifying Principles:** Over the past 9 months, the finance workgroup has identified some emerging principles that guide us in our work toward unifying the financial operations, AND some related challenges in helping us get there. We lift these up for your reflection and consideration as we move forward with our charter.

**Abundance:** The PCUSA is blessed with more than sufficient funds to support the overall mission and ministry of the General Assembly — provide necessary services to the national church, and to create innovative programs and partnerships as needed.

***Challenge #1:*** Restricted funds. A good amount of the income for the national church comes from restricted funds through the Foundation and many of these restricted funds, when allocated to a program area, seems to stay in that program area and thus are relied upon to maintain that program in the future.

***Challenge #2:*** For Everything There is a Season. Even though we are a reformed church, that doesn't mean that change is easy. Though there have been some changes to programs (layoffs and consolidation) over the years — letting go of some of the old ways and old structures to make room for something new — (unification?) — is easier said than done. In other words, we, as a commission,

will have to wrestle not just with the funding of ministries, but with those ministries themselves to truly get at a unified GA.

Executive Leadership: We have gifted executive leadership who need our support AND need to help lead us toward a more unified national expression of the General Assembly. In most nonprofits, it's clear that executive leadership doesn't just help set vision, but also are empowered to lead the organization toward its goals.

*Challenge #1: Multiplicity of Constituencies.* As a church, we seem to struggle to find a healthy balance between the necessity of making space and listening deeply to a diversity of voices across the PCUSA, and empowering and trusting our elected leadership (including boards) to lead. Hard decisions that might bring about change – perhaps by winding down a particular ministry to make room for something new – are sometimes avoided in favor of adding new programming, thereby making funding new and existing ministries increasingly difficult going forward.

*Challenge #2: Governance.* We need to acknowledge that when it comes to OGA and PMA, we are likely out of compliance with our own polity and good nonprofit governance practices. The Book of Order clearly outlines that as a council of the church, the General Assembly can delegate its work to committees and commissions. OGA is a committee and functions as such, but PMA is still called a board and functions somewhat independently. This is a financial issue as much as it is a polity, mission, and governance issue as we need to have clearer financial board accountability going forward.

Shared Ministry: Unification will not work as a simple reorganization of current ministries; in order to be successful, unification needs to be a complete rethinking and reconfiguration of the work of the General Assembly – in all its forms. We will need to partner with executive leadership to better understand the various ministries and programs that are supported at a national level. Again, unification is not just about OGA and PMA, it's about all the ministries that are supported at the General Assembly level – as they're all related/intertwined/connected/dependent when looked at from a financial perspective.

*Challenge:* How do we organize ourselves within our workgroups/commission to learn more about the ministries and programs that are supported by the General Assembly? This will take time and effort to understand the history and complexities of these areas of ministry. This is not a purely financial review. What is the timeline/plan for this?

**Commission to Unify the Office of the General Assembly  
and the Presbyterian Mission Agency  
Minutes  
Online  
November 12, 2023**

Gathering	<p>The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their twelfth meeting online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.</p>
Roll	<p>The roll was formed:</p> <p>Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):</p> <p>Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley; Commissioner, 225th General Assembly (2022)</p> <p>Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee; Commissioner, 225th General Assembly (2022)</p> <p>Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation Special Committee</p> <p>Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate, 225th General Assembly (2022)</p> <p>Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board</p> <p>Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the General Assembly</p> <p>Frances Lin, Ruling Elder, Presbytery of San Diego; At-Large</p> <p>Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability Special Committee</p> <p>Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory Delegate, 225th General Assembly (2022)</p> <p>José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial Sustainability Special Committee</p> <p>Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A Corporation Board</p> <p>Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large</p> <p>Staff:</p> <p>Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency</p> <p>Kathleen Henrion, communications specialist</p> <p>Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation</p> <p>Kerry Rice, Deputy Stated Clerk, Office of the General Assembly</p> <p>Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A Corporation</p>
Opening Prayer and Devotion	<p>Felipe N. Martínez, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. ET. Carson Brown led the opening prayer.</p>

## Unification Commission, Minutes, November 12, 2023, Page 2 of 4

Land Acknowledgment	Felipe Martínez led the land acknowledgment, informed by current service at the First Presbyterian Church of Columbus, Indiana, and acknowledged that the land known today as Bartholomew County and the parcel on which the church building stands are part of ancestral territory of the My-aam-ia (Miami), Shaw-an-da-sse Tula, Shaw-an-waki (Shawnee), Kas-kas-kia, Adena Culture and Kii-kaa-poi (Kickapoo).
Agenda	By common consent, <u>the Unification Commission adopted the agenda</u> . Some of the materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	By common consent, and without objection, <u>the Minutes of the October 12-14, 2023 meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, as co-moderators, read the covenant as a reminder of how the Unification Commission had agreed to engage this responsibility.
Co-Moderator Report	<p>Felipe Martínez and Cristi Scott Ligon thanked members of the commission for living into a new process of work – for reports to be distributed prior to the meeting, to permit more time for discussion and conversation.</p> <p>Cristi Scott Ligon welcomed any questions or comments from the Co-Moderators Report (<b>Attachment 1</b>), distributed prior to the meeting. Felipe Martínez thanked Kathleen Henrion for the ongoing communication contributions.</p>
Key Unifying Principles	Cristi Scott Ligon recalled the exercise at the previous meeting in St. Louis, Mo. to collectively discern key unifying principles. A summary of those principles was shared as follows: Relational; Streamlined; Nimble; Justice Focused; and, Vision Driven.
Communications Unification	<p>Upon recognition, Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, provided an update on the action of the Unification Commission at the Oct. 12-14, 2023, meeting to unify the communications of the agencies. Kathy Lueckert summarized a memo that was distributed in advance of the meeting to members. The Commission learned of leadership (Bronwen Boswell, acting stated clerk) and project management (Corey Schlosser-Hall, deputy executive director for vision and innovation), and of the approach to treat the unified communications as a “start-up” (or “new”) entity, and not a “mash-up” (or combination of teams). The timeline was laid out, with a targeted week of April 19, 2024, for potential communications unification.</p> <p>Kathy Lueckert noted two priorities were the 226th General Assembly (2024), and the new pcusa.org website.</p>
Finance: Work Group Update	Upon recognition, Scott Lumsden, facilitator, provided an update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson; the addition of Frances Lin was noted). The report ( <b>Attachment 2</b> ), distributed in advance of the meeting, was referenced. As reported, a revised focus of the Work Group is the chart of accounts and discussion around the timing of the fiscal year. While the executive leadership is empowered to lead the process of the budget, priorities were discussed.

It was noted the budget priorities were not detailed for the broader Unification Commission outside of the Work Group. Executive leadership addressed these budget priorities with an understanding the priorities would not be public documents, since the topics include matters of personnel. Historically, the process to form the budget has not been public. The Work Group noted the broad priorities were discussed at the last meeting in St. Louis, including support of mid-councils, communications unification, updating information technology (including the website), leadership development (especially younger people and persons of color), and the ongoing work of the Administrative Services Group. The Work Group would return to the next meeting with executive leadership to discuss confidentially sharing the priorities with the Unification Commission.

Scott Lumsden noted there was also discussion on the budget impact of the Special Offerings (and the respective General Assembly task force), and the work of the Ministry Engagement Specialists for fundraising.

The Finance Work Group was thanked for their work and update.

Consultation:  
Work Group  
Reminder

Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin, now including Felipe Martínez). The Commission was pointed toward the report ([Attachment 3](#)), distributed in advance of the meeting. Since the report was distributed, a date to discuss a consultant for the culture of the combined agencies was identified after today's (November 12, 2023) meeting.

There will be further discussion around consultations during executive (closed) session.

Governance: Work  
Group Update

Upon recognition, Debra Avery, facilitator, provided an update for the Governance Work Group (also comprised of Carson Brown and José Rosa-Rivera, and now including Bill Teng), noting that José Rosa-Rivera would take leadership of the Work Group while Debra Avery was away (anticipated dates of November 22 – December 17, 2023). The report ([Attachment 4](#)) was referenced with Debra Avery's update.

It was noted how the new agency would be complex, layered, and detailed, including the integration of the financial resources, and the need for technical financial expertise for the new governance entity.

Felipe Martínez thanked the Governance Work Group, and all work groups, for their reports (distributed to the commission prior to the meeting; publicly available after the meeting). These reports accomplished their goal to permit further discussion.

Executive Session

Upon motion, second, and an opportunity for discussion, the Unification Commission entered executive session to address personnel and property matters. Staff were invited to participate in the executive session. (Recorder's Note: the livestream was paused, and then restarted upon rising from executive session.)

Rising from  
Executive Session

The Unification Commission voted to rise from executive session.

Felipe Martínez reported that during executive session the Unification Commission took no further actions.

Closing Prayer

Felipe Martínez noted the next meeting was scheduled online for December 16, 2023, and the Unification Commission would adjourn with a closing prayer. After motion, second, and discussion, and with a closing prayer from Frances Lin, the meeting was adjourned at 4:45 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder



**CO-MODERATORS REPORT**

Co-Moderator Felipe Martinez met in person with the Funding Models Team in Louisville on November 1, 2023. Felipe brought greetings to the Team on behalf of the Commission, offered an overview of the Commission's progress and overall work timeline, and answered questions from Team members. Felipe also had a call with Kathleen Henrion to pursue the possibility of contracting with her for ongoing communications work for the Commission.

Co-Moderators Cristi Scott Ligon and Felipe Martinez met via Zoom with Kathy Lueckert, Kerry Rice and Barry Creech to debrief the October 12-14 Unification Commission in person meeting, and then met via Zoom with Kathy Lueckert and Alex Sherman to plan the November 12 Zoom meeting.

The Co-Moderators are also meeting with Acting Stated Clerk Bronwen Boswell on November 9 at the Presbyterian Center, as part of the effort to meet personally with the executive leadership of OGA and PMA (having met with Diane Givens Moffett and J. Herbert Nelson previously).

**FINANCE WORK GROUP REPORT**

**Report**

The Finance workgroup met twice since our meeting in St. Louis -- once to finalize next steps in the FY25 budget process, and once to meet with the Executive Team to review/dialogue about FY25 budget questions. The Next Steps document will bring the UC up to date on our thinking about our financial work in general as well as the FY25 budget process. We're pleased to share that the meeting with the Executive Team went well and because of the volume and urgency of that work, we could make that a monthly zoom meeting.

**Discussion/Action**

We continue to learn quite a bit about the financial and organizational operations of OGA/PMA/ACorp and the more we learn the more we see a longer trajectory for unification. What we mean by that is -- yes, some decisions about initial unification (budget and governance) can happen in 2025, but the deeper change that will be needed to ensure unification's success is a complete restructure/rethinking of the ministry of GA that will take many years. Though that's an obvious statement, we're beginning to think of what structures and understandings and leadership needs to be in place to continue what we are tasked with starting.

**Other Note:** It's great to welcome Frances to our workgroup! In that spirit, her email address for her commission work is [Frances.yang.lin@gmail.com](mailto:Frances.yang.lin@gmail.com). Please correct me if I'm wrong Frances. And of course, Dave, Kris, Frances, please feel free to chime in on our report.

### **CONSULTATIONS WORK GROUP REPORT**

When we meet again, we will have completed the following consultations:

Oct 17	1:00 PM	GACEIR	Bill T	Kathy	Jose
Nov 2	4:00	1st Caucus	Dee	Kathy	Jose
Nov 3	3:00	PILP	Frances	Kathy	Carson
Nov 6	7:00 PM	2nd Caucus	Cristi	Kathy	Jose

This leaves 2 more on our list of the initial and required ones from the GA directive.

Below is our work plan, and we have been trying to find a time to meet ... The outlined work pieces ahead are these:

We left St Louis with the following items of business for us to cover:

1. Meeting with ASG staff- Kathy is already on this and scheduled time.
2. Meeting with the ecumenical partners- Kerry is asking Diana to take the lead on this and set up a time for us to meet with them.
3. Provide directions to Susan Barnett to synthesize the newer consultations into the one she created a few months ago - Kathy has already initiated this.
4. Discuss with Susan about creating a report from the Mid Council listening sessions around the table, the input that they handed to Felipe and Cristi, and the survey they completed.
5. Sharing this with the Mid Council Leaders.
6. Creating a report to be shared with all who participated in our listening sessions (and also the larger denomination).
7. Creating a feedback loop (like a test market not starting over) with OGA/PMA staff Mid council leaders and integrating the executives.

Then, the discussions moved to the awareness and process of molding two cultures together. This became a theme echoed by each of the other workgroups. As we progress into shaping, we have to understand the cultures and then understand or support how to bring them together into one new culture.

Debra shared the Way Forward cultural analysis- this might be a template to do an update. Kerry shared that OGA has done some informal analysis

Berry shared that PMA has been doing extensive analysis as well as developed a process of a culture code

Felipe, Cristi, Kris, and I had met to discuss consultants- and had begun early conversations that this might be an area which we would benefit greatly from a skilled consultant.

## GOVERNANCE WORKGROUP REPORT

### Working Purpose statement

*NewGov sets the vision for NewAg, providing the resources and wisdom to assess emerging needs, develop program priorities, evaluate agency effectiveness, and serve as a bridge between General Assembly directives and the NewAg.*

Since we met in St. Louis, we have been focusing on roles for the NewGov. We structured our conversation using RJ Dunn's work in *The Change-Making Board: Consequential Governance for Public & Nonprofit Organizations* (Mill City Press, 2021). We will be building out from these roles to create the NewGov structure.

### First Things: What flows from the working purpose statement?

- Keep at the forefront that this is a *leadership* body
- Determining paths for oversight and assessment of both NewGov (self-eval) and NewAg is vital
- Keep finger on the pulse of contextual dynamics (ex: pandemic) to make recommendations and execute necessary changes

### Visioning/Discernment

- Organizational leadership needs to be centered on the health of the organization as a whole. Overarching image: Vine and branches and many gifts, one Spirit, one body
- While responsible for receiving, interpreting, and providing strategy for implementation of GA directives, NewGov is also responsible for proactive vision setting that goes beyond reacting to what GA provides
- Collaboration and representation
- NewGov is a crucible of hope that inspires and motivates the church

### Strategic/Analytic

- "Conscious governance" (Summerville/Roberts, The Mindful Board) means that planning, budgeting, evaluation, problem-solving, implementation are more than just technical projects. It is the work of connecting vision to implementation in real time/real life conditions.
- Planning for sustainability and to accomplish goals that emerge from vision/discernment work.
- This is a Big Picture responsibility, not in the weeds micromanaging programs.
- Past-orientation: The evaluation and assessment of NewAg efficacy includes executive evaluation and supervision
- Now-orientation - Connection to the bigger picture means understanding the needs expressed by mid-councils/congregations.
- Future-orientation - Discerning whether and how to move is dependent on contextual implications and assessments of efficacy

### **Fiduciary/Operational**

- Primary image: Duty of care - It is the responsibility of NewGov to steward the well-being of the church
- Keeping in mind the existence of A Corp Board and ASG as well as the ecclesial functions of at the NewAg level, parsing out what the following looks like at the NewGov level is fundamental to the structure and to navigating intersections with other Boards and groups.
  - financial oversight, corporate functions, risk management, organizational reputation
  - stewardship of resources
- The role of holding all work between assemblies with commitment to obediently respond to the decision of the assembly and to ensure the same for the whole church

### **Structural/Technical**

- Both the NewGov structure and the structure of NewAg flow from strategic direction.
- Nominations processes need to allow for strategic moves necessary to be effective while staying agile in order to adapt to changing context.
  - include recruiting replacements for the NewGov with particular skills and gifts that meet the needs identified by the board as necessary for the accomplishment of the vision.
  - Hold to our value for representation and inclusion.
  - What to do about interlocking boards? how are these roles filled?
- Technical needs: meeting management (agendas, minutes), structure (officers, committees), rules for the good of the order, chair/moderator/leader.
- Chairperson/Moderator of board - what authority do they have? Chair vs. moderator.

### **External/Ambassadorial**

- Multiple “audiences”: NewAg, the wider church, to the non-church world
- Maintain, build, or rebuild relationships with stakeholder groups
- Maintain, build, or rebuild relationships with partners beyond NewAg and/or PCUSA
  - advocacy
  - ecumenical and interfaith relationships
  - mission partnerships
- Importance of building and/or identifying critical relationships for program engagement, funds development, motivating constituencies to participate (volunteers)
  - Inter-agency
  - Intra-agency
  - The wider denomination (mid-councils and congregations)
- Interpret and communicate the work of NewGov, New Ag, and General Assembly

### **NEXT STEPS:**

- 1) Develop each role using Presbyterian distinctives
- 2) Determine the role of executive leadership of NewGov and NewAg, including the role of the Stated Clerk
- 3) Determine the status of the NewGov: Board? Commission? Council? Committee?

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency

Minutes

Online

December 16, 2023

Gathering

The Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“the Unification Commission”) held their thirteenth meeting, online using Zoom, an online audio and web conferencing platform. The public was able to watch in real-time (and view a recording) via Vimeo, a video sharing platform, on the website of the Office of the General Assembly. Materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Officer of the General Assembly.

Roll

The roll was formed:

Commissioners (as appointed by the Co-Moderators of the 225th General Assembly (2022); criteria and demographics included for the record):

Felipe N. Martínez, Co-Moderator, Teaching Elder, Presbytery of Ohio Valley; Commissioner, 225th General Assembly (2022)

Cristi Scott Ligon, Co-Moderator, Ruling Elder, Presbytery of Middle Tennessee; Commissioner, 225th General Assembly (2022)

Debra Avery, Teaching Elder, Presbytery of Great Rivers; Moving Forward Implementation Special Committee

Carson Brown, Ruling Elder, Presbytery of Peace River; Young Adult Advisory Delegate, 225th General Assembly (2022)

Dee Cooper, Teaching Elder, Presbytery of Denver; Presbyterian Mission Agency Board

Dave Davis, Teaching Elder, Presbytery of the Coastlands; Committee on the Office of the General Assembly

Frances Lin, Teaching Elder, Presbytery of Riverside; At-Large [Ordained Aug. 11, 2023]

Scott Lumsden, Teaching Elder, Presbytery of Seattle; Per Capita and Financial Sustainability Special Committee

Emily Martin, Ruling Elder, Presbytery of North Central California; Young Adult Advisory Delegate, 225th General Assembly (2022)

José Rosa-Rivera, Ruling Elder, Presbiterio de San Juan; Per Capita and Financial Sustainability Special Committee

Bill Teng, Teaching Elder, Presbytery of Peace River; Presbyterian Church (U.S.A.), A Corporation Board

Kris Thompson, Ruling Elder, Presbytery of National Capital; At-Large

Staff:

Barry Creech, Deputy Executive Director for Administration, Presbyterian Mission Agency

Jennifer Clowery, interpreter

Kathleen Henrion, communications specialist

Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation

Alejandra Sherman, Executive Assistant to the President, Presbyterian Church (U.S.A.), A Corporation

Opening Prayer  
and Devotion

Cristi Scott Ligon, co-moderator of the Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency (“Unification Commission”), called the meeting to order at 3:00 p.m. ET, and led the opening prayer.

Land  
Acknowledgment

Kris Thompson, representing the Presbytery of National Capital, led the land acknowledgment, informed by the D.C. Commission on the Arts and Humanities, which

recognized the ancestral lands of the Nacotchtank and the Piscataway People. There was a moment to consider the many legacies of violence, displacement, migration, and settlement regarding ancestral lands.

Agenda	By common consent, without edits or objections, <u>the Unification Commission adopted the agenda</u> . Some of the materials, including the agenda and minutes, were available to the public via EQUIP, a learning management system administered by the Office of the General Assembly.
Minutes	By common consent, and without objection, <u>the Minutes of the November 12, 2023, meeting were approved</u> .
Covenant	Felipe Martínez and Cristi Scott Ligon, as co-moderators, read the covenant as a reminder of how the Unification Commission had agreed to engage this responsibility.
Key Unifying Principles	Felipe Martínez recalled the key unifying principles discerned at the Oct. 12-14, 2023, in-person meeting in St. Louis, Mo. A summary of those principles was shared as follows: Relational; Streamlined; Nimble; Justice Focused; and, Vision Driven.
Co-Moderator Report	Felipe Martínez provided the Co-Moderators Report. Their work included a debrief of the November 2023 meeting, and planning meetings for this December 2023 meeting. Individually or together the co-moderators participated in the Consultations Work Group, the Culture Consultants Task Force, and finalized arrangements with Kathleen Henrion for communications contributions.
General Assembly Timeline	<p>Upon recognition, Kathy Lueckert, President, Presbyterian Church (U.S.A.), A Corporation, provided an update on the timeline to the 226th General Assembly (2024). The Commission was reminded the 120-day deadline for all business is February 26, 2024, including any report from the Unification Commission. A suggestion was an agenda item for the January 2024 in-person meeting to determine what to include in any potential report, then to empower a writing team to complete a draft for consideration and approval at the February 2024 meeting.</p> <p>The Commission was also reminded the 45-day deadline is in early May, which is the deadline for budgets. It was noted the 45-day deadline was also the deadline for comments on other business coming before the General Assembly. While all material coming before the General Assembly is publicly available, staff noted they would review all General Assembly business that could impact the Unification Commission, and summarize that material for the Commission.</p> <p>Without further questions or comments, the Commission moved to the next agenda items, the Work Group Reports. Cristi Scott Ligon noted these reports were circulated in advance, and available on EQUIP.</p>
Consultation: Work Group	Upon recognition, Dee Cooper, facilitator, provided an update for the Consultation Work Group (also comprised of Cristi Scott Ligon and Emily Martin, now including Felipe Martínez). The Commission was pointed toward the report ( <a href="#">Attachment 1</a> ), distributed in advance of the meeting. Dee Cooper thanked Kathy Lueckert for coordinating all the consultations, and with joy noted there were only two consultations remaining. Dee

Cooper continued with a summary of the report, noting the ongoing work on a consultant to contribute to defining a new culture in the newly unified agencies.

Governance: Work  
Group Update

Upon recognition, José Rosa-Rivera, acting facilitator, provided an update for the Governance Work Group (also comprised of Debra Avery and Carson Brown, and now including Bill Teng), referencing the report ([Attachment 2](#)) circulated in advance in EQUIP. [Recorder's Note: the report was given in Spanish, while a translation in English was provided in the secondary audio channel.]

The work group was asked, given the work ahead for the governance roles, where the governance work was currently being addressed between the Office of the General Assembly ("OGA") and the Presbyterian Mission Agency ("PMA"). The work group clarified this mapping would be part of the report anticipated in January 2024.

Finance: Work  
Group Update

Upon recognition, Scott Lumsden, facilitator, began the update for the Finance Work Group (also comprised of Dave Davis and Kris Thompson; the addition of Frances Lin was noted). Dave Davis addressed the report ([Attachment 3](#)), distributed in advance of the meeting. The final two paragraphs of the report were noted for the current and future steps of the Finance Work Group, and emphasized the collaborative nature of this work with leadership of OGA and PMA (an "executive team" – it was referenced in error as the "executive commission" in the report). As an example of the collaboration was provided regarding the charts of accounts, that the executive team will continue to take the lead in the chart of accounts, with the Finance Work Group providing oversight.

Establishment of  
Polity, Process,  
and Procedure  
Task Force

The discussion addressed preparation of reports by the Unification Commission for the 225th General Assembly (2024), including the proposed motion (as included with the advance materials distributed in advance of the meeting). Upon motion from the Finance Work Group, and after discussion, the Unification Commission established a small task force from its members to work with staff to review its charter and all polity, process, and procedural issues related to its upcoming report to the General Assembly and make recommendations to the Unification Commission at its January meeting.

Following the establishment of this task force, Carson Brown, Dave Davis, and Scott Lumsden volunteered to serve, and were appointed by the co-moderators. It was noted the co-moderators would also resource the task force.

Communications  
Unification

The Finance Work Group was thanked for their work and update.

Upon recognition, Kathy Lueckert provided an update on the process to unify the communications. The report ("UniComm Report") was circulated with the advance materials prior to the meeting ([Attachment 4](#)).

Kathy Lueckert was asked to provide thanks to the staff supporting the communications unification.



Communications Proposal	Kathleen Henrion, communications specialist, provided an overview of a proposal for the communications of the Unification Commission ( <b>Attachment 5</b> ), circulated with the advance materials prior to the meeting. The discussion focused on who was authorized to speak on behalf of the Unification Commission. Kathleen Henrion clarified the role would be to prepare a summary of talking points, and the proposal would not include direct communication – which remains the responsibility of the co-moderators. The approval process would include review by the Unification Commission, and to ensure timelines are updated and remain relevant. It was noted the interest in the work of the Unification Commission might broaden as the General Assembly approaches; and, Kathleen Henrion noted the primary audiences remained General Assembly staff, and mid-council leaders.
General Comments	Cristi Scott Ligon welcomed general comments, prior to the anticipated entry into executive session. It was noted the 100% attendance was another indication of the level of commitment and dedication from the members of the Commission. Further, staff were congratulated both for their attentive participation, and their helpful support of the work of the Commission.
Executive Session	Felipe Martínez began to moderate the meeting. Upon motion, second, and an opportunity for discussion, <u>the Unification Commission entered executive session</u> to address personnel and property matters. Staff were invited to participate in the executive session. [Recorder's Note: the livestream was paused, and then restarted upon rising from executive session.]
Rising from Executive Session	<u>The Unification Commission voted to rise from executive session.</u>  Felipe Martínez reported that during executive session the Unification Commission took no further actions.
Closing Prayer	Felipe Martínez noted the next meeting was scheduled for January 18-19, 2024, as an in-person meeting in Louisville, Ky., and the Unification Commission would adjourn with a closing prayer. After motion, second, and discussion, and <u>with a closing prayer from Felipe Martínez, the meeting was adjourned</u> just before 5:00 p.m.

Respectfully submitted,

/s/ Raymond Bonwell  
Recorder

### **CONSULTATIONS WORK GROUP REPORT**

When we meet again, we will have completed the following consultations:

Oct 17	1:00 PM	GACEIR	Bill T	Kathy	Jose
Nov 2	4:00	1st Caucus	Dee	Kathy	Jose
Nov 3	3:00	PILP	Frances	Kathy	Carson
Nov 6	7:00 PM	2nd Caucus	Cristi	Kathy	Jose

This leaves 2 more on our list of the initial and required ones from the GA directive.

Below is our work plan, and we have been trying to find a time to meet ... The outlined work pieces ahead are these:

We left St Louis with the following items of business for us to cover:

1. Meeting with ASG staff- Kathy is already on this and scheduled time.
2. Meeting with the ecumenical partners- Kerry is asking Diana to take the lead on this and set up a time for us to meet with them.
3. Provide directions to Susan Barnett to synthesize the newer consultations into the one she created a few months ago - Kathy has already initiated this.
4. Discuss with Susan about creating a report from the Mid Council listening sessions around the table, the input that they handed to Felipe and Cristi, and the survey they completed.
5. Sharing this with the Mid Council Leaders.
6. Creating a report to be shared with all who participated in our listening sessions (and also the larger denomination).
7. Creating a feedback loop (like a test market not starting over) with OGA/PMA staff Mid council leaders and integrating the executives.

Then, the discussions moved to the awareness and process of molding two cultures together. This became a theme echoed by each of the other workgroups. As we progress into shaping, we have to understand the cultures and then understand or support how to bring them together into one new culture.

Debra shared the Way Forward cultural analysis- this might be a template to do an update. Kerry shared that OGA has done some informal analysis

Berry shared that PMA has been doing extensive analysis as well as developed a process of a culture code

Felipe, Cristi, Kris, and I had met to discuss consultants- and had begun early conversations that this might be an area which we would benefit greatly from a skilled consultant.

**GOVERNANCE WORKGROUP REPORT**

As we continue to work on the development of NewAg Roles these things are providing focus for us: evangelism, our connectional nature, and our unique theology.

We continue working on the development of the NewAg roles:

- 1) Strategic-Analytic (inward facing, support to PCUSA as a denomination)
  - a. Leadership development
  - b. Mid Council and Congregational Relations, Development and Support
  - c. General Assembly
- 2) External-Ambassadorial (outward facing, how PCUSA shows up in the world)
  - a. Ecumenical, Interfaith and International Partnerships
  - b. Justice and Advocacy
- 3) Visioning/Fiduciary-Operational/Board structural/Technical
  - a. Board support and operational coordination
  - b. Strategic Planning/Vision/ Evaluation
  - c. Communication

**Next Steps:**

- 1) Determine the role of executive leadership of NewGov and NewAg, including the role of the Stated Clerk.
- 2) Determine the status of the NewGov: Board? Commission? Council? Committee?

### **FINANCE WORKGROUP**

The Finance Workgroup continues to meet every Thursday at 2:00 ET. As a follow up to the commission's meeting in St Louis, we continue to work with the executive team on the FY25 unified budget process. With this report, we hope to offer some clarity for the commission and staff about our workgroup's efforts related to the establishment of Unifying Budget Priorities and our role going forward related to FY25 preparation.

The request for the establishment of FY25 budget priorities came to the commission from the coordinating table established by PMA/OGA. At the June 2023 meeting of the commission in Louisville the commission approved the request of the finance workgroup to amend the suggested process in two ways. The term "budget priorities" was changed to "unifying budget priorities" and the staff working with the finance workgroup was reduced from the larger coordination table to the three executives and their "plus one". We now refer to that group of staff as "the executive team".

The timeline for the budget process suggested by the coordinating table requested that the commission identify/confirm/approve FY25 budget priorities at the October 2023 meeting held in St. Louis. In late August, the finance workgroup sent instructions on form and content to the executive team asking for each agency to prepare their own set of two to four unifying priorities. The finance workgroup prepared our own set as well. A day-long meeting was set for September 7<sup>th</sup> and the members of the finance workgroup traveled to Louisville. Each team worked very hard and quickly and the four sets of unifying priorities were distributed ahead of time for everyone to read. The workgroup also requested a sample of a program/ministry/expense that the teams could envision sunsetting over the next two to four years. Because of concerns related to confidentiality not everyone was comfortable putting those in writing. Thus, the finance workgroup's commitment to the executive team related to confidentiality regarding the paperwork and the conversation of September 7<sup>th</sup>.

After a very productive, helpful, and transparent day-long discussion, the finance workgroup met on a few subsequent Thursday to debrief and plan next steps. Our October written and oral report to the commission shared in our workshop time on the agenda reflects the results of that effort. In addition to sharing the financial workgroup's report as a sample of the form and content of the work all four did, we named four unifying budget priorities all of which appeared on more than one of the four lists and reflected the consensus of overlap during the day long meeting. Those unifying priorities were:

- completing IT roadmap
- unifying communications
- mid-council support in their support of congregations
- leadership development in all levels of the church (especially among young leaders and members of the BIPOC community).

We also named the two other unifying priorities that were presented at the September meeting:

- ASG's intention to maintain services across all their lines of business
- PMA's commitment to restorative ministries

The commission received and supported the recommendation of the finance workgroup to affirm the four unifying budget priorities. To avoid unnecessary anxiety among PMA/OGA staff, there was no official action by the commission to approve these unifying budget priorities.

At the request of the commission at the November virtual meeting and with the approval of the executive team, all four unifying budget priority documents are now available on EQUIP.

**UNIFICATION COMMISSION**  
**December 16, 2023 - Attachment 3**

As reported at the November meeting, the Finance Workgroup met with the executive team for a follow up to our correspondence with them following the St. Louis meeting. The correspondence reported the commission's support of the four identified unifying priorities, suggested next steps in the process, and the workgroup's sense of its role moving forward vis a vis FY25. That correspondence was shared with commission members at the November meeting and is available in EQUIP.

The workgroup also reported in November that we had a good follow-up meeting with the executive team in light of that correspondence. There were good questions raised, clarifications offered, and roles and relationships affirmed. The finance workgroup intends to step back from the details of FY25 unified budget process while getting regular updates. Our focus will be supporting the development of a unified chart of accounts and the establishment of a new fiscal year, nurturing the work to simplify the budgeting of restricted and unrestricted funds, and continuing conversations that point to greater unification in the financial operations of General Assembly.

In summary, the finance workgroup would like to reiterate that the identified unifying budget priorities are not coming from the commission alone and being imposed by the commission on the FY25 budget process. These four unifying priorities are the product of a collaborative process between the finance workgroup and the executive commission. In this iterative process between the finance workgroup and the executive team, the team is now taking the lead on the details of preparation and process with the workgroup getting regular updates and focusing on the aspects mentioned above.

## UNI COMM REPORT

### Rev. Bronwen Boswell and Dr. Corey Schlosser-Hall

We have established a process map for unifying communications (attached). It is labelled a DRAFT because we know it may shift. We are hoping to celebrate a new, unified communications ministry by the end of April 2024.

“Startup more than a Mashup” is a slogan we are using to help saturate awareness of this becoming a *new* ministry that serves the greater church of today and tomorrow in fresh and focused ways.

November 17, 2024: Shared the 3 stages of the process and the process map with all OGA and PMA Communications staff!

Stage 1: Reflect & Review

Stage 2: Revise & Re-Envision

Stage 3: Rebuilding a New Ministry

December 11, 2023: Held first hybrid event for all OGA and PMA communications staff to kick-off the “Reflect & Review” stage of the unifying process.

On December 11 we also named and commissioned the following OGA and PMA staff people to 2 Task Forces to help guide Stage 1 and Stage 2 of the process.

#### Stage 1: Reflect & Review Task Force: December 11, 2023 – February 5, 2024

- Mark Thomson, PMA
- Kristen Gaydos, OGA
- Darla Carter, PMA
- Mari Evans, OGA
- Layton Berkes-Williams, PMA

Purpose of Reflect & Review Stage: **To come to terms with our mutual histories and present realities.**

- Reflective conversations with those impacted to assess hopes, expectations, concerns.
- Identify and work through current or past hurts/tensions toward healing if applicable.
- Review and document people, gifts and assets of each area along with hallmarks of the organizational cultures of each area.
- Develop a comprehensive snapshot of the present.

#### Stage 2: Revise and Re-Envision Task Force: January 26 – March 10

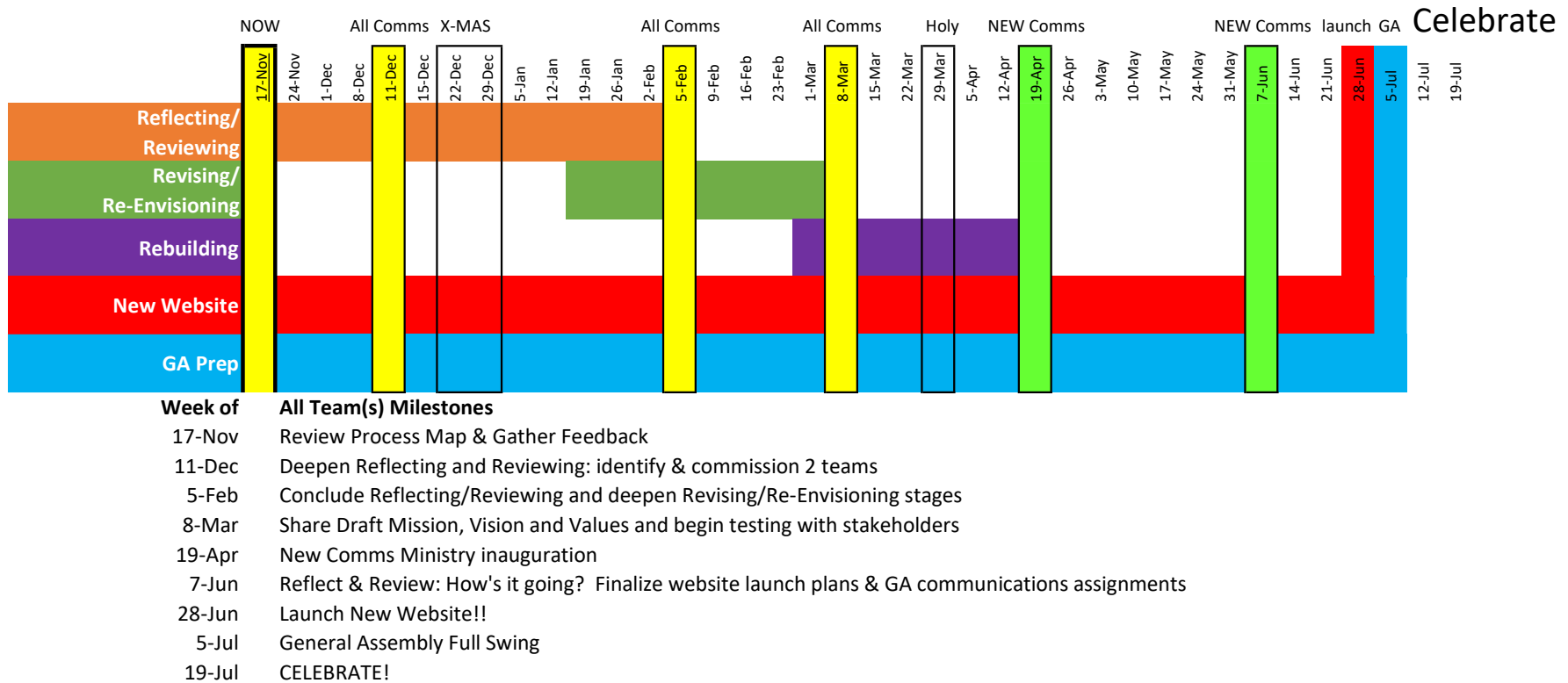
- Randy Hobson, OGA
- Beth Waltemath, PMA
- Fred Tangement, OGA
- Richard Copley, PMA
- Angie Stevens, OGA
- Emily Odom, PMA

Purpose of Revise and Re-Envision Stage: **To articulate a preferred future including vision, mission and org culture for communications ministry and test it with stakeholders.**

- Narrative of a preferred future
- Vision, mission and culture statements
- Develop and implement a methodology for testing vision, with stakeholders.

## DRAFT 1 UniComm Roadmap

Unifying Communications Ministry





## COMMUNICATIONS PROPOSAL

Commission to Unify  
the Office of the General Assembly  
and the Presbyterian Mission Agency



**Lead:** Rev. Kathleen Henrion

**Project End Date:** Summer 2026

### Strategy for Communications

Strategy	Metrics
Foster collective understanding within the greater PCUSA about the transformative possibilities of unification and the future it affords the denomination for thriving ministry and service, utilizing the gifts and resources of our partners.	Informed stakeholders across audiences sent within two days of meetings.
	Transparency of process, including translation/guide of materials on Unification Commission's Equip page.
	Generate timeline/graphics to describe big-picture processes.

### Routine Communications

Audience	Objective
Unification Commission	Talking points to be able to reflect the work of the group to any who might inquire.
GA Staff	Emphasize their partnership with the commission in their work. Contribute to a positive culture shift, amplifying the work already taking place towards the goal of unification. Provide reasoning for decisions taking place.
Mid-Council Leaders	Share information from meetings as relevant to their ministries. Acknowledge the efforts of the midcouncils to be more congruent with resources and capacity.
Executive Staff	Provide consultation to Unification Commission Co-chairs, as they create relational/pastoral communications from the commission. This communication follows up on interactions and experiences in meetings.