

**Unification Commission**  
**August 20, 2023**  
**3:00 p.m. Eastern / 2:00 p.m. Central / Noon Pacific**

**DRAFT AGENDA**

3:00	Call to Order/Opening Prayer	Cristi Scott Ligon Kerry Rice
	Land Acknowledgement	José Rosa-Rivera
	Approve agenda	
	Approve July 22, 2023, minutes	
	Covenant	
	Co-moderator Report	
3:15	Closed Session	
4:15	Unification Timeline	
	Reports from Governance and Finance Work Groups	
5:00	Close with Prayer	Cristi Scott Ligon

**FOR INFORMATION:**

- Commission Budget
- Upcoming Consultations
- UC Exploratory Conversations and UC Decisions
- 2023 Upcoming Meetings:
  - September 17 (Zoom)
  - PBMC Consultation: Oct 10 – 14 (St. Louis, in person)
  - October 11 – 14 (Noon – noon, St. Louis, in person)
  - November 12 (Zoom)
  - December 16 (Zoom)

Commission to Unify the Office of the General Assembly and the Presbyterian Mission Agency  
Minutes **Draft v2**  
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

Unification Commission, **v2 Draft** Minutes, July 22, 2023, Page 2 of 4

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, 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 June 22-24, 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 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

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.

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).

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

Unification Commission, v2 Draft Minutes, July 22, 2023, Page 3 of 4

motion and second, and following discussion, the Unification Commission approved the creation of a small group to propose the parameters of consultant services.

The Human Resources team was thanked for their contributions, and excused themselves.

Work Group  
Updates

Cristi Scott Ligon invited each work group to provide an 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 members of the Unification Commission volunteered to fill open leadership roles in upcoming consultations.

Upon recognition, Kathy Lueckert introduced Susan Barnett, Director, Research Services, Presbyterian Church (U.S.A.), A Corporation. Using the Polity, Benefits, and Mission Conference (“P BMC”, October 9-12, 2023) as an opportunity for deeper discussions, a survey would be drafted, and the survey results would form the basis of the focus groups at P BMC. 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 P BMC.

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,

Unification Commission, v2 Draft Minutes, July 22, 2023, Page 4 of 4

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 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*

**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 (one year budgets) for 2025, 2026, 2027 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

3/1/20XX

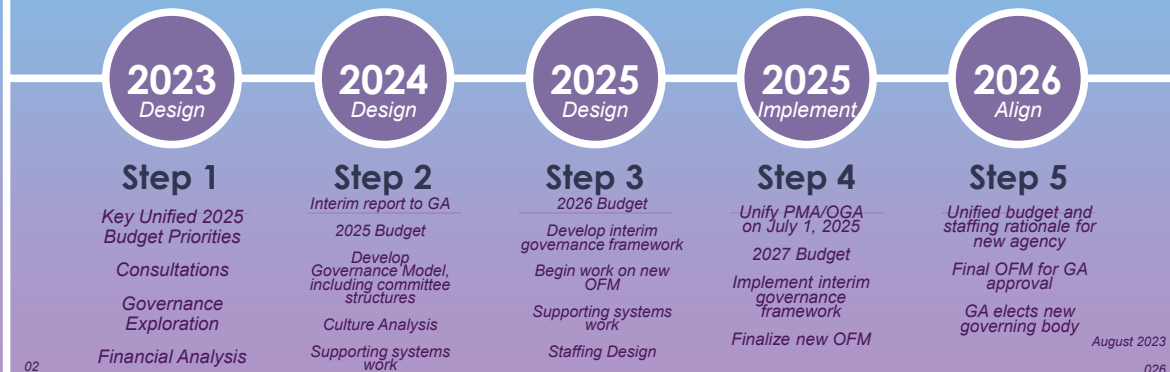
SAMPLE FOOTER TEXT

1

1

## Unification Path (proposed)

Paths: Design, Implement, Align: **Unify July 1, 2025**



2

## 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



## **REPORTS FOR INFORMATION**

**Unification Commission**  
**225<sup>th</sup> General Assembly (2022) Approved Budget**

	<b>2023</b>	<b>2024</b>
GA Approved Budget	44,352.00	47,352.00
Meeting Expenses as of 7/31/2023	23,914.23	-
Balance	<b>20,437.77</b>	<b>47,352.00</b>

**Unification Commission**  
**August 20, 2023**

Date	Time (EST)	Agency	P Failitator	Scribe	2nd Facili	Survey	In Person	Online	Comments		
April 19	Afternoon	PMAB/COGA	Cristi	Kathy	Felipe		in person	via Zoom	In person		
May 2	7:45 AM	Mission Co W.	Felipe	Kathy	Kris			via Zoom	all zoom		
May 17	10:45 AM	Mission Co W.	Frances	Kathy	Dave			via Zoom	all zoom		
May 18	3:00 PM	A Corp	Dee	Kathy	Frances			via Zoom	full board present		
May 23	6:00 PM	SCNC	Cristi	Kathy	Carson			via Zoom	hybrid zoom and in person		
June 6	3:00 PM	MRTI	Dee	Kathy	Dave			via Zoom			
June 14	4:00 PM	FDN	Cristi	Kathy	Bill			via Zoom			
July 28	12:00	PPC	Dee	Kathy	Carson			via Zoom			
August 7	6:30 PM	ACWGJ	Cristi	Kathy	Kris			via Zoom			
August 8	7:00 PM	REAC	Cristi	Kathy	Jose			via Zoom			
August 28	7:30 PM	NWC-Nikki	Dee	Kathy	Frances			hybrid in person	some in person in Denver	others zooming in	
Sept 12 - 14	?	COGA						via Zoom	COGA in Louisville		
Sept 14	9:00 AM	BOP	Bill	Kathy				via Zoom	Frank Spencer, Margaret Fox		
Sept 18 - 20	TBD	COTE						via Zoom	with COTE Leadership Group		
Sept 29	10:30 AM	ACSWP						via Zoom	in Louisville, same time as GACOR		
Sept 28 - 29	?	GACOR						via Zoom	in Louisville, same time as ACSWP		
Oct 4 - 6	?	PMAB						via Zoom			
Oct 11	9:00 and 4:15	Mid Councils						in person	St. Louis, UC meeting to follow		
Oct 16 - 19	?	GACEIR						via Zoom	in Louisville		
Nov 3 - 4	?	PILP						via Zoom	PILP Exec Ctte		
?	?	PHS						via Zoom	small group from PHS board		
?	?	LGBTQIA+							committee not yet formed		
?	?	PW						via Zoom	small group from PW board		

**Unification Commission Exploratory Conversations with Groups and Individuals**  
**Unification Commission Decisions**

<b>Exploratory Conversations</b>	<b>Who?</b>	<b>Comments</b>
Stated Clerk Nomination Committee (SCNC)	Governance	UC empowered Governance to meet with SCNC. UC to review stated clerk job description, target date is September.
GA Nominating Committee staff (GANC)	Governance	Concern is vacancies, terms for nominations for 226 <sup>th</sup> (2024) General Assembly.
Presbyterian Association of Musicians (PAM)	Governance	
Presbyterian Foundation	Finance	
A Corporation/ASG (Kathy)	Finance	
A Corp CFO/COO (Ian)	Finance	
Funding Model Team	Finance	UC empowered Finance to meet with Funding Model Team.
Standing Rules Committee	UC	Agreed to stay in close communication.
PMA Leadership Team	Finance	

<b>Decisions Made by UC</b>	<b>Date of Decision</b>	<b>Comments</b>
UC Covenant.	1-21-23	To be read at every UC meeting.
UC Organization.	3-11-23	Created the following work groups: Consultations, Finance, Governance, Common Mission.
Communication to staff after meetings.	5-20-23	Carson and Cristi to draft letters.
2025 Key Unified Budget Process.	6-24-23	Modified proposal from Coordinating Table.
Engage with Research Services for survey of mid council leaders.	7-22-23	Delegated survey to Consultations work group.
Form Small Group to explore use of consultants.	7-22-23	
Rationale for UC's work.	7-22-23	Unify OGA and PMA into a single agency, to align entities, boards and commissions toward long term faithfulness and financial sustainability of its mission within the PC(USA).