

## **Top Sheet for the Unification Commission Interim Governance Operating Manual**

**Version:** 1.15.2025

**Proposed Effective Date:** January 24, 2025

**Last Revised:** January 15, 2025

### **Overview**

This manual was developed as a supplement to the Commission charge by the 224th General Assembly (Attachment 3). It assumes the values stated in the Covenant of the UC (Attachment 2) with the additional working goal of guiding the unification process so that the unified agency can resource mid-councils as they equip disciples of Jesus Christ across the PCUSA to do vital ministry in the world.

### **What is the purpose of this manual?**

To provide guidance to the Unification Commission (UC) and the executive leadership of the Interim Unified Agency (IUA) as the UC assumes governance tasks which were formerly handled by the Committee on the Office of the General Assembly and the Presbyterian Mission Agency Board.

### **What is the scope of the manual?**

The scope has two parts:

1. Who: This manual addresses the work of appointed and corresponding members of the UC and its partners in the staff of IUA and the Administrative Services Group who provide support for the UC.
2. When/how long: It is intended to assist the UC during the transition to a unified board and agency.

### **How is this different from the charter of the UC?**

The role of interim governance requires certain additional responsibilities which are primarily derived from the Manual of the General Assembly, the Presbyterian Mission Agency Board Manual, and the Manual for the Committee on the Office of General Assembly. The additional responsibilities fall in three areas:

- Roles and Responsibilities of UC Co-Moderators and appointed members
- Committee structure
- Clarification of the relationship between the UC and the Stated Clerk of the General Assembly/Executive Director (SC/ED) of the IUA.

### **Why are cross references to other documents and/or manuals not included here?**

This manual assumes the existence and primacy of The Constitution of the PCUSA. At the same time it provides a path for governance responsibilities derived from GA-approved manuals and operating documents. The manuals that informed the creation of this document include:

- The Manual for the General Assembly
  - Standing Rules of the General Assembly
  - The Organization for Mission (2022-2024 version)

- The Manual for the Committee on the Office of the General Assembly (2018)
- The Manual of Operations for the Presbyterian Mission Agency Board

**Who can change this document?**

The Unification Commission.

**How often will this document be reviewed?**

We expect this to be an ongoing process during this interim period. The manual may need to be amended as unanticipated governance needs emerge. This manual will be used as a starting point for the final proposal for the unified board governance document.

# Unification Commission Interim Governance Operating Manual

## January 15, 2025 DRAFT

The Interim Governing Board Operating Manual provides direction to the Unification Commission (UC) as they assume the governance work formerly managed by the Presbyterian Mission Agency Board (PMAB) and the Committee on the Office of the General Assembly (COGA). This manual provides the parameters within which the UC will govern the Interim Unified Agency (IUA) and support the Stated Clerk of the General Assembly and Executive Director of the IUA (SC/ED) in making strategic decisions, preserving mission focus, and ensuring proper stewardship of resources while creating a unified and sustainable organization. With the adoption of this manual, the UC shall embody the governance of the IUA while continuing its work as the Unification Commission (UC).

### I. Organizing Principles

The following core principles inform the interim governance process:

- A. Mission and Ministry: The church, as the body of Christ, exists to share the love of Christ with the world. This principle guides all decisions regarding the structure and purpose of the unified organization.
- B. Participation and Accountability: Every member of the organization—whether commission members, staff, or volunteers—must be accountable to the General Assembly (GA), adhering to its vision and mission directives. The new governance structure intends to ensure stakeholder engagement and provide for transparency as indicated by the Open Meeting Policy approved in revised form by the 218th General Assembly (2008) (see Item V.E.2.c of this document for details).
- C. Unity and Diversity: In line with PCUSA’s theology and our partnership commitments, the unified organization shall affirm the strength of a unity characterized by mutual interdependence in which diversity contributes to wholeness..
- D. Faithful Stewardship: Recognizing that all resources are entrusted to the church by God, the governance structure must ensure faithful stewardship in the use of assets, finances, and human resources in its work and witness.
- E. Connectional Church: The unified organization’s work shall include providing support for mid-councils and congregations

### II. Unification Commission Emphasis

- A. In the work of unifying the former Office of the General Assembly and the Presbyterian Mission Agency, agencies of the General Assembly of the Presbyterian Church (U.S.A.) (“General Assembly” or “Assembly”), the UC holds these principles to be essential: Relational, Streamlined, Nimble, Justice-Focused, and Vision-Driven. In addition to these principles, the work of the UC should continue to emphasize:

- B. Respect for Each Entity's History and Identity: Each organization comes with its own heritage, traditions, and contributions to the mission of the General Assembly and, pursuant to the Book of Order, the Presbyterian Church (U.S.A.). The new governance structure recognizes and, where possible, incorporates these identities while crafting a common future.
- C. Inclusivity in Decision-Making: The transition to a unified organization should be inclusive and collaborative, ensuring that voices from both predecessor organizations are heard and considered during the process.
- D. Streamlining Operations for Greater Mission Impact: The new governance should ensure operational efficiency and clear decision-making processes to maximize mission effectiveness.

### III. Term

The UC shall serve as the Interim Governing Board until such time as the General Assembly approves the permanent governing structure and board for the IUA. The period between the adoption of this Operating Manual and the approval of the permanent governing structure shall be called “the interim period”.

### IV. Membership

In addition to the Commission charter responsibilities, the twelve members of the UC will take on the additional responsibility of governing the IUA. In this interim period, staffing and the participation of the Co-Moderators of the General Assembly will follow the original commission as approved by the 225th General Assembly (2022). Additionally, one of the Co-Moderators of the 226th General Assembly (2024) shall have voice and vote on the Ministry Coordination Committee to ensure coordination in areas of their responsibility relevant to the planning and procedures of the General Assembly. Both Co-Moderators of the General Assembly will have voice but not vote when the commission acts as a whole body. In addition, the SC/ED of the IUA will serve as corresponding member with voice but not vote.

In this interim period, the UC member appointed as a representative from the Board of the A Corporation shall serve as a representative of the UC to the A Corporation Board.

### V. Interim Governance Roles & Responsibilities

The review of the Organization for Mission (2022-2024) and the operation manuals for COGA and PMAB have provided critical guidance in establishing the UC’s interim governance and operational roles and responsibilities.

- A. Interim Governing Board Overview

**DRAFT Unification Commission Interim Governance Operating Manual - 1/15/25**

B. The UC's role in interim governance requires a blend of theological, intercultural, corporate, and fiduciary expertise, all enveloped in prayer. The UC ensures that the work of the IUA continues to support the broader mission of the Church, focusing on support for mid-councils and congregations as they carry out their mission. The Interim Governing Board maintains continuity in mission, facilitates the transition toward unification, and prepares for the creation of the final unified board and agency.

C. Interim Governance Roles

1. Mission Priority and Strategic Planning

- a) Provide oversight of unification planning and activities within the IUA, including oversight of the Unification Management Office (UMO);
- b) Ensure alignment of the IUA's work with the General Assembly's mission priorities;
- c) Ensure that directives from the Assembly are effectively implemented and reported;
- d) Support the SC/ED as they lead the implementation of Assembly directives within the IUA, including reviewing and adapting priorities and strategies, and aligning resources to fulfill mission goals;
- e) Support SC/ED as they review and adapt priorities and strategies in alignment with the General Assembly's vision and God's calling.

2. Financial & Resource Oversight

- a) Ensure the proper stewardship of resources;
- b) Support the budget development process led by staff leadership, including Ministry Priorities and Strategies
- c) Forward recommended budgets to the General Assembly for approval;
- d) Recommend the GA per capita apportionment to the General Assembly;
- e) Approve any changes which would result in an increase to the General Assembly approved operating budget;
- f) Ensure the accountability of the IUA to the General Assembly through regular reviews of financial, human resources, and program planning;
- g) Collaborate with the A Corp Board as needed regarding personnel procedures and compensation guidelines for IUA staff.

3. General Assembly Planning

- a) Support the SC/ED and staff to ensure effective planning for upcoming assemblies, including scheduling, program coordination, and site logistics;
- b) Review and approve, in consultation with the GA Moderator(s) and SC/ED, the General Assembly's program, business and worship planning.

4. Leadership Support and Evaluations

- a) Providing critical guidance and input to the IUA through the SC/ED;
- b) Provide counsel and support to the SC/ED as they carry out their responsibilities;
- c) Forward to GA recommended nominations and/or appointments to ecclesial and General Assembly related executive leadership roles within the IUA;
- d) Monitor and ensure accountability for the work of the SC/ED; including reporting the completion of the evaluation of the work of the SC/ED to the General Assembly.

5. General Assembly Committee Support

- a) Receive reports and provide feedback and/or recommendations from permanent committees, special committees, standing committees, and advocacy and advisory committees;
- b) Provide necessary linkage to the General Assembly for those entities needing access to complete their work.

6. Stakeholder Engagement

- a) Ensure collaboration and communication with relevant committees and Agency/entity boards, including the SC/ED;
- b) Collaborate with mid-council leaders as needed to support new and emerging ministries
- c) Support mid council leaders and IUA staff as needed.

D. Committees

1. Committee Structure

The UC may create one or more committees to fulfill its roles and responsibilities. The UC Co-Moderators shall appoint each Committee Chair, subject to the approval of the UC. The UC Co-Moderators shall recommend the members of each committee, subject to the approval of each Committee Chair and the UC. The SC/ED is an ex officio member of each committee with voice but not vote.

Committees are responsible for completing assigned work. The listed responsibilities in this manual may be adjusted as work progresses. Any committee reports with recommendations or action items for General Assembly approval shall pass through the UC.

Staff shall be assigned to inform and support the work of each committee.

2. Planning Committee

The Planning Committee shall be composed of the UC Co-Moderators, each UC Committee Chair, and the SC/ED. The purpose of the Planning Committee shall be to plan agendas by identifying motions, business, and updates to be included in upcoming UC meetings.

The Planning Committee will support the UC Co-Moderators with any decisions related to the UC and governance.

The Planning Committee shall have no decision-making authority on behalf of the UC.

### 3. Relationships Coordination Committee

Roles derived from the UC charter: (Item 1.d.) The commission will have the authority to review, adapt, align as necessary, and organize the role(s) and relationships of those committees of the General Assembly, entities, boards, committees and constituent bodies that are not explicitly established in the Book of Order toward long-term faithfulness, financial sustainability, and a unified new structure.

Responsibilities include:

- a) Understanding, navigating, and making recommendations to the UC regarding mid-council relationships and support;
- b) Identifying and making recommendations regarding existing and future linkages with other boards, committees, or entities;
- c) Receiving reports from, and providing any necessary linkage to the General Assembly for the Advisory and Advocacy committees or other groups/entities that reported through or work directly with COGA and PMAB;
- d) Receiving reports from appointed/assigned representatives to other boards, advisory or advocacy committees, and/or other entities/committees.

Roles derived from interim governance include GA Committee Support (see V.B.5) and Stakeholder Engagement (see V.B.6).

Responsibilities include:

- e) Designing processes for receiving reports, feedback, and/or recommendations from permanent and special committees, commissions, standing committees, advocacy and advisory committees;
- f) Receive reports and provide feedback and/or recommendations from permanent and special committees/commissions and standing committees, advocacy and advisory committees;
- g) Provide necessary linkage to the GA for those entities needing access to complete their work;
- h) In coordination with the SC/ED, determine processes for navigating and strengthening mid-council relationships including: receiving feedback from mid-council leaders and ensuring support and coordination between mid council leaders and IUA staff.

### 4. Ministry Coordination Committee

# **DRAFT Unification Commission Interim Governance Operating Manual - 1/15/25**

Roles derived from the UC charter: (Item 1.e) This commission shall have the power to combine, unify, eliminate, and/or create any necessary organizational structure, including personnel and budget, to accomplish these missional strategies and priorities.

Responsibilities include:

- a) Ensuring that mission critical work and/or oversight responsibilities formerly carried by COGA/PMAB is managed and/or reassigned in the interim period;
- b) Coordinating with and providing oversight for SC/ED;
- c) Coordinating with and providing oversight for the UMO;
- d) Receiving critical reports as requested by senior staff.

Roles derived from interim governance include Mission Priority & Strategy (see V.B.1), General Assembly Planning (see V.B.3), and Leadership Support & Evaluation (see V.B.4). To enable the completion of responsibilities relevant to General Assembly planning and procedures, one of the Co-Moderators of the General Assembly shall be a member of the Ministry Coordination Committee with voice and vote.

Responsibilities include:

- e) Design a process to facilitate ongoing review of mission effectiveness and program delivery;
- f) Identify which positions within the organization require board approval and collaborate with SC/ED for appointment;
- g) Work with SC/ED to develop an outline for the Report to the 227th General Assembly on the Interim Unified Agency and support with SC/ED in drafting the Report on the Interim Unified Agency to the General Assembly;
- h) Develop the final organization for mission for the unified agency, including board structure and roles. See Section 10.0 Transition To Permanent Board for details
- i) Draft the Report on Unification for the General Assembly that includes the completion of unification activities, the final organization for mission document, and the final recommended Ministry Priorities and Strategies for the new agency;
- j) In coordination with the General Assembly Nominating Committee (GANC) identify candidates for the Unified Agency governing body based on needs and competencies and forward to the General Assembly the recommended nominations and/or appointments to the Unified Agency governing body, Presbyterian Investment & Loan Program (PILP), Presbyterian Historical Society, and others as needed;



## DRAFT Unification Commission Interim Governance Operating Manual - 1/15/25

- k) In coordination with the Co-Moderators of the General Assembly and the SC/ED, review and recommend GA docket and assignment of business to the committees;
- l) Receive report from SC/ED regarding, worship planning and general assembly programs.

5. Resource Coordination Committee

From the UC charter: (Item 1.f) The commission shall review, address, and align the financial agreements including per capita, restricted, and unrestricted funds, among the Foundation, the Presbyterian Mission Agency, the Office of the General Assembly, and the Presbyterian Church (USA), A Corporation (A Corp) to support the new Organization for Mission so that each area of mission has adequate funds to sustain its mission long-term.

Responsibilities include:

- a) Coordinating with ASG on budget/finance and resource development.
- b) Coordinating with the A Corp board, where necessary and appropriate, for the overall stewardship of the resources of the PCUSA;
- c) Coordinating with ASG regarding critical issues that emerge related to financial resources, stewardship of property, technological resourcing, and human resources;
- d) Receiving regular reports from the SC/ED, the President, HR Director, and CFO/COO of A Corp and any other PCUSA executives as requested in order to recommend any necessary actions to the UC.

Roles derived from interim governance include Financial & Resource Oversight (see V.B.2).

Responsibilities include:

- e) Defining the system-level processes, including specific process steps and owners, that support the IUA and UC working effectively with ASG and the A Corp Board; these processes include but are not limited to finances, human resources, legal, and enterprise risk management. Make recommendations to the Ministry Coordination Committee for incorporation into the governance design;
- f) Supporting the budget development process led by staff leadership, including ensuring that goals and priorities are set and forward to the General Assembly for approval;
- g) Developing the policy that defines the frequency and focus of financial, personnel, and program planning reviews;
- h) Collaborating with SC/ED and ASG to determine GA per capita apportionment that will be recommended to the General Assembly;
- i) Recommending for UC approval any changes which would result in an increase to the General Assembly approved operating budget.

E. UC Co-Moderators

1. The Co-Moderators of the UC hold the overall responsibility of leading the commission and the governing body. In this role, they set the priorities for the UC in alignment with the strategy for the IUA, determine the meeting schedule, hold committees accountable for the timely completion of their work, and facilitate commission meetings.
2. Evaluation of the SC/ED
  - a) Implement the process, as described in Attachment 1, for conducting performance reviews.
  - b) Monitor the performance of the SC/ED through regular discussions on priorities, progress, and issues;
  - c) Conduct performance evaluation in compliance with the process;
  - d) Report to GA the completion of the evaluation.

F. UC Meetings

1. Agendas.
  - a) The Planning Committee shall meet approximately three weeks prior to each scheduled UC meeting to set the agenda.
  - b) The agenda shall be distributed to the UC no later than five business days prior to each scheduled UC meeting.
2. Meetings
  - a) Regular Meetings. The UC shall finalize their schedule of meetings for a calendar year no later than the December of the prior calendar year. This schedule of Regular Meetings shall be made public.
  - b) Special Meetings. Special meetings may be called by a Co-Moderator, or by any three or more members. Such a Special Meeting shall only be held upon at least one (1) day's written notice to all Members. Any such notice shall set forth the time and place of the meeting and state the purpose for which it is called.
  - c) All UC meetings shall be public to promote transparency. Per the Open Meeting Policy, closed sessions shall be held only with regard to discussions of personnel, property, security, or litigation.
3. Minutes
  - a) Minutes shall be taken at all UC meetings and Committee meetings.
  - b) Minutes from UC meetings shall be made available to the public after approved by the UC.

G. The Stated Clerk & Executive Director

1. Election of the Stated Clerk. The Stated Clerk shall be elected per the Standing Rules of the General Assembly. The Stated Clerk shall serve as the Stated Clerk of the General Assembly and the Executive Director of the Interim Unified Agency (SC/ED).

**DRAFT Unification Commission Interim Governance Operating Manual - 1/15/25**

2. Roles and Responsibilities. The position of SC/ED encompasses two distinct roles: the Stated Clerk of the General Assembly and the Executive Director of the Interim Unified Agency. The Stated Clerk of the General Assembly's roles and responsibilities are derived from the Standing Rules of the General Assembly and the Book of Order.
3. Accountability. During the period of interim governance, the SC/ED is accountable through the UC to the General Assembly for the performance of the duties of the office of Stated Clerk and the responsibilities of the Executive Director of the IUA. This authority is derived from the Standing Rules H.2.a.(2)).
4. Budget. The SC/ED, in coordination with the President of A Corporation, shall provide a budget to the UC during the (Insert quarter of year or alternate year) for approval and in preparation for General Assembly.
5. Reports. The SC/ED, in conjunction with staff, shall develop the following reports provide them to the UC through the Ministry Coordination Committee:
  - a) Report on Ministry Priorities, Programs, and Strategies;
  - b) Report on the Interim Unified Agency;
  - c) Report on Unification;
  - d) Other reports to the UC as requested.
6. Evaluation. The SC/ED shall have regular performance reviews as described in Attachment 1. The process shall be adapted and implemented by the UC Co-Moderators.
7. Participation in UC Meetings. The SC/ED shall attend and take part in the meetings of the UC but may not vote. The SC/ED shall be a non-voting member of all committees.

**H. Communications**

1. Communication with Staff (including ASG). The UC and SC/ED shall maintain regular communication, to ensure that staff members are kept informed about changes in governance, structure, and operational adjustments. These communications will be jointly developed by the UC, IUA, and ASG and distributed through appropriate channels.
2. Communication with Stakeholders. Regular updates should be shared with mission partners, mid councils, and congregations to maintain transparency and ensure support for unification. These communications include UC meeting minutes and other communications distributed by the UMO.
3. Public Statements. The UC shall, when appropriate, make public statements regarding the progress of unification, emphasizing the vision for the unified organization. These communications will be developed in collaboration with the SC/ED and the Unified Communications Office.

**I. Transition to Permanent Board**

1. Transition Plan: At the end of the Unification process when there is a clear operations structure, the UC will develop a transition plan including:
  - a) A permanent governing structure;
  - b) A recommendation that the GA Nominating Committee, in consultation with and the GA Committee on Representation, nominate the slate of nominees to the permanent governance body for election by the 227th General Assembly.
2. Documents for General Assembly: The UC will forward to General Assembly the following documents for approval:
  - a) A recommended final governance document (organization for mission);
  - b) Any recommendations for amendments to existing standing rules, manuals, and/or other governing documents;
  - c) Any additional recommendations related to the new agency structure.

## Attachment 1

### From the Manual for the Committee on the Office of the General Assembly

#### APPENDIX A: PERFORMANCE EVALUATIONS

##### A. Stated Clerk:

There will be two forms of assessment of the Stated Clerk's work: 1) an annual review, and (2) an end-of-term evaluation.

##### 1. Annual Review

The Committee on the Office of the General Assembly will annually review the work of the Stated Clerk (Standing Rule E.1.d.(2)).

The annual review will be based on work objectives developed by the Stated Clerk and approved by the committee.

At the fall meeting, the committee will meet with the Stated Clerk to review work performance for the past year, and in light of the review to consider work objectives for the year ahead.

Result of the annual review shall be given to the Stated Clerk in writing.

##### 2. End-of-Term Evaluation

The Stated Clerk Nomination Committee will be responsible for conducting an end-of-term evaluation (see Standing Rule G.1.C.(1)(d)).

The end-of-term evaluation must include a recommendation whether the Stated Clerk should be considered for reelection.

##### B. Review of Other Staff:

The Stated Clerk shall be responsible for ensuring that the review and evaluation of all other staff is done on a regular basis. The result of the review of department directors shall be reported to the Committee on the Office of the General Assembly.

**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
- to address things authentically, transparently, directly with the intention of gaining clarity in discussion.
- to assume good intentions.

<https://oga.pcusa.org/section/committees/ga-special-committees-and-task-forces/commission-unification-oga-pma/#covenant>

*Adopted on December 17, 2022  
Amended on April 5, 2024*

### Attachment 3

**[FIN-10]      Align in Mission, Purpose, and the Use of Resources: Report of the Special Committee on Per-Capita Based Funding and National Church Financial Sustainability**

**Source:** Committee

**Committee:** [FIN] Financial Resources

**Profile #:** [COM-085]

**Event:** 225th General Assembly (2022)

**Sponsor:** Special Committee on Per-Capita Based Funding and National Church Financial Sustainability

**Type:** General Assembly Full Consideration

#### Action Summary

Recommendation	Action		
On Recommendation (Recommendation 1), the Financial Resources Committee acted as follows:	Approve as Amended (CA)		
On Recommendation (Recommendation 1), the General Assembly acted as follows:	Approve as Amended (AA)		
On Recommendation (Recommendation 2), the Financial Resources Committee acted as follows:	Approve as Amended (CA)		
On Recommendation (Recommendation 2), the General Assembly acted as follows:	Approve as Amended (AA)		
Financial Implications	2023	2024	Total
Per Capita	\$59,386 (\$0.05)	\$65,136 (\$0.06)	\$124,522

#### Assembly Action

*On Recommendation (Recommendation 1), the General Assembly acted as follows:*

**Approve as Amended**

Electronic Vote - Plenary

Affirmative:321

Negative: 54

Abstaining:

**Final text:** Show Amended Text

1. Form 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, revise the Organization for Mission to reflect this change, and work to align the entities, boards, committees, and constituent bodies of the General Assembly toward long-term faithfulness and financial sustainability of its mission within the Presbyterian Church (U.S.A.).

a. The commission shall establish missional and ecclesial coordination and determine the strategies and priorities, across all entities, committees, and constituent bodies of the General Assembly where all available dollars, responsibilities, and charges are evaluated and unified to provide the best accomplishment of General Assembly goals.

b. The commission shall provide governance for and have the authority to assume all governance functions of the Presbyterian Mission Agency Board (PMAB) and the Committee on the General Assembly (COGA) as the commission deems necessary.

c. The commission will consult with representatives from OGA, PMA, and all other agencies, committees, staff, and PC(USA) entities and their boards, including the advocacy and advisory committees, and mid councils. Additionally, the executive leadership of PMA and OGA shall participate as requested.

d. The commission will have the authority to review, adapt, align as necessary, and organize the role(s) and relationships of those committees of the General Assembly, entities, boards, committees and constituent bodies that are not explicitly established in the Book of Order toward long-term faithfulness, financial sustainability, and a unified new structure.

e. This commission shall have the power to combine, unify, eliminate, and/or create any necessary organizational structure, including personnel and budget, to accomplish these missional strategies and priorities.

f. The commission shall review, address, and align the financial agreements including per capita, restricted, and unrestricted funds, among the Foundation, the Presbyterian Mission Agency, the Office of the General Assembly, and the Presbyterian Church (USA), A Corporation (A Corp) to support the new Organization for Mission so that each area of mission has adequate funds to sustain its mission long-term.

g. This commission shall not have the power to change the boards or bylaws of the Board of Pensions (BOP), the Presbyterian Publishing Corporation (PPC), the Presbyterian Investment and Loan Program, Inc. (PILP), the Presbyterian Foundation (PF), or the Presbyterian Church (USA), A Corp, but may make recommendations to these agencies in an effort to better align the mission goals and priorities of the General Assembly.

h. The commission recommendation for participation shall include:

i. One member each from the Committee on the Office of the General Assembly (COGA), the Presbyterian Mission Agency Board (PMAB), and the Board of Presbyterian Church (U.S.A.), A Corporation.

ii. Two members from the Per Capita and Financial Sustainability Committee (PCFSC).

iii. A member of the Moving Forward Implementation Commission (MFIC) or its successor.

iv. Two commissioners from the 225th General Assembly (2022).

v. Two members-at-large from the larger church, including persons with expertise in strategic planning, visioning, experience on administrative commissions, and/or institutional reorganization.



- vi. To ensure representation, COGA, PMAB, MFIC, A Corp, and PCFSC will submit the names of four possible members to serve on the commission.
- vii. The Moderator or Moderators of the 225th General Assembly (2022), after consultation with the General Assembly Nominating Committee (GANC) and the General Assembly Committee on Representation (GACOR), will name the commission.
- viii. Staff from the Office of the General Assembly, the Presbyterian Mission Agency, and the Administrative Services Group (ASG) of A Corp will provide support to the work of the commission.
- ix. Two Young Adult Advisory Delegates (YAAD) from the 225th General Assembly (2022).
- x. In forming the commission, attention will be paid to best practices of representation to ensure that in addition to representation from agencies, there is diversity in identities, particularly including race, age, sexuality, and gender.
- i. Once unification is finalized, the commission shall determine the structure moving forward and present the new Organization for Mission to the 227th General Assembly (2026).