

2015



COMMITTEE ON  
**Representation**

# [ **The Manual of Operations** ]

of the General Assembly Committee on  
Representation of the Presbyterian Church U.S.A.

This Manual of Operations was amended by the General Assembly Committee on Representation (GACOR) on January 25, 2015. It is subject to revision. If you would like to contact the GACOR, please use the address below or send an email to [gacor@pcusa.org](mailto:gacor@pcusa.org). The website is [oga.pcusa.org/cor](http://oga.pcusa.org/cor)

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## **GACOR Mission:**

The General Assembly Committee on Representation (GACOR), in its constitutional mandate, shall promote, review, advise, advocate, and consult with all General Assembly entities, committees, councils, and divisions in order to ensure that the principles of inclusiveness and diversity are implemented.

## **Vision Statement**

The committee's purpose is to assist the Presbyterian Church to move, transform, and support full participation and representation so all may enjoy the gifts of God as one community.

## **GACOR MANUAL OF OPERATIONS**

The General Assembly Committee on Representation (GACOR) is a permanent standing committee of the general assembly, mandated by the Constitution of the Presbyterian Church (U.S.A.) [*Book of Order*], the *Standing Rules of the General Assembly*, and the *Organization for Mission* of the Presbyterian Church (U.S.A.). It has a long history of service to the denomination. This Manual of Operations shall set forth the common practices of this body.

The 219th General Assembly (2010) took action to replace the Form of Government with a new Foundations of Presbyterian Polity and a new Form of Government. That action was then approved by the majority of the presbyteries and became effective on July 10, 2011. The Presbyterian Church (U.S.A.) (PCUSA) in its historical commitment to enhance diversity has instituted full participation and representation in worship, governance and emerging life through the "Foundations of Presbyterian Polity" (F) in the *Book of Order*:

### ***F-1.0403 Unity in Diversity***

*"As many of you as were baptized into Christ have clothed yourselves with Christ. There is no longer Jew or Greek, there is no longer slave or free, there is no longer male and female; for all of you are one in Christ Jesus. And if you belong to Christ, then you are Abraham's offspring, heirs according to the promise" (Gal. 3:27–29).*

*The unity of believers in Christ is reflected in the rich diversity of the Church's membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution.*

The mandatory representation and participation functions for councils are found in the "Form of Government" (G) in the *Book of Order*:

### **G-3.0103 Participation and Representation**

*The councils of the church shall give full expression to the rich diversity of the church's membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403). In fulfilling this commitment, councils shall give due consideration to both the gifts and requirements for ministry (G-2.0104) and the right of people in congregations and councils to elect their officers (F-3.0106).*

*Each council shall develop procedures and mechanisms for promoting and reviewing that body's implementation of the church's commitment to inclusiveness and representation. Councils above the session shall establish by their own rule committees on representation to fulfill the following functions: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403. A committee on representation should not be merged with another committee or made a subcommittee of another committee.*

The committee is a permanent standing committee of the General Assembly and shall advise the General Assembly with respect to its membership and to that of its committees, boards, agencies, and other units in implementing the principles of participation and inclusiveness to ensure fair and effective representation in the decision making of the church. Through GACOR subcommittees, patterns of participation and inclusiveness are examined and appropriate feedback is given. The GACOR advises mid councils by reviewing their actions regarding representation and full participation, acknowledging these bodies work "by their own rule". The whole committee shall advise the General Assembly and its entities on the employment of personnel and matters covered by the *Churchwide Plan for Affirmative Action and Equal Employment Opportunity* (excerpted at Appendix G).

*The Book of Order*<sup>1</sup> further reinforces its commitment to diversity and inclusion and strengthens the mandate for representation and participation through the following passages:

#### F-1.0302 a. Unity of the Church:

...The Church seeks to include all people and is never content to enjoy the benefits of Christian community for itself alone...

#### F-1.0404 Openness:

...As it participates in God's mission, the Presbyterian Church (U.S.A.) seeks:  
A new openness in its own membership, becoming in fact as well as in faith a community of women and men of all ages, races, ethnicities, and worldly conditions, made one in Christ by the power of the Spirit, as a visible sign of the new humanity;

#### G-3.0111 Nominating Process:

All councils higher than the session shall have a process for nominating persons to serve in positions requiring election by the council. The process shall ensure that nominations are made by an entity broadly representative of the constituency of the council, and inconformity with the church's commitment to unity in diversity (F-1.0403).

#### G-3.02 The Session:

..."shall keep before it the marks of the Church (F-1.0302);

#### G-3.0202 (Session) Relations with Other Councils:

...nominate...bearing in mind principles of inclusiveness and fair representation... (F-1.0403)

### G-3.03 The Presbytery:

... shall keep before it the marks of the Church (F-1.0302), the notes by which Presbyterian and Reformed communities have identified themselves through history (F-1.0303 and the six Great Ends of the Church (F-1.0304).

### G-3.04 The Synod:

...shall determine a plan for the election of commissioners to the synod, as well and the method to fulfill the principles of participation and representation found in F-1.0403 and G-3.0103; both plans shall be subject to approval by a majority of the presbyteries in the synod.

### G-3.05 The General Assembly

#### G-3.0501 Composition and Responsibilities

It shall consist of equal number of ruling elders and teaching elders elected by the presbyteries and reflective of the diversity within their bounds. (F-1.0403) and (G-3.0103).

The General Assembly Committee on Representation (GACOR) exists and functions in accordance with the criteria set forth in this *GACOR Manual of Operations*.<sup>2</sup>

With the action of the 220th General Assembly (2012), the *Organization for Mission* includes a section (IV.C.5) describing the General Assembly Committee on Representation:

#### 5. General Assembly Committee on Representation

*a. As provided for in the Book of Order, G-3.0103, all councils above the session shall establish committees on representation to fulfill the following function: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403.*

#### *b. The committee shall*

*(1) Advise the assembly and all entities created by and accountable to the General Assembly with regard to diversity and inclusiveness in its elected and employed leadership.*

*(2) Reflect in its membership the principles of unity and diversity in F-1.0403*

*(3) Assist the Moderator regarding the appointment of a commissioner to be the moderator of each assembly committee and a commissioner to serve as vice moderator of each assembly committee (see Standing Rule C.1.c).*

*(4) Evaluate each General Assembly session and share that evaluation with the Stated Clerk of the General Assembly.*

*(5) Participate in any review and/or revision of the Church wide Plan for Equal Employment Opportunity and Affirmative Action.*

*(6) Make recommendations to the assembly regarding inclusion of leaders for emerging communities and concerns as well as methods of decision-making that increase participation and representation, in accordance with the principles of unity and diversity in F-1.0403.*

*(7) Review the work and impact of committees on representation at councils below the General Assembly in accordance with the functions and commitments assigned in the Book of Order, G-3.0103.*

*(8) Assist the church to build an ethos of inclusion and involvement of all persons in the decision-making, sharing power across differences.*

## **GACOR RELATIONSHIPS**

GACOR is connectional which is defined as doing its work in partnership with other councils and will establish a process to:

1. establish good practices of mutual communication, i.e., GA to synod, synod to presbytery, and vice-versa,
2. assist in developing and maintaining support systems among mid councils regarding their representation functions
3. clarify expectations and the definitions set “by their own rule” at each council for the functions of G-3.0103 regarding the work of participation and representation (COR).

Connection between GACOR (GA) and the next lower council shall be through:

1. Each GACOR member, who shall:
  - a. Relate to the committee on representation (or other body responsible for the representation functions) at the next lower council in their Region, working cooperatively with other GACOR members from the same region.
  - b. Attend at least one of their meetings per year, in-person or via electronic means,
  - c. Request review of synod COR (or representation body) minutes, reports and relevant correspondence,
  - d. Encourage synods or relevant councils to complete the Synod Committee on Representation Form (SCOR) yearly and work with the appropriate subcommittee, if asked, and
  - e. Share information reciprocally (in consultation with the Manager) which relates to the work of representation, including any request for training in the Region.
2. GACOR Moderator shall relate directly with the elected COR leader(s) or equivalent at the next lower council(s).
3. GACOR Staff, who shall:
  - a. Relate to the staff person(s) having responsibility for representation functions in mid councils
  - b. Be guided by the principle that staff relate to staff and elected to elected, and
  - c. Provide supplemental connection among committees on representation, and other such entities in councils.

Connections with Presbyteries

1. Connection between GACOR and the presbyteries shall be through the elected moderators of any mid council COR between General Assembly and presbytery. If there is no council between them, relationship will be direct.
2. Supplemental connection shall be through the Manager and appropriate staff supporting each council’s committee on representation, or any entity given those functions.

## **Liaison Relationships**

The purpose of GACOR liaison relationships is to:

1. Establish communication between GACOR and the identified constituency groups, ministries divisions, and other related committees relevant to under-represented constituencies described in this manual and F-1.0403;
2. Execute GACOR work through advising, consulting, reviewing, promoting and advocating in accordance with established principles of participation and representation (G-3.0103 and F-1.0403);
3. Ensure fair and effective representation in the decision-making of the church;
4. Facilitate information flow regarding representation and participation in the Presbyterian Church (U.S.A.);
5. Enhance participation by encouraging persons from under-represented groups to apply for nomination to GA committees and bodies;
6. Help identify needs and resources the committee may be able to provide, and
7. Facilitate communication with the entity and GACOR. A procedure shall be:
  - a. Informal communication shall be through the liaison representative
  - b. Formal communication shall be through caucus or advisory council moderator/chairperson and GACOR Moderator.

## **GACOR Liaison Responsibilities**

It shall be the responsibility of the liaison representative to:

1. Maintain contact with the identified entity which may include requesting that body's minutes, newsletters, and reports;
2. Share related correspondence and calendars;
3. Maintain connection with the constituency as needed, especially with regard to completed GA Nomination Forms;
4. Be knowledgeable of the meetings of their assigned constituency;
5. Attend at least one meeting of the constituency group each year electronically;
6. A subset of the identified constituency groups will be assigned a GACOR liaison (by GACOR Executive Committee) and supported for a face-to-face meeting, as budgets allow, with authorized travel being pre-approved. Electronic ways of "meeting" may be considered the preferred means for maintaining the liaison relationship(s); and,
7. Provide a written summary report to the GACOR at least annually, about the needs, interests and work of the liaising partner group. Action items will be placed on the agenda and managed by the Executive Committee.

## **ORGANIZATION OF THE COMMITTEE**

### **A. Officers and Executive Committee (GACORX)**

1. The officers of the General Assembly Committee on Representation are a Moderator, a Vice-Moderator, Secretary/Recording Clerk and Chairpersons of the subcommittees. There are two subcommittees at this writing: (A) GATE: Gather, Analyze, Translate and Export; and (B) ARR: Advise, Review, Report, and Recommend. Subcommittee guidelines are described in detail in the Appendix B.
2. Terms of office are two years (from GA to GA).
3. Members of the executive committee are expected to attend the meeting of the General Assembly, if such Assembly is held during their term as executive committee members, and the budget permits. The Executive Committee may appoint additional members or persons, if needed, for specific functions.
4. The Executive Committee of the General Assembly Committee on Representation is charged with acting on behalf of the full Committee on those matters that require immediate action between meetings. Functions of the Executive Committee may include planning meetings, calling special meetings, facilitating communications, and whatever additional powers the committee delegates to it.
5. Executive committee shall:
  - a. Prepare and submit a report, as required, to the General Assembly;
  - b. Schedule meetings;
  - c. Assign members to subcommittees;
  - d. Appoint members as liaisons to various caucuses and committees taking members' preferences into account;
  - e. Ensure adequate orientation for new GACOR members;
  - f. Make certain that GACOR accomplishes its objectives through its subcommittees and structure;
  - g. Review and approve GACORX minutes, and authorize correspondence done on behalf of the whole committee;
  - h. Review drafts of GACOR minutes before they are presented to the full committee for approval;
  - i. Appoint a three-member COR nominating committee from among the members to bring a slate of nominees to the first meeting in a GA year (at the Executive Committee meeting before non-GA Fall meeting). Preference in selection shall be given to experienced members and those members concluding their service.
  - j. Create working groups or other ad hoc bodies as needed, determining at their creation their duration and purpose(s)<sup>3</sup>;

- k. When GACOR vacancies occur, the GACORX will follow the procedures in the Standing Rules and will consult with the General Assembly Nominations Committee. If there is a considerable delay filling the openings, GACORX may bring in ad hoc persons to assist with work (as budgets allow); and,
  - l. Evaluate the performance of GACOR members and their contributions at the end of their first term so as to inform the Moderator in advising the GANC regarding any re-nominations.
6. GACOR or the executive committee may request and determine who may be invited as resource persons in consultation with the Manager.

## **B. Duties of the Moderator**

The Moderator shall:

- 1. Assume those duties normally undertaken by moderators as described in the *Book of Order* (G-3.0104);<sup>4</sup>
- 2. Represent GACOR to other bodies, or may designate a person to serve in this way;
- 3. Represent the Committee on Representation at those events deemed appropriate by the Committee;
- 4. In the case of the unavailability of the Moderator, the Moderator shall appoint the Vice-Moderator or an appropriate designee for the duties described above; and,
- 5. Sign all correspondence from the committee unless designated differently in the action.

## **C. Duties of the Vice Moderator**

The Vice Moderator shall:

- 1. Serve, when requested by the Moderator, in accordance with the guidelines of the duties of the Moderator.
- 2. Travel to Agency Board meetings as requested by the Executive Committee on behalf of GACOR.
- 3. Manage GACOR liaisons and relationships with partner groups.
- 4. Oversee GACOR review and selection of GA business to which GACOR will comment and resource.
- 5. Consult on strategy and support for those items and materials created for the Leader's Briefing.
- 6. Other duties as assigned by the Moderator and Executive Committee.

## **D. Duties of the Secretary/Recording Clerk**

The Secretary/Recording Clerk shall:

- 1. Manage Executive Committee minutes and Full Committee minutes so that they are prepared and distributed for monthly and bi-yearly meetings;
- 2. Edit and prepare Executive Committee minutes for submission as part of the report at each Assembly;
- 3. Has voting privileges at all meetings and is a full committee member;

4. Manage Mentor relationships with new members and continuing members for their first year;
5. Support and Encourage New Member Communication; and,
6. Draft correspondence for Executive and Full Committee..

#### **E. GACOR Nominating Committee**

1. A nominating committee shall be appointed by the Executive Committee according to the criteria in A.5.i of this manual. The GACOR Nominating Committee shall deliberate and nominate persons (from the continuing members) for election as Moderator, Vice-Moderator, Secretary/Recording Clerk and two subcommittee chairs. The GACOR Nominating Committee shall be dismissed after completing its task, which includes reporting to GACOR in the first meeting of a GA year.
2. When vacancies in any offices occur, the GACOR Nominating Committee will be reconstituted by the Executive Committee to establish a slate of nominees for the next GACOR meeting.
3. The slate of officers shall be presented at the beginning of the meeting that includes an election.
4. Additional nominations may be made from the floor. Courtesy and sensitivity to individuals dictate that non-slated names be submitted to the Manager and Moderator 24-hours prior to the election.
5. Election of officers shall happen at the end of the first committee meeting in an assembly year.
6. If there is more than one nominee for any position, election will be conducted by secret paper ballot. Nominees are elected by majority vote of those present.
7. The elected members shall be installed immediately after election, but they shall assume their respective office(s) at the end of the General Assembly meeting.

#### **F. Membership**

General Assembly Committee on Representation (GACOR) shall be composed of fourteen persons elected by the General Assembly (GA), in accordance with the principles of unity in diversity in F-1.0403, distributed as equally as possible in the regions described in SR I.1.d, each residing in a different presbytery.

“The unity of believers in Christ is reflected in the rich diversity of the Church’s membership. In Christ, but the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution.” F-1.0403

All the members are nominated for at-large positions by the General Assembly nominating process and elected by the General Assembly in as nearly equal classes as possible, taking into consideration: age, race, gender, physical ability, teaching or ruling elder or church member and theological diversity so that GACOR is equipped to represent the diversity of the PCUSA.

1. Every member “shall be an active member of a congregation, or a continuing member of a presbytery of the Presbyterian Church (U.S.A.)”<sup>5</sup> within the geographical boundary of the region and a synod therein.

2. Elected members of the committee shall be elected to “a four-year term, and be eligible for election to one additional term.”<sup>6</sup>
  - a. Membership shall begin at the adjournment of the GA.
  - b. “No member may serve more than two consecutive terms, full or partial. At the conclusion of their term of service, a person shall not be eligible for nomination to a General Assembly entity until two years have passed.”
3. Any GACOR member who is unable to attend a GACOR meeting shall send a written request to the Moderator and Manager, stating the reason for absence and asking permission to be excused.. The executive committee will act on the requests and ensure the minutes record all actions.
4. A member who finds it necessary to resign shall send his or her resignation in writing to the Stated Clerk of the General Assembly of the Presbyterian Church (U.S.A.) and copy the GACOR Moderator, and the Manager for Representation. The Stated Clerk shall notify the entity and the nominating process or other body that originated the person’s nomination or election. When any member shall resign, or becomes unable to serve because of chronic or permanent physical or mental illness or disability, the Stated Clerk of the General Assembly shall declare the position vacant.<sup>7</sup>
5. GACOR shall operate in accord with *Organization for Mission IV.C*:

*When any member of the board of an entity of the General Assembly, a council, commission, unit, division, committee, task force, or any other body authorized by the General Assembly does not attend two successive sessions and such absence is unexcused, the membership of that person shall be automatically vacated, and that person shall be notified by the Stated Clerk. The Stated Clerk of the General Assembly shall be notified of the vacancy by the chairperson of the entity, and the Stated Clerk shall announce the vacancy and shall notify the General Assembly nominating process or other body that originated the nomination or election of the person who has been absent without excuse, in order that the vacancy may be filled in the manner by which the same position had been filled originally.*

Conference call attendance and other electronic media participation in meetings should validate active membership.<sup>8</sup>
6. If a teaching elder (minister of the Word and Sacrament) serving as a member of one region shall transfer his or her presbytery membership and thereby cease to be under the jurisdiction of a presbytery or synod, within the region from which the member was elected to GACOR, the position shall be declared vacant by the Stated Clerk. If a member of a particular church serving as a member of a particular church in the presbytery within the geographical boundaries of the region shall transfer her or his membership to a particular church that is not within the same region, the position shall be declared vacant by the Stated Clerk.<sup>9</sup>

## **G. Committee**

The whole committee consists of all the elected members (14)) from all the regions described in SR I.1.d and inclusive of as many synods as possible.

1. The whole committee shall carry out its responsibilities ordinarily through its subcommittees to effectively address the responsibilities, tasks and issues.
2. Each GACOR member will serve on a subcommittee, except the Moderator and Vice Moderator who shall serve ex-officio on all subcommittees and working groups. The Secretary/Recording Clerk shall not serve on a subcommittee but be available for consultation, by request.

3. The Executive Committee consists of the Moderator, Vice-Moderator, Secretary/Recording Clerk and chairpersons of the sub-committees elected to a two-year term.
4. A three-member Nominating Committee is appointed by the Executive Committee to present a slate of candidates. The nominating committee, in consultation with the Manager, prepares a slate for the election of Moderator, Vice-Moderator, Secretary/Recording Clerk and Subcommittee Chair positions which is presented to the full committee for election. A member who wishes to be nominated from the floor and stand for election shall consult with the Manager and the Moderator, at least 24 hours before the vote.<sup>10</sup>
5. The committee shall be funded from the per capita apportionment and its financial activity shall be reported through a separate line in the General Assembly budget. At the time of this writing, the Manager for Representation, Inclusiveness, and Ruling Elder Training provides staff support to the committee.<sup>11</sup> The Manager, in consultation with the GACOR Executive Committee, shall develop and implement yearly budgets and expenses, keeping within the amounts determined by the designated per capita budget.

## MEETINGS

GACOR, as a whole committee, regularly meets face-to-face at least twice annually.

1. Special meetings may be called by the GACOR Moderator using available technology, when necessary for particular purpose(s).
2. Regularly scheduled meeting dates are decided upon by the whole committee.
3. Meeting schedules and venues for the face-to-face meetings for the following year are decided upon the recommendation of the Executive Committee.
4. A quorum of the committee shall consist of not less than one half of the members.
5. Meetings may be conducted according to the most recent edition of *Robert's Rules of Order*, but an emphasis will be made to choose other processes for decision-making which will be selected by a majority vote of the body when they convene.
6. Meetings will be conducted according to the Member Covenant of the General Assembly Committee on Representation (Appendix A). The Covenant shall be read by the body at the beginning of every meeting.
7. Subcommittee meetings shall be scheduled in conjunction with full committee meetings; and by electronic means on a regular scheduled basis as called by their Chairperson(s).
8. The Executive Committee shall normally meet twice per year in conjunction with full committee meetings and at other times as called by the GACOR Moderator. Electronic technology will be used for other scheduled meetings.
9. Prior to each meeting, an agenda shall be prepared by the Moderator, in consultation with the Manager, and distributed to those persons concerned.
10. GACOR meeting shall comply with the most recent Open Meetings Policy of the Presbyterian Church (U.S.A.).<sup>12</sup> Observers from constituency groups may attend GACOR meetings providing they:
  - a. Request meeting information and obtain approval from the GACOR Executive Committee.

- b. Cover all their expenses and are responsible for their own travel arrangements.
  - c. Identify themselves and any organizations or groups they represent.
  - d. Speak only when recognized by the Moderator.
11. Liaison persons to *GACOR* from recognized partners will be received as corresponding members with voice but no vote. The committee's budget will not cover these Liaison expenses.
- a. Official representatives of Assembly Agencies, Officers and Chairs of other GA bodies will be seated as Corresponding Members, by executive committee action, received with voice but no vote. GACOR will not provide financial support.
  - b. Designated persons from GA Staff or constituency groups may be granted voice but no vote. The participation of these persons is not covered in the committee's budget.

## **ORGANIZATION OF THE WORK**

GACOR shall:

1. Report to every General Assembly on the progress toward full and fair representation and employment, with recommendations for needed corrective action.
2. Consult with the GA Moderator(s) on the principles of participation and inclusiveness and the great diversity of the church's constituencies as these pertain to appointments made by the GA Moderator(s).
3. Consult regularly with GA nominating process, and also review the work of the General Assembly Nominating Committee (GANC) regarding the nomination of persons according to "race, ethnicity, age, sex, disability, geography, theological conviction,"<sup>13</sup> class, language, marital status, national origin (ancestry), and conditions of life.
4. Advise the assembly and its entities regarding the implementation of principles of unity in diversity (F-1.0403).
5. Advocate for diversity in elected/appointed leadership at the national council/board level, such as GA, PMAB, COGA, Board of Pensions, Presbyterian Foundation, PILP, PPC and related bodies.
6. Assess the performance of its own council (the General Assembly) in matters of inclusiveness and shall review the next lower councils' actions and assessments.
7. Consult with the council and its agencies on the employment of personnel, in accordance with the principles of unity and diversity (F-1.0403).
8. Review the AAEEEO goals and Supplier Diversity benchmarks with each agency and report to the assembly, including recommending adjustments/actions, on a six-year cycle.
9. Collect data annually and interpret AAEEEO and supplier diversity information for reporting on a regular basis.
10. Review the employing division of GA agencies and advise them when they are not living out the spirit of the principles of participation and inclusiveness (F-1.0403).
11. Participate in any review or revision of the *Churchwide Plan for Equal Employment Opportunity and Affirmative Action*.

12. Consult with and advocate for caucuses, racial ethnic councils and consulting committees representing racial ethnic persons, women, youth, and persons with disabilities to see that their representatives are duly and fairly made a part of the process for representation as well as employment on the GA level.
13. Consult with the appropriate staff areas with programmatic responsibilities on issues involving fair representation and employment of racial ethnic persons, persons with disabilities, youth and young adults, and women on the GA level.
14. GACOR shall be a resource to synod CORs, reviewing reports submitted to GACOR from the next lower council's committees on representation and making recommendations for corrective actions when appropriate.
15. Consult with and review operations regarding the practice of inclusiveness on GA entities' committees, task forces, etc.
16. Present a report to the GA, in accordance with the Manual of the General Assembly, which has been prepared by the Executive Committee and approved by the full committee, and shall be submitted to the Office of the Stated Clerk including at least the following:
  - a. GACOR's work and concerns
  - b. any progress in implementing PC(USA) principles of participation and representation
  - c. any progress on Equal Employment Opportunity (EEO), Affirmative Action (AA) and personnel policies
  - d. responses to active referrals from past assemblies
  - e. receipt and review of synod reports, and
  - f. any recommendations for action or new business being sent to the General Assembly
17. Recommend corrective action designed to accelerate progress toward full representation and participation of specified constituencies in the life and operation of the PC (USA).
18. Participate in a six-year cycle of review by the GA and present a self-study report as required by the *Standards for Review of General Assembly Permanent, Advocacy, and Advisory Committees and Commissions*.<sup>14</sup>
  - a. In the review years, the report shall be submitted no later than 120 days before the General Assembly.
  - b. Representatives of the committee will be available at the assembly to serve as resource person(s) for the Assembly Review committee.
  - c. The committee may include responses in the self-study and additional questions that explore the standards that apply to its particular work.
  - d. The committee may call upon former members to assist with developing the self-study report.

The purpose of the review process is to provide an equitable evaluation of the ministry of the agencies of the General Assembly. The review will focus on the quality of the relationship of the agencies' ministry with the mission of the whole Presbyterian Church (U.S.A.) and the quality of the agencies' program based on the standards for review.<sup>15</sup>
19. Review:
  - a. the performance of GA (its own governing body) concerning inclusiveness, and will deliver a report, as required, to the Stated Clerk of the Presbyterian Church (U.S.A.).

- b. all GA elections, in meetings immediately following GA, and advise GA nominating process of any particular categories which need increased representation;
- c. the work of EEO/AA to implement the church-wide plan for equal employment opportunity/affirmative action;
- d. all appointments made by the GA Moderator and advise the GA Moderator of various and under-represented constituency categories which need attention; and
- e. reports of committees on representation of the next lower council (or any bodies given responsibilities for G-3.0103, Participation and Representation; and F-1.0403, Unity in Diversity)

## **SUBCOMMITTEES**

The work of GACOR may be conducted through subcommittees. Subcommittees may be reconstituted or renamed and re-tasked, according to the duties, responsibilities and authority of the GACOR Executive Committee. Any changes in the proposed work and description of new duties would need to be written and presented to the full committee for adoption. The current sub-committees are Sub Committee A & B. The particular work and guidelines for the subcommittees are detailed in Appendix B. Work referred to subcommittees is not final. Recommendations for final action shall be presented to the GACORX for submission to the whole committee, unless provision is made otherwise in the referral of a business item.

### **Subcommittee: A**

**Gather, Analyze, Translate and Export** or “**GATE**” as it will be known internally to GACOR. Subcommittee A manages the data collection and analysis functions for the committee and will provide interpretation of the data for the other subcommittee and GACOR partners (like ACREC). This subcommittee will be the lead on the relationship with GANC and consultation on nominations processes. They will provide materials for web interpretation of data. They are the lead on the synod representation reports, with regard to relationship with synods as well as data made public. They will collaborate with subcommittee B in determining timing and frequency of changes to data requests and analyses. They will have a representative on the Supplier Diversity definition table.

### **Subcommittee: B**

**Advise, Review, Report, and Recommend**, also known as **ARRR**, within GACOR.

Subcommittee B manages the “review and recommend” functions of the committee. The work focuses on providing feedback to entities beyond GACOR – particularly the processes of review for the six agencies with regard to supplier diversity and AAEEEO benchmarks on a 6-year cycle. They will also lead the review of GACOR on a six-year cycle and prepare the self-study report to the assembly. Subcommittee B crafts advice from the committee for entities beyond GACOR. They will review all business before an assembly for possible comment or action of the committee and make recommendations to GACORX.

## Other Events and Work

1. COR Training Event(s):
  - a. Biennial events may be planned in cooperation with national events; determining factors will include: budget, mid councils' needs, existing structures, use of electronic means for training and other considerations. An ad hoc planning body may be created to recommend and guide specific actions.
  - b. The Executive Committee will make recommendations in consultation with OGA and other agency staff.
  - c. Additional regional or synod COR trainings:
    - i. Electronic training opportunities for Mid Council leaders, for example in supporting their completion of the SCOR reports, may be suggested by a subcommittee and acted on by the Executive Committee (as allowed by work load and budget).
    - ii. Requests for other training will be handled by the Executive Committee and assigned if there is further action. Trainings should be in consultation with and coordinated with the Manager.
2. Presence at national events.
3. Process Observation:
  - a. Recruitment effort should be two-years, with effort to link liaisons in identifying volunteers to do PO for the next GA. Expansion of the number of PO's is essential for better data collection and analysis of GA committee processes.
  - b. Expanding on electronic means of reducing observer burdens should be pursued.
4. Monitoring the GACOR report to GA as it is created and coordinating with the reports of other entities GACOR has linkages and responsibility to monitor. This work shall be shared among all committee members.

## MANUAL REVISION

Any revision to this manual must be approved by the Executive Committee and sent to the full committee for its consideration. This Manual may be revised by a simple majority vote of the full committee (half plus one, or 8 members). The proposed amendments must be distributed to the committee for consideration at least 48 hours before a vote for revision.

Powers not outlined in this Manual are reserved by the executive committee.



## Appendix A

### *Member Covenant of the General Assembly Committee on Representation*

As members of the General Assembly Committee on Representation called to this ministry of advocacy in the name of Jesus Christ, we covenant with one another to:

- Worship and pray together to seek God’s direction for our work, being open to the movement of the Holy Spirit and the direction of our leadership “to assist the church to move, to transform, and to support full participation and representation to include all people to enjoy the gifts of God as a community.”<sup>1</sup>
- Remain mindful that our work is difficult and that we must stay engaged with one another, respecting each other’s insights, listening when another is speaking, working diligently, with kindness and humility.
- Open ourselves to transformation personally, as a committee, and as a church, always looking for what God may be teaching us.
- Respect one another’s perspectives and wisdom, seeking to find common ground and connection.
- Work for a fully-inclusive, whole church in partnerships within and beyond this body, using new technologies to meet efficiently, while ensuring that all have equal access to materials and tools.
- Arrive prepared for the work and focus on the work at hand, supporting leaders in bringing us back when we stray.
- Acknowledge that this is hard work and that we will disagree, while we commit to respecting and being accountable to one another.
- Seek the advice of our staff, leaders and other available resources.
- Agree that equity pertains to all people with NO exceptions.

<sup>1</sup> GACOR Mission Statement

## Appendix B

### Sub Committee Structure and Assignments

#### Subcommittee: A

**Gather, Analyze, Translate and Export** or “**GATE**” as it will be known internally to GACOR.

1. Receives data from, analyzes and consults with the General Assembly Nominating Committee (GANC) prior to finalizing a slate and during the GA nominating process (on all entities). Manages the relationship with the GANC.
2. Requests data sets annually from the six agencies. Receives annual reports from the six agencies on AAEEEO, employment and Supplier Diversity, advises agencies about data reporting and shares with ACREC (and others by request). Advocate for full inclusion and note where there is under and over representation in GA entities and committees.
3. Seeks information and analyzes statistical data and measures to discover the categories where racial ethnic members, women, different age groups, geographic areas, persons with disabilities and theological diversity are under-represented and provides interpretation for the church. (examples: data on ministers and candidates in the ordination process)
4. Produces advice and counsel, in cooperation with subcommittee B, to the agency boards regarding the guidelines for nominating processes and GA entities in their selection of members for internal committees and task forces in implementing the principles of participation and inclusiveness to insure fair and effective representation in the decision making of the Church.
5. Requests reports from each synod on the representation functions and practices as well as demographic data on all elected and employed persons in the council. Provides timely feedback to reporting Synods as to their progress and goals. Reports to Executive Committee and then Full Committee findings from yearly data. Data is also included in the GACOR biennial report to the assembly. When possible, trending data will be shared on the web for transparency, education and advocacy.
6. Design and propose methods for GACOR members to build and/or improve positive relationships with their mid council COR and staff so that SCOR data and feedback from GACOR flows easily.
7. Provides analysis and data reports to inform the reviews led by Subcommittee B.
8. Consults on data and information, adjusts gathering techniques to be appropriate for committee needs and uses.
9. May develop resources to aid mid councils in implementing their COR functions. Do so in consultation with mid councils making use of GACOR’s other subcommittee(s) when possible.
10. Assists the GACORX as requested in interpreting evaluations on each GACOR meeting or event via evaluation from participants. Recommend changes and improvements and highlight best practices in use and communicate data to Executive Committee for future use.
11. Assist the full committee in developing comments on relevant business before the GA Assembly.
12. Disseminates materials via web and other means.
13. Proposes to GACORX topics and areas for continuing education of the committee.

## **Subcommittee: B**

**Advise, Review, Report, and Recommend**, also known as **ARRR**, within GACOR.

1. Hosts the Supplier Diversity definition table and leads the process to propose a standard definition to the 222nd General Assembly in 2016.
2. Advises the Vice Moderator and suggests liaison relationships between GACOR and identified partners including Caucuses, Advocacy Committees, Commissions and other taskforces, and review/revise those partnerships regularly.
3. Manages the review of AAEEO and SD benchmarks process with the six agencies. Work cooperatively with Sub Committee A (GATE) to foster relationships and build trust among entity staff and committees and entities in relationship with GACOR: ACSWP, ACREC, ACWC and Agency Review Committee.
4. Draft GACOR review of agencies for biennial report for GA, submit in timely fashion to Executive Committee for approval and then to Full Committee for approval.
5. Assist GACOR in interpreting the mandate, role and function of GACOR at all levels of the Church so as to inform advice and referrals to GA Nominating Committee to assist the church in reaching the diversity goals.
6. Requests data from subcommittee A, as needed and anticipates future needs to advise on changes to report forms in a timely manner.
7. Works through the proper committees, boards, agencies or entities to encourage equitable representation (particularly regarding F-1.0403 diversity: race/ethnicity; gender/sex; age; disability/ability; theological convictions/geography; and additionally worldly condition/marital status).
8. Assist the full committee in developing comments on relevant business before the assembly.
9. Delivers advice and counsel, in cooperation with subcommittee A, to the agency boards regarding the guidelines for nominating process of PMAB, COGA, Directors of the Board of Pensions, Trustees of the Presbyterian Foundation, Board for the Presbyterian Publishing Corporation, the board for the Presbyterian Investment and Loan Program, and GA entities in their selection of members for internal committees and task forces in implementing the principles of participation and inclusiveness to insure fair and effective representation in the decision making of the Church.
10. Proposes to GACORX topics and areas for continuing education of the committee.
11. Leads the review of GACOR on a six-year cycle and prepares the self-study report to the assembly.
12. Keeps an eye on the big picture for the committee and suggests shifts in strategy, goals and objectives.
13. Disseminates materials via web and other means.
14. Identifies expertise needs and advises the GACORX.

## **Appendix C**

### **Current *Book of Order* regarding the General Assembly**

#### **G-3.05 The General Assembly**

##### **G-3.0501 Composition and Responsibilities**

The General Assembly is the council of the whole church and it is representative of the unity of the synods, presbyteries, sessions, and congregations of the Presbyterian Church U.S.A.). It shall consist of equal numbers of ruling elders and teaching elders elected by the presbyteries and reflective of the diversity within their bounds (F-1.0403 and G-3.0103), to serve as commissioners according to (prescribed) proportions...

The General Assembly constitutes the bond of union, community, and mission among all its congregations and councils, to the end that the whole church becomes a community of faith, hope, love, and witness. As it leads and guides the witness of the whole church, it shall keep before it the marks of the Church (F-1.0302), the notes by which Presbyterian and Reformed communities have identified themselves through history (F-1.0303) and the six Great Ends of the Church (F-1.0304).

## Appendix D

### ARTICLES OF AGREEMENT: ARTICLE 8

#### ARTICLE 8. RACIAL ETHNIC REPRESENTATION, PARTICIPATION AND ORGANIZATIONS

11.1 The Presbyterian Church (U.S.A.) shall provide for a Committee on Representation for each governing body above the Session. Its membership shall consist of equal numbers of men and women. A majority of the members shall be selected from the racial ethnic groups within the governing body and the total membership shall include persons from each of the following categories:

- a. majority male membership
- b. majority female membership
- c. racial ethnic male membership
- d. racial ethnic female membership
- e. youth male and female membership

Its main function shall be to guide the governing bodies with respect to their membership and to that of their committees, boards, agencies and other units, in implementation of the principles of participation and inclusiveness, to ensure effective representation in the decision making of the church.

1.2 Governing bodies of the Church shall be responsible for implementing the Church's commitment to inclusiveness and participation which provides for the full expression of the rich diversity within its membership. All governing bodies shall work to become more open and inclusive and to correct past patterns of discrimination on the basis of racial ethnic background.

Racial ethnic members in the United States (Presbyterians of African, Hispanic and Asian descent and native Americans) shall be guaranteed full participation and access to representation in the decision-making of the Church, and shall be able to form caucuses. Participation and representation of racial ethnic membership shall be assured by the Committees on Representation (8.1).

1.3 Consistent with the principles of diversity and inclusiveness as set forth in 8.2, the General Assembly Council shall consult with and receive input from the racial caucuses of the Church, and shall make provision for the expenses necessary to such consultations.

The purposes of such consultations shall include:

- determining the priorities for assisting racial ethnic churches and ministries,
- developing a denominational strategy for racial ethnic church development,
- finding ways to assure the funding and operational needs of schools and other institutions which historically have served Black Americans and other racial ethnic groups.

1.4 Racial ethnic educational institutions have been the primary source from which racial ethnic church leadership has developed. Consistent with the dire need for racial ethnic church leadership, the General Assembly Council shall propose to the General Assembly ways whereby the General Assembly shall be able to fulfill its responsibility for education through colleges and secondary schools and for meeting the operational and developmental needs of those Presbyterian schools that historically have served Black Americans and those serving other racial ethnic groups.

## **Appendix E**

### *ARTICLES OF AGREEMENT: ARTICLE 9*

#### **ARTICLE 9. WOMEN'S REPRESENTATION, PARTICIPATION AND ORGANIZATIONS**

- a. The Committees on Representation required by G-9.0105 for each governing body above the Session shall guide those bodies, with respect to their membership and that of their committees, boards, agencies and other units, in implementing the principles of participation and inclusiveness, to ensure the fair representation of women, both of the majority race and of racial ethnic groups, in the decision making of the Church.
- b. The General Assembly Council in consultation with elected representatives from each recognized women's group of both Churches shall make provision for the continuation of the women's programs and organizations of the two Churches at all levels, until such time as programs are formulated as described in 9.3.
- c. A group of representatives elected by each recognized women's group from the two Churches shall meet to develop programs and organizations, these proposals to be approved by the constituent groups. Such approval shall be reported to the General Assembly Council by the Executive Committees of each of the women's groups. The group shall report to the General Assembly annually and is expected to complete its work in six years.

**Appendix F**  
**Standards for Review of General Assembly Permanent,  
Advocacy, and Advisory Committees and Commissions**  
[As Approved by the 216th General Assembly (2004)]

**A. *Process***

The responsibilities of the committee or commission that are being reviewed

1. A self-study of its work based on the review standards covering the previous six years.
2. The self-study will have to be available by the 120-day deadline before the General Assembly at which it is to be reviewed.
3. Representatives of the committee or commission will need to be available at the assembly to serve as resources for the assembly committee.
4. The committee or commission may include responses in the self-study and additional questions that explore the standards that apply to its particular work.
5. The committee or commission may utilize former members to help develop the self-study.

**B. *The Responsibilities of the Office of the General Assembly in the Review***

1. The Office of the General Assembly (OGA), in consultation with the leadership of the committee or commission, will supervise the development of a survey instrument by the Office of Research Services.
2. Specific training of assembly committee leadership and members as needed to accomplish the evaluation process.
3. Budget for development of self-studies.
4. The Committee on the Office of the General Assembly (COGA) and the GAC will evaluate the review process after each assembly.

**C. *The Work of the Assembly Committee for Review***

1. The review assignment will be given to a designated assembly committee.
2. The assembly committee's review will be limited to certain questions: Is the committee or commission fulfilling its mandate (based on self-study, surveys, and consultations with committee or commission leadership)?
3. Are there items that need to be referred for further study?
4. The assembly committee will hold hearings, etc.
5. The assembly committee will be in dialogue with representatives of the General Assembly permanent, advocacy, and advisory committees or commissions being reviewed.
6. The assembly committee may break into subgroups to cover each committee or commission being reviewed.
7. The review committee will respect the distinction between a committee and a commission.
8. The assembly committee will make a final report, possibly with recommendations.

**Standards**

**A. *Fidelity to Mission and Partnership***

1. Each committee or commission was created by the church and exists to serve and support the church's mission in a particular area. Each committee or commission is expected to exhibit a constant faithfulness to and in fulfillment of its servant role in the life of the PC(USA).

2. The basic process of the committee or commission should demonstrate fidelity to the mission and accountability procedures set forth in its establishing deliverance, charter, or mandate from the assembly. The committee or commission should exhibit leadership in guiding the church in engagement with the work and resources in which the committee or commission acts.
3. The committee or commission should exhibit practical cooperation with the other agencies or committees of the church in areas of overlapping responsibility and opportunity.
4. The committee or commission should provide timely responses to directives and requests from the General Assembly.

**B. *Effectiveness of Services***

The services of the committee or commission are consistent with its assembly or constitutional mandate.

1. The committee or commission has a defined and consistent process for completing its work.
2. The committee or commission has a regular process of self-evaluation of its services.
3. The committee or commission employs a strategy for effective communication with the church-at-large.
4. The committee or commission utilizes current and emerging technologies to enable it to fulfill its mission.
5. The committee or commission has developed a vision and plans for its work in light of its historic mandate and the emerging issues before and context of the PC(USA).

## Appendix G

Excerpt from A CHURCHWIDE PLAN FOR EQUAL EMPLOYMENT OPPORTUNITY (1992)

**“The General Assembly Council has developed this Churchwide plan for equal employment opportunity on the basis of its constitutional responsibility “to institute and coordinate a churchwide plan for equal employment opportunity for member of racial ethnic groups, for women, for various age groups, and for persons with disabilities; marital status...” (G-13.0201b.) Its administrative provisions and procedures are mandatory for the General Assembly and its agencies. Other governing bodies are urged to adopt similar provisions and procedures as a means for fulfilling their mandatory constitutional responsibilities in this important and sensitive area of the church’s life. 1992 204<sup>th</sup> GA**

*(appears on inside cover page)*

### **A. Committees on Representation**

The Book of Order (G-9.0105) requires the establishment of committees on representation by each governing body above the session states that: “The committee on representation shall advise the governing body on the employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a churchwide plan for equal employment opportunity (G-13.0201b)”

*page 4. Churchwide Plan*

Section Two:

#### **I. Responsibilities of the General Assembly’s Committee on Representation**

The General Assembly’s Committee on Representation in consultation with the General Assembly Council, shall develop and establish guidelines for use by Committees on Representation in providing advice to governing bodies in the area of employment (G-9.0105).

*page 11, Churchwide Plan.*

#### **G. Guidelines for the Employment of Persons in the Identified Groups**

The General Assembly Council shall publish and disseminate guidelines for employment of women, racial ethnic persons with disabilities and persons of various ages. (G-9.0104)

*page 13, Churchwide Plan.*

#### **VII. Evaluation, Review, and Analysis**

....Each such entity is expected to conduct an annual evaluation of its workforce to determine the status of its performance in actualizing the denomination’s commitment to inclusiveness as outlined in G-9.0104, according to timelines and procedures developed in consultation with the General Assembly Council or appropriate governing body and with the corresponding Committee on Representation.

*page 17 Churchwide Plan.*

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The whole document may be found on the GACOR website here:

<http://www.pcusa.org/resource/churchwide-plan-affirmative-action-and-equal-emplo/>

## Appendix H

Relevant excerpts from the *Organization for Mission of The Presbyterian Church (U.S.A.)* <sup>16</sup>

### I. History of the Structure for Mission of the Presbyterian Church (U.S.A.)

...

#### C. *Diversity and Inclusiveness*

Within the denomination, the Presbyterian Church (U.S.A.) has affirmed the strength of a unity characterized by mutual interdependence in which diversity contributes to wholeness. Various members of this body enrich the whole through the particular qualities they bring

- as racial ethnic people of multicultural constituencies that make visible our rich diversity and offer varied histories and traditions;
- as persons with a variety of physical and mental abilities and disabilities;
- from diverse geographical areas and socio-economic backgrounds;
- as male and female of all ages;
- with a variety of theological perspectives within our Reformed tradition;
- with many differing gifts;
- with a long history and tradition within the Reformed family of churches.

Patterns are established to ensure that elected bodies represent the wealth of diverse gifts found in the church and to provide a means to share power and decision making. Similarly, church wide personnel procedures promote equal employment opportunity.

...

#### E. *Partnership*

The Presbyterian Church (U.S.A.) seeks to develop a system of relationships among mid councils functioning through collaboration rather than competition. Partnership is characterized by enduring commitment, equality, humility, openness, sensitivity, flexibility, and love. More than an end to be attained, partnership is a process or journey that can be undertaken only under the guidance of the Holy Spirit. Consultation is highly valued as part of the process of decision making.

Each council is a primary agent in mission and has two foci:

- its appropriate role in assisting congregations and other mid councils in the mission of the whole church; and
- the performance of its own mission as a council in consultation with other mid councils.

#### F. *Personnel and Compensation*

The General Assembly has approved a personnel, equal employment opportunity and affirmative action, and compensation system that is used by the Presbyterian Mission Agency. This system provides guidance regarding overseas personnel, and for General Assembly level entities, synods, presbyteries, sessions, congregations, and church-related institutions in their employment practices. In order to develop consistency and equity across the whole church, these mid councils and institutions are urged to approve and implement these policies with such adaptations as may be necessary.

...

### IV. General Assembly Officers and Committees of the Office of the General Assembly

...

#### C. *Committees of the General Assembly*

...

##### 5. *General Assembly Committee on Representation*

*a. As provided for in the Book of Order, G-3.0103, all councils above the session shall establish committees on representation to fulfill the following function: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403.*

*b. The committee shall*

*(1) Advise the assembly and all entities created by and accountable to the General Assembly with regard to diversity and inclusiveness in its elected and employed leadership.*

*(2) Reflect in its membership the principles of unity and diversity in F-1.0403*

*(3) Assist the Moderator regarding the appointment of a commissioner to be the moderator of each assembly committee and a commissioner to serve as vice moderator of each assembly committee (see Standing Rule C.1.c).*

*(4) Evaluate each General Assembly session and share that evaluation with the Stated Clerk of the General Assembly.*

*(5) Participate in any review and/or revision of the Church wide Plan for Equal Employment Opportunity and Affirmative Action.*

*(6) Make recommendations to the assembly regarding inclusion of leaders for emerging communities and concerns as well as methods of decision-making that increase participation and representation, in accordance with the principles of unity and diversity in F-1.0403.*

*(7) Review the work and impact of committees on representation at councils below the General Assembly in accordance with the functions and commitments assigned in the Book of Order, G-3.0103.*

*(8) Assist the church to build an ethos of inclusion and involvement of all persons in the decision-making, sharing power across differences.*

## Appendix I

### Excerpts from *Standing Rules of the General Assembly*:

[AS AMENDED BY THE 220TH GENERAL ASSEMBLY (2012).]<sup>17</sup>

#### A.2. Reports of Entities, Commissions, and Committees

##### Reports Deadline

a. All reports from entities, commissions, and committees of the General Assembly shall be delivered to the Stated Clerk on or before 120 days prior to the convening of the General Assembly. The Stated Clerk shall publish these reports (print or electronic) and distribute them so that they shall reach the commissioners thirty days before the convening of the General Assembly.

##### Budget Consultation

b. An entity, commission, or committee submitting a report with a recommendation that affects the work or budget of another entity(ies) shall submit evidence that a consultation has been held with the affected entity(ies).

##### Report Length

d. All reports shall be limited to ten thousand words except the report of the General Assembly Mission Council, the length of which shall be determined by the Stated Clerk and the Executive Director of the General Assembly Mission Council.

#### K.1. Appointed by Moderator

c. Any commission or special committee authorized by the General Assembly, unless otherwise designated, shall be appointed by the Moderator in collaboration with the General Assembly Nominating Committee and the General Assembly Committee on Representation. The Moderator is also authorized to fill by appointment any vacancies that may occur in any of such commissions or committees. No teaching elder, ruling elder, or other person shall be appointed to serve on more than one such commission or committee except by consent of the General Assembly.

#### I.1. Rotating the Place of the Meeting

d. In order to distribute the benefits experienced from hosting a General Assembly meeting throughout the church, the place of meeting shall be rotated among the following four areas (unless prevented by financial or other practical considerations):

- Area A: Synod of Alaska/Northwest, Synod of the Pacific, Synod of Southern California and Hawaii, Synod of the Rocky Mountains, Synod of the Southwest;
- Area B: Synod of the Sun, Synod of Lakes and Prairies, Synod of Mid-America;
- Area C: Synod of Living Waters, Synod of Lincoln Trails, Synod of the Covenant;
- Area D: Synod of South Atlantic, Synod of Puerto Rico, Synod of the Northeast, Synod of the Trinity, Synod of the Mid-Atlantic.

## **Appendix J**

### *Open Meetings Policy*

The following policy was approved by the 209th General Assembly (1997) of the Presbyterian Church (U.S.A.) and amended by the 218th General Assembly (2008).

1. The work of the church is strengthened when it is done in a spirit of openness and trust. Church members have a basic right to know about the work done and the decisions made by entities within the church. Church leaders have a basic responsibility to honor that right by conducting their business with a spirit of openness and vulnerability to public scrutiny. Therefore, open meetings shall be the norm for all such entities.
2. It is the policy of the General Assembly; the General Assembly Mission Council and the entities and work groups related to them, that their meetings shall be open to all interested persons. There is a separate policy governing non-business gatherings. Documents being considered at such meetings shall be available to interested persons at the meeting.
3. In certain circumstances, when the confidentiality of the subject matter is impeding the open work of the group, it's meetings may be closed. These requirements apply:
  - a. Subjects dealt with must be limited to property negotiation, personnel, civil and criminal litigation, including cases under the Rules of Discipline, or security.
  - b. Closed meetings may be authorized only after serious consideration and by a majority vote of the members present. Such closure must be limited in time and scope to matters in 3(a) above.
  - c. In closed meetings, only voting members and other persons invited by the group to serve it are to be present.
  - d. The reason(s) for closing must be announced before closure and also must be recorded in the minutes.
  - e. The decisions reached shall be recorded in the minutes, and shall be made public as soon as possible following the end of the closed meeting.
4. Since staff groups have neither authority nor responsibility for establishing policy; their meetings are not subject to these provisions. This does not preclude them from opening their meetings.
5. The provisions of this policy shall apply to visitors and to representatives of both church and public media, including print, electronic and photographic journalists.
6. All the provisions of this policy are to be applied equitably to all persons and groups.
7. The Office of the Stated Clerk of the General Assembly is responsible for resolving questions relating to the application and interpretation of the open meeting policy.

The 218th General Assembly (2008) directed the entities subject to the PC(USA) Open Meeting Policy to post the dates, times, and locations of their open meetings on the PC(USA) calendar Web page within a reasonable time of making such plans.<sup>18</sup>

## **Appendix K**

### **Historical Context: Former Book of Order**

The following passages are taken from the *Book of Order* in effect prior to the vote to adopt the New Form of Government in 2010/2011. These statements reflect the history and work of GACOR and are kept here as a means for the committee members to reflect upon and gain insight to their work in the new denominational structures.

#### **G-4.0401 Variety of Forms**

*The church in its witness to the uniqueness of the Christian faith is called to mission and must be responsive to diversity in both the church and the world. Thus the fellowship of Christians as it gathers for worship and orders its corporate life will display a rich variety of form, practice, language, program, nurture, and service to suit culture and need.*

#### **G-4.0402 Openness to Others**

*Our unity in Christ enables and requires the church to be open to all persons and to the varieties of talents and gifts of God's people, including those who are in the communities of the arts and sciences.*

#### **G-4.0403 Full Participation**

*The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, different theological positions consistent with the Reformed tradition, as well as different marital conditions (married, single, widowed, or divorced) shall be guaranteed full participation and access to representation in the decision making of the church. (G-9.0104ff)*

#### **G-9.0104 Participation and Representation**

- a. *Governing bodies of the church shall be responsible for implementing the church's commitment to inclusiveness and participation as stated in G-4.0403. All governing bodies shall work to become more open and inclusive and shall pursue affirmative action hiring procedures aiming at correcting patterns of discrimination on the basis of the categories listed in G-4.0403.*

#### **Implementation**

- b. *In implementing this commitment, consideration should be given to the gifts and requirements for ministry (G-6.0106) in persons elected or appointed to particular offices or tasks, and to the right of the people to elect their officers. (G-6.0107)*

#### **G-9.0105 Committee on Representation**

- a. *Each governing body above the session shall elect a committee on representation, whose membership shall consist of equal numbers of men and women. A majority of the members shall be selected from the racial ethnic groups (such as Presbyterians of African, Hispanic, and Asian descent and Native Americans) within the governing body, and the total membership shall include persons from each of the following categories:*
  - (1) *majority male membership*
  - (2) *majority female membership*
  - (3) *racial ethnic male membership*

- (4) racial ethnic female membership
- (5) youth male and female membership
- (6) persons with disabilities.

**Advice Regarding Membership**

- b. *Its main function shall be to advise the governing bodies with respect to their membership and to that of their committees, boards, agencies, and other units in implementing the principles of participation and inclusiveness to ensure fair and effective representation in the decision making of the church.*

**Advocate and Resource**

- c. *The committee on representation shall serve both as an advocate for the representation of racial ethnic members, women, different age groups, and persons with disabilities, and as a continuing resource to the particular governing body in these areas. The committee on representation shall review the performance of its own governing body in these matters and shall report annually to it and to the next higher governing body with recommendations for any needed corrective action. The committee on representation shall consult with the nominating committee of its own governing body.*

**Consult with Racial Ethnic Membership**

- d. *Prior to nomination or appointment of racial ethnic members to committees, boards, agencies, or other units, the committee on representation shall consult with the appropriate racial ethnic membership through a person or persons designated by that racial ethnic membership. In situations where racial ethnic membership is low, the committee on representation of each governing body shall consult with racial ethnic members, sessions, nominating committees, and persons designated by national racial ethnic membership to discover potential racial ethnic members of such body and to determine achievable representation. Prior to nomination or appointment of women to the above agencies, the committee on representation shall consult with the appropriate constituencies of women through a person or persons designated by those constituencies.*

**Employment of Personnel**

- e. *The committee on representation shall advise the governing body on the employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a church-wide plan for equal employment opportunity. (G-13.0201b)*
- f. *The committee on representation shall not, in any governing body, be merged with any other committee or designated as a subcommittee of any other committee.*

**G-9.0106 Exceptions**

- a. *Exceptions to the provisions of G-9.0105a requiring a majority of the members to be selected from racial ethnic groups shall be allowed by a governing or electing body only if it is unable to secure the participation or representation of the necessary persons, and this fact shall be made a part of the official record of the governing, electing, or appointing body. No exception is permitted to the requirement that each governing body above the session elect a committee on representation.*

- b. *An exception under G-9.0106a may be allowed for up to one year by governing body action at a meeting. The approval of such exception shall be promptly reported by the stated clerk to the next higher governing body through its stated clerk and committee on representation, which committee shall monitor the lower governing body and its committee on representation during the period of the exception.*

### **G-3.0111 Nominating Process**

*All councils higher than the session shall have a process for nominating persons to serve in positions requiring election by the council. The process shall ensure that the nominations are made by an entity broadly representative of the constituency of the council, and in conformity with the church's commitment to unity in diversity (F-1.0403).*

### **G-3.0103 Participation and Representation: GACOR**

*The councils of the church shall give full expression to the rich diversity of the church's membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403). In fulfilling this commitment, councils shall give due consideration to both the gifts and requirements for ministry (G-2.0104) and the right of people in congregations and councils to elect their officers (F-3.0106).*

*Each council shall develop procedures and mechanisms for promoting and reviewing that body's implementation of the church's commitment to inclusiveness and representation to fulfill the following functions: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403. A committee on representation should not be merged with another committee or made a subcommittee of another committee.*

The Presbyterian Church in the United States (PCUS) and the United Presbyterian Church in the U.S.A. (UPCUSA) in 1983, in the reunion document, the *Articles of Agreement*, Article 8 made a provision for a committee on representation for each governing body above the session.<sup>19</sup> Article 9 - Women's representation, participation and organizations - provided an opportunity to a fair representation of women both of the majority race and of racial ethnic groups, in the decision making of the Church.<sup>20</sup>

<sup>18</sup>See Appendix A, Articles of Agreement, Article 8, Book of Order, 2009-2011, p. B8

<sup>19</sup>See Appendix A, Articles of Agreement, Article 9, Book of Order 2009-2011, P, B8

## Appendix L: Frequently Used Acronyms

- AAEEO:** Affirmative Action and Equal Employment Opportunity (see also **AA**, or **EEO** separated)
- ACC:** Advisory Committee on the Constitution
- ACSWP:** Advisory Committee on Social Witness Policy
- ACREC:** Advocacy Committee for Racial Ethnic Concerns
- ACWC:** Advocacy Committee for Women's Concerns
- AKNW:** Synod of Alaska-Northwest
- APCE:** Association of Presbyterian Church Educators
- BOC:** Book of Confessions (Constitution, Part 1)
- BOO:** Book of Order (Constitution, Part 2) – includes the Foundations of Polity, Form of Government, Directory of Worship and Book of Discipline
- BOP:** The Board of Pensions of the Presbyterian Church (U.S.A.)
- BPR:** Sinodo de Boriquén (Puerto Rico)
- CA:** Committee Assistant (important leadership team member in assembly committees at GA)
- CCT/PW:** Churchwide Coordinating Team of Presbyterian Women, Inc. (may also be used as **CCT**)
- CM:** Churchwide Ministries (a ministry unit of OGA)
- CPJ:** Compassion, Peace and Justice (a ministry unit of PMA)
- COGA:** Committee on the Office of the General Assembly
- COR:** Committee on Representation
- COV:** Synod of the Covenant
- CR:** Commissioner Resolution
- CWP:** Churchwide Plan (short for the CWP on Affirmative Action and Equal Employment Opportunity)
- ECG:** Evangelism and Church Growth (a ministry unit of PMA)
- EEM:** Ecclesial and Ecumenical Ministries (a ministry unit of OGA)
- EEO:** Equal Employment Opportunity
- FDN:** The Presbyterian Foundation
- GACEIR:** General Assembly Committee on Ecumenical and Inter-religious Relations
- GACOR:** General Assembly Committee on Representation
- GACORX:** General Assembly Committee on Representation Executive Committee (also **CORX**)
- GANC:** General Assembly Nominating Committee
- GAPJC:** GA Permanent Judicial Commission (other levels are **PPJC** and **SPJC**, or simply **PJC**)
- HLPC:** Hispanic/Latino Presbyterian Caucus (sometimes also **NHLPC**)
- LAK:** Synod of Lakes & Prairies (they use SLAP)
- LIN:** Synod of Lincoln Trails
- LW:** Synod of Living Waters
- MAM:** Synod of Mid-America (they use SOMA)
- MAT:** Synod of Mid-Atlantic
- MCM:** Mid Council Ministries (a ministry unit of OGA)
- MCC2:** Mid Councils Commission 2.0 (commission of the 220<sup>th</sup> General Assembly who reports to the 221<sup>st</sup> General Assembly (2014), it is a successor of the Mid Councils Commission that completed its work in 2012)
- MRTI:** Mission Responsibility through Investment
- Mid Council:** councils between the session and General Assembly (presbyteries and synods)
- NACC:** Native American Consulting Committee

**NAPC:** National Asian Presbyterian Council<sup>1</sup>  
**NBPC:** National Black Presbyterian Caucus  
**NCKPC:** National Council of Korean Presbyterian Churches  
**NE:** Synod of the Northeast  
**NMEPC:** Middle Eastern Presbyterian Caucus  
**NNPCW:** National Network of Presbyterian College Women  
  
**OA:** Overture Advocate (important actor in a General Assembly)  
**OGA:** Office of the General Assembly  
**OVT:** Overture (way most business gets to a GA, through mid council action)  
  
**PAC:** Synod of the Pacific  
**PCOR:** Presbytery Committee on Representation  
**PDA:** Presbyterian Disaster Assistance  
**PDC:** Presbyterians for Disability Concerns (a network in the PHEWA)  
**PDS:** Presbyterian Distribution Services  
**PHEWA:** Presbyterian Health, Education and Welfare Association  
**PILP:** Presbyterian Investment and Loan Program (sometimes seen as ILP)  
**PMA:** Presbyterian Mission Agency (formerly the agency of the **GAMC**)  
**PMAB:** Presbyterian Mission Agency Board (formerly the elected body, **GAMC**)<sup>2</sup>  
**PPC:** Presbyterian Publishing Corporation  
**PW:** Presbyterian Women, Inc.  
  
**REC:** Ruling Elder Commissioner  
**REYWT:** Racial Ethnic Young Women Together network  
**REWM/PW:** Racial Ethnic and Women's Ministries/Presbyterian Women (a ministry of PMA)  
**ROC:** Synod of Rocky Mountains  
  
**SA:** Synod of the South Atlantic  
**SCH:** Synod of Southern California & Hawaii  
**SCOR:** Synod Committee on Representation  
**SDR:** Supplier Diversity report (or **SD**)  
**SR:** Standing Rules  
**SUN:** Synod of the Sun  
**SW:** Synod of the Southwest  
**Synod:** a regional council above presbyteries in the PCUSA that the 221st GA(2014) referred for restructure from 16 to no more than 10-12.  
  
**TEC:** Teaching Elder Commissioner  
**TRI:** Synod of the Trinity  
**TSAD:** Theological Student Advisory Delegate  
**TWE:** Theology, Worship and Education (a ministry unit in PMA)  
  
**WM:** World Mission (a ministry are of PMA)  
  
**Y:** Youth (a person under 18, unless a GA committee member then under 25)  
**YA:** Young Adult (general agreement that persons over 18 but under 30 may be called a young adult)  
**YAAD:** Young Adult Advisory Delegate

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<sup>1</sup> NAPC is also an acronym for National Association of Presbyterian Clergywomen

<sup>2</sup> Formerly known as the General Assembly Mission Council (GAMC) – name changed in June 2012

## END NOTES

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<sup>1</sup> The most recent volume of the Book of Order is the authoritative one. The current version is the 2013-2015. The quoted text is accurate for the Book of Order beginning in the 2011-2013 volume.

<sup>2</sup> See Appendix D, Articles of Agreement, Article 8, Book of Order, 2009-2011, p. B8

<sup>3</sup> See Appendix E, Articles of Agreement, Article 9, Book of Order 2009-2011, P, B8

<sup>4</sup> Also includes the relevant sections of the current *Organization for Mission* and the *Standing Rules of the General Assembly*.

<sup>5</sup> An example is the AAEEO Working Group, formed to assist with the implementation of the tasks referred to GACOR in the 220<sup>th</sup> General Assembly (2012).

<sup>6</sup> See *The Book of Order*, G-3.0104.

<sup>7</sup> *Manual of the General Assembly, Organization for Mission*, IV.C.1.a, Presbyterian Church (USA), 2014, p.10

<sup>8</sup> *Manual of the General Assembly, Organization for Mission*, IV.C.1.b, Presbyterian Church (USA), 2012, p.10

<sup>9</sup> *Ibid. Organization for Mission*, IV.C.1.c, (2012) p. 11

<sup>10</sup> *Ibid. Organization for Mission*, IV.C.1.f, (2012) p. 11

<sup>11</sup> *Ibid. Organization for Mission*, IV.C.1.g (2012) p.11

<sup>12</sup> Also see section of this *Manual* on the see GACOR Nominating Committee

<sup>13</sup> *The Organization for Mission* directs the Stated Clerk of the Presbyterian Church (U.S.A.) to provide adequate staff support for all permanent standing committees of the General Assembly according to IV.B.3.

<sup>14</sup> See Open Meeting Policy in Appendix J

<sup>15</sup> *Book of Order*, F-1.0403

<sup>16</sup> *Manual of the General Assembly*, Presbyterian Church (USA), Louisville, 2012, p.73

<sup>17</sup> *Ibid*, (2012), p.73-74

<sup>18</sup> See Appendix D, Articles of Agreement, Article 8, Book of Order, 2009-2011, p. B8

<sup>19</sup> See Appendix E, Articles of Agreement, Article 9, Book of Order 2009-2011, P, B8

<sup>20</sup> [www.presbyterianmission.org](http://www.presbyterianmission.org) *Organization for Mission of the Presbyterian Church (U.S.A.)*, I.C. page 3; I.E page 4; I.F page 4, IV.C.5, page 14. (Presbyterian Mission Agency).

<sup>21</sup> Standing Rules of the General Assembly, [www.pc.biz.org](http://www.pc.biz.org) page 2 (2012<sup>th</sup> GA)