

PART IV:

BYLAWS,

MANUALS

AND

GUIDELINES

BYLAWS, MANUALS AND GUIDELINES

PART IV

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BYLAWS, MANUALS AND GUIDELINES

**CERTIFICATE OF INCORPORATION
OF
CONTINUING PRESBYTERIAN CHURCH**

FIRST. -- The name of this corporation is Continuing Presbyterian Church.

SECOND. -- Its registered office in the State of Delaware is to be located at 229 South State Street, in the City of Dover, County of Kent. The registered agent in charge thereof is The Prentice-Hall Corporation System, Inc., at 229 South State Street, Dover, Delaware.

THIRD. -- The purpose of the corporation is to engage in any lawful act or activity for which corporations may be organized under the general Corporation Law of Delaware.

All assets of the corporation shall be principally and directly dedicated exclusively to religious and educational work. The corporation shall not engage in business activities for profit and no part of any net earnings of the corporation shall inure to the benefit of any member, director or officer of the corporation, or any private individual, save and except that reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes, and no member, director or officer of the corporation, or private individual, shall be entitled to share in the distribution of any of the corporate assets on dissolution of the corporation. No substantial part of the activities of the corporation shall be the carrying on of secular propaganda, or otherwise attempting to influence legislation.

Notwithstanding any other provision of these articles, the corporation shall not conduct or carry on any activities not permitted by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended, or by any organization contributions to which are deductible under Section 170 (c)(2) of such Code and regulations.

Upon the dissolution or liquidation or other winding up of this corporation, all of its assets, principal and income, subject to the payment of its debts, shall be distributed to an organization which is exempt under Section 501(c)(3) of the Internal Revenue Code.

FOURTH. -- The corporation shall not have any capital stock, and the conditions of membership shall be as stated in the By-Laws.

FIFTH. -- The names and places of residence of the incorporators are as follows:

NAMES

RESIDENCES

W. Jackson Williamson

701 Fort Dale Road
Greenville, Alabama 36067

Leon F. Hendrick

1424 Pinehurst
Jackson, Mississippi 39202

Gordon Kennedy Reed

105 River Street
Greenville, South Carolina 29601

Cecil Williamson, Jr.

221 Cone Drive
Selma, Alabama 36707

Harry Norval Miller, Jr.

52 Adams Avenue
Montgomery, Alabama 36104

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Morton Howison Smith

5422 Clinton Boulevard
Jackson, Mississippi 39209

Donald Bray Patterson

4611 Trawick Drive
Jackson, Mississippi 39211

SIXTH. -- The civil activities and affairs of the corporation shall be managed by a board of directors. The number of directors which shall constitute the whole board shall be such as from time to time shall be fixed by, or in the manner provided in, the By-Laws, but in no case shall the number be less than three. The directors need not be members of the corporation unless so required by the By-Laws. The board of directors shall be elected by the members at the annual meeting of the corporation to be held on such date as the By-Laws may provide, and shall hold office until their successors are respectively elected and qualified. The By-Laws shall specify the number of directors necessary to constitute a quorum. The board of directors may, by resolution or resolutions, passed by a majority of the whole board, designate one or more committees, which to the extent provided in said resolution or resolutions or in the By-Laws of the corporation shall have and may exercise all the powers of the board of directors in the management of the activities and affairs of the corporation and may have power to authorize the seal of the corporation to be affixed to all papers which may require it; and such committee or committees shall have such name or names as may be stated in the By-Laws of the corporation or may be determined from time to time by resolution adopted by the board of directors. The directors of the corporation may, if the By-Laws so provide, be classified as to term of office. The Corporation may elect such officers as the By-Laws may specify, who shall, subject to the provision of the Statute, have such titles and exercise such duties as the By-Laws may provide.

This corporation may in its By-Laws confer powers upon its board of directors in addition to the foregoing, and in addition to the powers and authorities expressly conferred upon them by the Statute, provided that the board of directors shall not exercise any power of authority conferred herein or by Statute upon the members.

SEVENTH. -- Meetings of members may be held without the State of Delaware, if the By-Laws so provide. The books of the corporation may be kept (subject to any provision contained in the Statutes) outside the State of Delaware at such place or places as may be from time to time designated by the board of directors.

EIGHTH. -- The corporation reserves the right to amend, alter, change or repeal any provision contained in this Certificate of Incorporation, in the manner now or hereafter prescribed by the Statute, and all rights conferred upon members herein are granted subject to this reservation.

We, The Undersigned, being each of the incorporators hereinbefore named, for the purpose of forming a corporation pursuant to Chapter I of Title 8 of The Delaware Code, do make this Certificate, hereby declaring and certifying that the facts herein stated are true, and accordingly have hereunto set our hands and seals this 21st day of September, A.D. 1973.

W. Jackson Williamson
Gordon K. Reed
Harry Norval Miller, Jr.
Donald B. Patterson

Leon F. Hendrick
Cecil Williamson, Jr.
Morton Howison Smith

NOTE:

1. In 1974 this original Certificate of Incorporation was amended to change the name to Presbyterian Church in America (A Corporation).
2. In 1980, the General Assembly amended Article Sixth by adding the word "civil" between "The" and "activities" in the first line, and deleting the last sentence of the first paragraph, namely: "The board of directors is expressly authorized to make, alter or repeal the Bylaws of this corporation."

Rev. 12-92

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Amendments to Certificate of Incorporation

1973, p. 31, 1-30

RESOLVED, that the Certificate of Incorporation of Continuing Presbyterian Church (A Corporation) be amended so as to change the name of the corporation from Continuing Presbyterian Church (A Corporation) to National Presbyterian Church (A Corporation).

The Board of Directors or the officers of this Corporation are hereby authorized and directed to take such action as may be necessary or proper to change the name of this corporation to "National Presbyterian Church (A Corporation)."

1974, p. 180, Appendix P

**AMENDMENT TO CERTIFICATION OF
INCORPORATION OF
NATIONAL PRESBYTERIAN CHURCH (A
CORPORATION)**

1974, p. 180, Appendix P

Amendment of the Certificate of Incorporation of National Presbyterian Church (A Corporation), a non-profit corporation organized under the laws of the State of Delaware, executed by Erskine L. Jackson, P.O. Box 577, Kosciusko, Mississippi 39090, its Moderator, and Morton Howison Smith, of 5422 Clinton Boulevard, Jackson, Mississippi, its Clerk.

1. The corporation was organized on the 26th day of October, 1973.
2. The corporation, acting by and through its entire membership, at a regular meeting of the members of the Corporation, due and proper notice having been given to said members as to the time and place of the meeting and as to the proposal of the governing body of the corporation to change the name of the corporation at such meeting, did adopt the following resolution, and does hereby, by Erskine L. Jackson, its Moderator, and Morton Howison Smith, its Clerk, execute and acknowledge the following:

RESOLVED, that the Certificate of Incorporation of National Presbyterian Church (A Corporation) be amended so as to change the name of the corporation from National Presbyterian Church (A Corporation) to Presbyterian Church in America (A Corporation).

3. The above amendment has been adopted by the vote of all members of the corporation entitled to vote thereon at a regular meeting held at the First Presbyterian Church, Macon, Georgia, beginning on September 16, 1974, as required by the laws of the State of Delaware, and the Certificate of Incorporation of National Presbyterian Church (A Corporation).

Executed by the undersigned Erskine L. Jackson and Morton Howison Smith, as the duly elected Moderator and Clerk, respectively, of the corporation, same having been duly authorized and empowered so to do by action of the members at said meeting as aforesaid.

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NATIONAL PRESBYTERIAN CHURCH (A CORPORATION)

Erskine L. Jackson, Moderator

ATTEST:

Morton Howison Smith, Clerk

I, Robert H. Reed, Secretary of State of the State of Delaware, do hereby certify that the above and foregoing is a true and correct copy of Certificate of Amendment of the "NATIONAL PRESBYTERIAN CHURCH (A CORPORATION)", as received and filed in this office the thirtieth day of September, A.D. 1974, at 9 o'clock A.M.

In Testimony Whereof, I have hereunto set my hand and official seal at Dover this thirtieth day of September in the year of our Lord one thousand nine hundred and seventy-four.

Robert H. Reed, Secretary of State

G. A. Biddle, Ass't Secretary of State

CORPORATE BYLAWS

PREFATORY STATEMENT:

For the purpose of conducting civil matters, Presbyterian Church in America is a civil corporation organized and existing under the laws of the State of Delaware. As in any civil corporation, the Presbyterian Church in America has a certificate of incorporation and bylaws under which it is to operate in regard to these civil matters. These bylaws should never be amended to include procedures for conducting ecclesiastical business but only for the conduct of civil business in our society.

**CORPORATE BYLAWS
OF
PRESBYTERIAN CHURCH IN AMERICA (A CORPORATION)
as Amended by the 20th General Assembly**

ARTICLE I. NAME AND LOCATION.

Section 1. The name of this corporation shall be Presbyterian Church in America (A Corporation).

Section 2. The registration of the corporation of the Presbyterian Church in America will be designated by the Board of Directors and reported annually in the corporate minutes. The official business address of the corporation is the office of the Administrative Committee.

Other offices for transaction of business shall be located at such places as the General Assembly or its Permanent Committees shall designate.

ARTICLE II. MEMBERS AND MEETINGS OF THE CORPORATION

Section 1. The members of the corporation shall be those duly ordained Teaching Elders (Ministers) enrolled in a Presbytery affiliated with the Presbyterian Church in America, and those Ruling Elders representing local congregations, which congregations are affiliated with Presbyteries affiliated with the Presbyterian Church in America who have been designated or commissioned to attend the next General Assembly of the Presbyterian Church in America. Such Teaching Elders and Ruling Elders shall be designated or commissioned by Presbyteries or Congregations in accordance with rules and regulations prescribed by the Book of Church Order (14-2). Such individuals shall be the members of the corporation until the next meeting of the General Assembly of the Presbyterian Church in America at which time the members of the Corporation shall be those individuals designated or commissioned as hereinabove set forth to attend such General Assembly.

Section 2. The annual meeting of the Corporation shall be at such time and such place as designated by the General Assembly.

Section 3. Special meetings of the membership of Corporation in General Assembly may be called in accordance with the Book of Church Order (14-3).

Section 4. A quorum for the transaction of business at any meeting of the membership in General Assembly shall be that prescribed in the Book of Church Order (14-5).

Section 5. The Moderator shall call all meetings to order and shall preside until his successor has been selected and takes office. If the Moderator is unable to act, the Stated Clerk shall call the Assembly to order and preside over its sessions until a Moderator has been elected.

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Section 6. Proxies shall not be allowed at General Assembly meetings of the membership.

ARTICLE III. BOARD OF DIRECTORS

Section 1. The business affairs of the Corporation, as distinguished from the ecclesiastical matters, shall be managed by the Board of Directors, which shall have such powers and duties as are set forth in the charter of the Corporation and the By-laws.

Section 2. The Board of Directors shall consist of the members of the Administrative Committee of General Assembly. Each director shall hold office as a director so long as he remains a member of the Administrative Committee of General Assembly.

Section 3. The Board of Directors may establish such subcommittees as may be deemed necessary or desirable and vest such subcommittees with such authority as may be deemed proper.

Section 4. A Stated Meeting of the Board of Directors shall be held during each General Assembly. Notice shall not be required for this Stated Meeting. A regular meeting, without notice, may be held at each regular meeting of the Administrative Committee.

Section 5. Special Meetings of the Board of Directors may be called by the Chairman or by a majority of the Board. Written notice stating the place, date and hour of such special meeting shall be delivered by the Secretary at least 10 days prior to the date of the meeting. Such notice should specify the purpose of the meeting. A director may waive such notice; and attendance at such a meeting shall constitute a waiver of such notice.

Section 6. A majority of the Board of Directors shall constitute a quorum.

Section 7. There shall be no voting by proxy.

ARTICLE IV. OFFICERS.

Section 1. The officers of the Corporation shall be the Chairman of the Board and President, the Secretary, the Treasurer, and such assistant secretaries and treasurers as may be deemed desirable by the Board of Directors. The Board of Directors may elect assistant secretaries and treasurers. In the event that the Secretary or the Treasurer is unable to act, the Board of Directors shall be authorized to appoint a provisional Secretary or a provisional Treasurer to serve until a regular Secretary or Treasurer may be elected by the next General Assembly.

Section 2. The Chairman of the Administrative Committee shall serve as Chairman of the Board of Directors and as the President of the Corporation. The Chairman shall preside at all meetings of the Board of Directors and shall appoint the members of all subcommittees of the Board. He shall sign such instruments as may be required and shall perform such duties as may be assigned by the Board of Directors of the members of the Corporation in General Assembly.

Section 3. The Stated Clerk of the General Assembly shall serve as the Secretary of the Corporation. The Secretary shall have such duties and responsibilities as set forth in the Book of Church Order and the Rules Of Assembly Operation for the Stated Clerk. He shall be immediately responsible to the Administrative Committee. The Secretary shall prepare and forward all notices required by law or by these Bylaws, and shall have general charge of the corporate books and records. He shall sign such instruments as may be required, and perform

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the duties incident to the office of Secretary, and such duties as may be assigned by the Board of Directors or the members of the Corporation in General Assembly.

Section 4. The Stated Clerk of the General Assembly shall serve as the Treasurer of the Corporation. The Treasurer shall be the custodian of the funds and securities belonging to the Corporation, and not otherwise designated to one of the three program Committees. He shall receive, deposit and disburse such funds as directed by the General Assembly, including any provisions set forth in the Book of Church Order. He shall keep an accurate account of the finances of the Corporation, not only of the funds in his custody, but, by means of monthly reports from the other committees, of their funds also, on a uniform form, which he shall provide. He shall prepare, or have prepared, such reports of the financial condition of the Corporation as may be required, and, in general, perform all of the duties incident to the office of Treasurer. He shall be bonded in an amount to be determined by the Administrative Committee.

ARTICLE V. THE PARTICULAR PERMANENT COMMITTEES

A. The Administrative Committee of General Assembly.

The business affairs of the Corporation as distinguished from the ecclesiastical matters, and those not specifically assigned to one of the other permanent committees by these Bylaws or an act of the General Assembly, shall be managed by the Administrative Committee, which serves as the Board of Directors provided in the Charter of Incorporation, subject to such rules and regulations as may be prescribed by the General Assembly, including all applicable provisions of the Book of Church Order.

B. The Committee for Christian Education and Publications.

The affairs of the Church in the areas of Christian education and publications are assigned to the Committee for Christian Education and Publications, whose duties and authority shall be designated by the General Assembly.

C. The Committee on Mission to North America.

The affairs of the Church involved in its extension in the United States and Canada are assigned to the Committee on Mission to North America, whose duties and authority shall be designated by the General Assembly.

D. The Committee on Mission to the World

The affairs of the Church in the area of world missions outside of the United States and Canada are assigned to the Committee on Mission to the World, whose duties and authority shall be designated by the General Assembly.

E. Other Committees

The Assembly may elect or appoint other committees of either a permanent or temporary character to handle particular matters of business as designated by the Assembly. The business handled by such committees shall be limited to those matters assigned by the Assembly.

F. Boards of Agencies

When it is necessary for the handling of civil matters, the General Assembly may authorize one of its committees or agencies to incorporate and to form a board. The relationship of the board to the Assembly remains as a committee, and the provisions of the corporation charter and bylaws shall be in conformity with the constitution of the Church.

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ARTICLE VI. OTHER BOARDS AND AGENCIES

The Assembly has authority to make exceptions to the above guidelines for some boards, agencies and committees not specifically covered by the *BCO*, by making amendments to these bylaws spelling out the specific exceptions, as well as approving corporation bylaws in conformity with these exceptions.

1. The Board of Trustees of the Insurance, Annuity and Relief Funds of the Presbyterian Church in America, hereinafter referred to as "Trustees", shall exercise such powers and conduct such business as delegated to it by the General Assembly from time to time. Specifically, but not in limitation thereof, the Trustees shall administer the Retirement plans, the group insurance plans and the ministerial relief programs of the Corporation.

No action of the General Assembly or the Corporation shall conflict with provisions of the "Trust Agreement for the Annuity Fund for Ministers of the Presbyterian Church in America," the "Trust Agreement for the Annuity Fund for Lay Employees of the Presbyterian Church in America," "the Trust Agreement for the Money Purchase Pension Plan of the Presbyterian Church in America," "the Trust Agreement for the Voluntary Tax-Sheltered Annuity Plan of the Presbyterian Church in America," and "the Presbyterian Church in America Health and Welfare Benefit Trust" without amendment of said Trust Agreements as provided in the Trust Agreements.

The Trustees will make a report to each General Assembly through the Committee of Commissioners on Insurance, Annuities and Relief.

The Trustees shall be twelve (12) in number, divided into four (4) classes of three (3) men each serving for four (4) year terms. Trustees shall be eligible for re-election to a second four-year term after which there must be a one-year interval before further re-election. The Board may make requests to the Presbyteries to nominate specific men to the Board. The General Assembly shall elect at each Assembly a class of Trustees to begin service immediately following the conclusion of the Assembly. Each member of the Trustees must be either a Teaching Elder, Ruling Elder or Deacon in the Presbyterian Church in America. The Trustees are not subject to the provisions of the *BCO*, Chapter 15 relating to proportionate representation of all Presbyteries or for equal representation of Teaching and Ruling Elders.

2. The Board of Trustees of Covenant College shall consist of twenty-eight members each elected to a four-year term. The Board is divided into four classes of seven men each such that the terms of one-fourth of the Board members expire each year. There is no required formula for dividing the members of a class between teaching and ruling elders. A Trustee shall be eligible at the end of any full four-year term for re-election to a second four-year term, after which there must be a one-year interval before re-election. The General Assembly of the PCA may choose to elect Trustees to fill unfinished terms of Trustees who vacated their office before their term expired.

The Trustee who is elected to fill the unfinished term is eligible, if reelected, to serve one additional successive term, after which a one-year period must elapse before he is eligible for reelection.

Up to four men of denominations with which the PCA is in ecclesiastical fellowship may be elected, one to each class. In addition, the Board may make requests to the Presbyteries to nominate specific men to the Board and may submit to the Assembly Nominating Committee letters of recommendation concerning particular nominees from the presbyteries. Furthermore, the Board may recommend

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one nominee per class from another NAPARC member denomination for consideration by the Assembly Nominating Committee, with a maximum of two such members permitted on the Board at one time.

3. The Board of Trustees of Covenant Theological Seminary shall consist of not less than twelve and not more than thirty-two members [currently twenty-four]. The members of the Board of Trustees are each elected to a four-year term. The Board is divided equally into four classes, the terms of one-fourth of the Board members expiring each year. A Trustee shall be eligible at the end of any full four-year term for re-election to a second four-year term, after which there must be a one-year interval before re-election. The General Assembly of the PCA may choose to elect Trustees to fill unfinished terms of Trustees who vacated their office before their term expired. The Trustee who is elected to fill the unfinished term is eligible, if reelected, to serve one additional successive term, after which a one-year period must elapse before he is eligible for reelection.

Each Trustee shall be an ordained teaching or ruling elder of the Presbyterian Church in America and elected by the General Assembly, except that up to two members of each class may be elders of denominations with which the PCA is in ecclesiastical fellowship. There is no required formula for dividing the members of a class between teaching and ruling elders. In addition, the Board may make requests to the Presbyteries to nominate specific men to the Board and may submit to the Assembly Nominating Committee letters of recommendation concerning particular nominees from the presbyteries. Furthermore, the Board may recommend one nominee per class from another NAPARC member denomination for consideration by the Assembly Nominating Committee, with a maximum of two such members permitted on the Board at one time.

4. The Directors of Ridge Haven, Inc. shall consist of ten (10), divided into five (5) classes of two (2) men each serving five (5) year terms. The General Assembly shall elect at each Assembly a Class of Directors to begin service immediately following the conclusion of the Assembly.

Each member of the Board of Directors must be either a Teaching or Ruling Elder in the Presbyterian Church in America. The members of the Board of Directors of Ridge Haven are not subject to the *BCO* Chapter 14 relating to proportionate representation of all Presbyteries or for equal representation of Teaching and Ruling Elders. Directors shall be eligible for reelection to a second five year term after which there must be a one year interval before further reelection.

5. Investor's Fund for Building and Development shall consist of eight members, to serve in four classes of two men each. Each member of the Board of Trustees must be a Teaching Elder or a Ruling Elder in the PCA. A trustee shall not be eligible for re-election to the board until one year after his term expires, except that if he has served two years or less he shall be eligible for immediate re-election.

Trustees shall be elected by a majority vote of the members of the General Assembly of the PCA in accordance with (including the additional qualifications specified in) the Bylaws, the Rules for Assembly Operations and the *BCO* of the PCA, all as duly amended from time to time. Nominations for the board of trustees shall be presented to the General Assembly by the nominating committee of the PCA.

6. The Board of Trustees of the PCA Foundation, Inc. shall be comprised of four classes of three men each who may be Teaching Elders or Ruling Elders of the PCA.

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At least one-fourth of the Directors shall be Teaching Elders and at least one-half of the Directors shall be Ruling Elders.

ARTICLE VII. FISCAL MATTERS.

Section 1. The fiscal year of the Corporation shall be from January 1 through December 31 of each year, commencing January 1, 1991. The General Assembly shall annually designate the auditors of the Corporation on recommendation from the Administrative Committee, which auditing firm shall make an audit of the financial affairs of the Corporation and of each permanent committee promptly following the close of each fiscal year. The expenses of such audit shall be prorated among the Corporation and each permanent committee.

Section 2. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, savings and loan institutions, trust, or other depositories as the permanent committees by resolution may select. Committees, boards and agencies of the General Assembly may maintain their own separate bank accounts.

Section 3. All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers of the Corporation as the Administrative Committee shall designate. All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of any of the permanent committees shall be signed by such representative of the committee as the committee by resolution shall designate.

ARTICLE VIII. ECCLESIASTICAL MATTERS.

Section 1. The ecclesiastical Constitution of the Church is defined in the Book of Church Order, Preface III. The provisions of the Constitution shall control over any provisions of these Bylaws that may be in conflict therewith.

ARTICLE IX. AMENDMENTS TO THE BYLAWS

These Bylaws may be amended by a majority vote at any annual or special meeting of the General Assembly.

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RULES OF ASSEMBLY OPERATIONS

PREFATORY STATEMENT:

In keeping with the concept that the Bylaws are designed for the conduct of Presbyterian Church in America (A Corporation) in regard to civil matters, the Rules of Assembly Operations is designed to serve the General Assembly itself as an ecclesiastical organization. Therefore, care should be taken that these Rules contain only that which is essential for the Biblical and efficient operation of the General Assembly ecclesiastically.

RULES FOR ASSEMBLY OPERATIONS

as Amended by the 19th General Assembly

(There were no changes by the 20th or 21st General Assemblies)

ARTICLE I. ORGANIZATION OF A GENERAL ASSEMBLY'S MEETING

1-1. The General Assembly shall be called to order at the designated time by the Moderator, and shall begin with a worship service, including a season of prayer, a sermon or exhortation by the retiring Moderator, and the celebration of the Lord's Supper.

1-2. The Stated Clerk shall present a report on the enrollment of Commissioners, and declare if a quorum is present. If it is present, then the Assembly shall be declared to be properly constituted for the transaction of business.

1-3. The first order of business shall be the election of a Moderator. There shall be only one nominating speech not to exceed five minutes for each nominee. No seconding speeches shall be permitted.

1-4. If more than one Commissioner is nominated, election shall be by ballot, on ballots provided by the Stated Clerk. Tellers appointed by the Stated Clerk shall gather and count the ballots, and report the tabulation to the Stated Clerk. If no nominee receives a majority of the votes cast, a second ballot shall be called on the two nominees who received the highest number of votes on the first ballot. The Moderator shall declare an election when a nominee receives a majority of the votes cast by the commissioners present and voting.

1-5. As soon as a Moderator shall have been declared elected he shall assume his constitutional duties as Moderator.

ARTICLE II. THE MODERATOR

2-1. The Moderator shall preside at all sessions of the Assembly except when he may invite another Commissioner to act temporarily as the presiding officer.

2-2. The Moderator shall call the succeeding Assembly to order and preside over its sessions until a successor has been elected. Ordinarily he shall present a retiring Moderator's sermon or exhortation. If the Moderator is unable to act, the Stated Clerk shall call the Assembly to order and preside over its sessions until a Moderator has been elected.

2-3. Any former moderator attending a General Assembly shall have the privilege of the floor.

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ARTICLE III. THE STATED CLERK

3-1. The Stated Clerk shall perform the duties assigned by the *Book of Church Order*, the Rules for Assembly Operations, and the Bylaws of the Presbyterian Church in America, (A Corporation). The Stated Clerk shall serve as chief administrative officer of the Administrative Committee of General Assembly. As such, he shall be responsible, under the supervision and subject to the direction of the Administrative Committee of General Assembly, for carrying out and executing the appropriate duties and responsibilities of said Committee. The Stated Clerk shall be authorized to employ, with the approval of the Administrative Committee of General Assembly, a Business Administrator. All other staff personnel for said Committee shall then be employed by the Business Administrator with the approval and consent of the Stated Clerk.

- 3-2. The Stated Clerk shall have the following responsibilities to the General Assembly:
- a. In his office as an elder he may, as appropriate, advise and counsel, and upon invitation, preach and teach.
 - b. His duties are clerical, and as an ordained elder in the denomination he has no special role as spiritual leader or teacher to the denomination.
 - c. He shall be responsible for the recording of the transactions of each General Assembly.
 - d. He shall carefully preserve all of the records of each General Assembly.
 - e. He shall obtain and grant abstracts from the Assembly records whenever properly required or requested.
 - f. He shall prepare and distribute a *Handbook for Commissioners* so as to reach commissioners one month prior to the convening of each General Assembly.
 - g. He shall gather and assemble the items of business that come before each Assembly and refer such items of business to the proper committee or committees.
 - h. He shall be responsible for publishing the minutes and statistical reports of the Presbyterian Church in America and periodically updating the digest of the minutes.
 - i. He shall be the Parliamentarian of the General Assembly but may fulfill this function through the use of Assistant Parliamentarians whom he recommends to the Moderator for his appointment.
 - j. He shall be an ex officio member of the Committee on Interchurch Relations.
 - k. He shall be available to give advice to the boards and agencies of the Presbyterian Church in America if, as, and when so requested.
 - l. He shall be responsible for the oversight of the PCA Historical Center for the preservation of the archives of the Presbyterian Church in America.
 - m. Under the supervision of the Administrative Committee of General Assembly, he shall propose the docket of the General Assembly and shall be available to advise the General Assembly on means to expedite and complete the business of the General Assembly.
 - n. He shall be responsible for notifying all appropriate persons of the decisions of the General Assembly.
 - o. He shall serve as the secretary and treasurer of Presbyterian Church in America.
 - p. He shall receive progress reports and/or minutes from the committees appointed by the General Assembly, including special committees.
 - q. He shall have the privilege of the floor in all matters pertaining to his office at the General Assembly, to present necessary information on business before the meeting concerning the work and report of any committee on which he serves, and at such times when the moderator, the coordinators, the executive directors, chairmen of Assembly committees and agencies (or their designated

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representative), or any commissioner may request that he clarify matters before the court.

- r. He shall serve as custodian of the rolls of each General Assembly.
- s. He shall be the correspondent with the lower courts of the church.
- t. He shall be authorized to make public statements for and on behalf of the denomination only insofar as such statements are warranted on the basis of specific actions of the General Assembly.

3-3. The Stated Clerk shall have responsibility to the Administrative Committee of General Assembly as follows:

- a. He shall work under the supervision of the Administrative Committee of General Assembly between the meetings of General Assembly.
- b. He shall perform such duties as the Administrative Committee of General Assembly shall direct.
- c. He shall recommend a person to fill the office of Business Administrator, such recommendation to be made to the Administrative Committee of General Assembly. He shall employ such Business Administrator, with the prior approval of this Administrative Committee. The person filling the office of Business Administrator shall be responsible directly to the Stated Clerk, and through the Business Administrator the necessary personnel and equipment shall be obtained and utilized -- all under the overall oversight of the Administrative Committee of General Assembly.
- d. He shall make a full report to the Administrative Committee of General Assembly each year pertaining to his assessment of and evaluation of the performance by himself and those under his supervision and control during the year, which full report shall be submitted by this Administrative Committee to the General Assembly. This Administrative Committee shall have the responsibility of adding its comments, recommendations and suggestions to such report which shall include an evaluation of the performance of the person filling the office of the Stated Clerk.

3-4. The Administrative Committee of General Assembly has the responsibility of nominating to the General Assembly the person to fill the office of the Stated Clerk. Additional nominations may be made from the floor of the Assembly through the regular process for additional nominations.

3-5. The qualifications for the person to fill the office of the Stated Clerk shall be as follows:

- a. He must be either a Teaching or Ruling Elder in the Presbyterian Church in America.
- b. He must be conversant with the history and distinctives of the Presbyterian and Reformed tradition and in particular of the history and distinctives of the Presbyterian Church in America.
- c. He must possess a competent knowledge of the Book of Church Order of the Presbyterian Church in America.
- d. He must have demonstrated managerial and organizational skills.
- e. He must be loyal to the standards of the Presbyterian Church in America and be able to fairly represent the actions of each General Assembly. He must be conversant with the breadth of Reformed thinking in the Presbyterian Church in America and able to communicate with the members of Presbyterian Church in America and with representatives of other Reformed denominations.

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- f. He must be able to work in a capable, sensitive manner with persons who are in positions of responsibility in the Presbyterian Church in America organization structure.
- g. He must understand and be committed to the proposition set out in *BCO* 14-1, 3: "The work of the Church as set forth in the Great Commission is one work. . . Therefore, such person must recognize and be committed to implementing the important principle of the interdependency of each Court, Committee and Agency of the PCA.
- h. He must have an appreciation of the whole church of the Lord Jesus Christ as defined in *BCO* 1-3 and thus be able to work with the leaders of all branches of this true Church.

ARTICLE IV. COMMITTEES AND AGENCIES

4-1. The affairs and programs of the General Assembly shall be conducted primarily through its Permanent Committees and Agencies.

4-2. The Permanent Committees are those specifically created by the *Book of Church Order*:

- Administrative Committee (AC)
- Christian Education and Publications (CE&P)
- Mission to the World (MTW)
- Mission to North America (MNA)

The Administrative Committee shall function as a service committee to the General Assembly and the denomination. The Committees on Christian Education, Mission to North America and Mission to the World shall be known as Program Committees.

4-3. The Agencies are:

- Covenant Theological Seminary
- Covenant College
- Ridge Haven Conference Center
- Insurance, Annuities and Relief
- Investors Fund for Building and Development
- PCA Foundation

The relationship of the Agencies to the Assembly remains as a committee although they may be incorporated separately for civil purposes. The composition and responsibilities of the Agencies are set forth in the Bylaws.

4-4. The Special Committees are:

- Interchurch Relations Committee
on Constitutional Business
- Nominating Committee
- Committee on Review of Presbytery Records
- Theological Examining Committee

4-5. The membership of committees or agencies shall be limited to the same constitutional provisions (*BCO* 14-1, 12) as those of the permanent committees: namely, that those who have served for at least a full term, or at least two years of a partial term on one of the Assembly's permanent committees or agencies shall not be eligible for reelection to an Assembly committee or agency until one year has elapsed, unless provision has been approved by the agency Bylaws. Nominations shall be handled according to the *BCO* 14-2, 11. These provisions shall not apply to Ad Interim committees, study committees or other committees appointed.

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4-6. No individual shall serve on more than one Assembly committee, or agency at one time, except those who serve as permanent committee representatives on the Administrative Committee of General Assembly and those who serve on the Nominating Committee, Committee on Review of Presbytery Records, Ad Interim Committees.

4-7. Employees of the Assembly's committees or agencies are not eligible for office on an Assembly's committee or agency which administers matters directly related to their area of employment.

4-8. The chief administrative officer of the Administrative Committee of General Assembly shall be the Stated Clerk. The chief administrative officer of the three program committees shall be the Coordinators and of the agencies shall be the Executive Directors or Presidents.

4-9. The three program committees shall nominate annually a coordinator for election by the General Assembly. The Administrative Committee shall nominate annually a Stated Clerk for election by the General Assembly. If the nominee has not been examined by the Theological Examining Committee such an examination must take place prior to the election when it is a first time employment. A new coordinator shall assume office at the end of the Assembly meeting, or at such time thereafter as designated by the General Assembly.

4-10. Permanent Committees may appoint subcommittees for specific tasks or areas of responsibility assigned by the General Assembly, according to the following guidelines:

- a. Membership of subcommittees may include persons not elected to the permanent committee, provided the subcommittee chairman is a permanent committee member.
- b. All policies and procedures of a subcommittee must be approved by the permanent committee prior to implementation.
- c. The staff of a subcommittee is controlled by the permanent committee through its coordinator.

4-11. The budget for each permanent committee and agency shall be submitted to the Administrative Committee of General Assembly which shall independently evaluate the proposed budget of each permanent committee and agency and report to the Assembly its considered opinion on the adoption. In order to protect the fiduciary responsibility of the Agencies, the financial coordination and independent evaluation of the agencies' proposed budgets by the Administrative Committee is for "audit purposes only".

Should modifications in budgets be deemed necessary by the Assembly, special care shall be taken that changes not be made in such a way as to threaten the continuity or effectiveness of the committee's or agency's ministry. Budgets of permanent committees and agencies that are agreed upon by the Administrative Committee may be changed only by a two-thirds vote of the Assembly commissioners present and voting at the time the budget is submitted for adoption. In the event the Administrative Committee disagrees with the budget submitted by one of the committees or boards, in whole or any item thereof, the General Assembly may adopt either the committee's or board's budget or the Administrative Committee's recommended budget by simple majority. The requirement of a two-thirds vote of the General Assembly applies only to changes not recommended by the Administrative Committee, initiated on the floor of the Assembly. With respect to the agencies financial coordination is to the Assembly from the agencies, and to the agencies from the Assembly, and the Administrative Committee is a "filter upward" and has no downward authority.

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4-12. All funds received by the Corporation that are designated for the benefit of any particular permanent committee shall be disbursed by the Treasurer to the proper committee. There shall be no equalization of funds so designated. Any funds received by the Corporation not designated as being for the benefit of a particular Permanent Committee shall be distributed by the Treasurer as directed by the General Assembly.

4-13. Each permanent committee, by resolution adopted by a majority of its committee members, may designate the place, date, and time for regular meetings of the committee, which should be held as needed, but no less than twice a year. Written or printed notice of such resolution should be given to all committee members within a reasonable time after the adoption thereof. Notice of the time, place or purpose of such regular meetings of the permanent committee shall not be required to be given.

4-14. Special meetings of the permanent committees may be called at any time or place by the Chairman of the committee, or by a majority of the committee members. Written notice stating the place, date, and hour of such special meeting shall be delivered by the Chairman of the committee to each committee member at least ten days prior to the date of such meetings, and such notice should specify the purpose of such special meetings. Attendance of a committee member at such a meeting will constitute a waiver of notice of such meeting. The act of the majority of the committee members present at a meeting at which a quorum is present shall be the act of the committee.

4-15. A majority of a permanent committee shall constitute a quorum.

4-16. The Chairman, Vice-Chairman, Secretary and any other officers of each permanent committee shall be elected annually at the last regular meeting of the committee prior to the meeting of the General Assembly. Notice of this meeting shall include notice to the effect that these elections shall take place.

4-17. In the event any administrative personnel employed by a committee and approved by the General Assembly resigns, dies or is unable to act, such committee may employ a provisional replacement, who has been examined and approved by the Assembly's Theological Examining Committee, and who shall serve until the next General Assembly.

ARTICLE V. ADMINISTRATIVE COMMITTEE OF GENERAL ASSEMBLY

5-1. The Administrative Committee of General Assembly shall consist of twenty (20) members: (a) Eleven members in classes elected through the standard nomination and election procedure, (b) one member each from the following program committees or agencies: (1) Christian Education and Publication; (2) Covenant College; (3) Covenant Theological Seminary; (4) Insurance, Annuities and Relief; (5) Investor's Fund for Building and Development; (6) Mission to North America; (7) Mission to the World; (8) PCA Foundation; (9) Ridge Haven Conference Center.

The eleven members at large shall serve a term of four years. The chairman of the Administrative Committee shall be one of its members at large.

Each program committee and agency shall designate its member each year at the last meeting of the committee or board before the meeting of General Assembly. The chief administrative officers of the program committees and agencies may attend any meeting of the Administrative Committee. They shall be entitled to the privilege of the floor but shall not have a vote and must be excluded when an executive session is called.

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ARTICLE VI. PROGRAM COMMITTEES

6-1. The Committee for Christian Education and Publications.

The affairs of the Church in the areas of Christian education and publications are assigned to the Committee for Christian Education and Publications, whose duties and authority shall be designated by the General Assembly.

6-2. The Committee on Mission to North America.

The affairs of the Church involved in its extension in the United States and Canada are assigned to the Committee on Mission to North America, whose duties and authority shall be designated by the General Assembly.

6-3. The Committee on Mission to the World.

The affairs of the Church in the area of world missions outside of the United States and Canada are assigned to the Committee on Mission to the World, whose duties and authority shall be designated by the General Assembly.

ARTICLE VII. SPECIAL COMMITTEES

7-1. Interchurch Relations Committee.

There shall be an Interchurch Relations Committee composed of three teaching elders and three ruling elders who may serve two consecutive, three-year terms of office. There shall be a ruling elder and a teaching elder to serve as alternates.

The committee shall serve as liaison between the Presbyterian Church in America and other denominations and church councils as approved by the Assembly.

7-2. Committee on Constitutional Business.

There shall be a Committee on Constitutional Business composed of eight members divided into four classes of two members each serving four-year terms. Each class shall be composed of one teaching elder and one ruling elder. There shall be one teaching elder and one ruling elder to serve as alternates.

The Committee on Constitutional Business shall, between the General Assembly meetings:

- (1) Function as advisor to the Stated Clerk when requested by him. Such advice shall be for information only and without binding authority and shall not be reported to the General Assembly.
- (2) Receive from the Stated Clerk all non-judicial references submitted by presbyteries under *BCO* 41-1 and 41-4, and, if it accedes to the request, give its advice to the presbytery sending the non-judicial reference. Such advice shall be for information only and without binding authority or precedent but shall be included as a part of the annual report of the Stated Clerk to the General Assembly.

The Committee on Constitutional Business shall, during the General Assembly meetings:

- (1) Advise the General Assembly of the effect of any proposed amendment to the constitution (including but not limited to overtures requesting amendment submitted under *RAO* 10-5 and 10-6). Such advice to the General Assembly shall be given at the time the proposed amendment is submitted for action.
- (2) Report directly to the General Assembly on all constitutional inquiries submitted to it by the General Assembly.

The committee shall not be separately funded but administratively will operate as subcommittee of the Administrative Committee of General Assembly.

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7-3. Theological Examining Committee.

In accordance with *BCO* 14-1, 14 there shall be a Theological Examining Committee composed of three teaching elders and three ruling elders of three classes of two men each. There shall also be one teaching elder and one ruling elder as alternates to fill any vacancy that may occur during the year.

7-4. Nominating Committee.

The Assembly's Nominating Committee shall operate under the following guidelines:

- a. Every member of the Nominating Committee should make a reasonable effort to attend the next General Assembly.
- b. The Nominating Committee should be reminded of paragraph *BCO* 14-1, 9 regarding proportionate representation wherever possible.
- c. No presbytery shall ordinarily be represented by more than one person nominated for any given Committee. This includes alternates.
- d. A typed biographical form must accompany each name submitted to the Nominating Committee. All nominees should be contacted by their Presbyteries to ascertain their availability and willingness to serve prior to submission of names to General Assembly's Nominating Committee.
- e. Presbyteries should send names of nominees on forms to the Stated Clerk's office no later than four months prior to the General Assembly. The Stated Clerk will then make the forms available to the Convener of the Nominating Committee.
- f. A list of members, by Presbytery currently serving on the Permanent Committees should be furnished to the Convener of the Nominating Committee by the Stated Clerk. The Directory of the current Assembly Committees should indicate the Presbytery of each committee member.
- g. "In addition to the new nominees from Presbyteries, alternates not assuming any vacancies during a year will be automatically considered by the Nominating Committee as candidates for nomination to that same committee..." (*BCO* 14-1, 11)
- h. The committee shall present its nominations to the Assembly through the commissioner's Handbook or Supplement. This presentation shall include a brief statement regarding each nominee.
- i. Additional nominations may be made in writing on forms supplied by the Stated Clerk, which shall include consent of the nominee to serve, if elected, and a brief statement regarding the nominee. The nominee is to give consent to only one nomination. The deadlines for these nominations is the close of the afternoon session of the second day of the Assembly. The Clerk's office shall issue a supplement to the Assembly's Nominating Committee report during the third day's business sessions.
- j. The time for the election shall be docketed as a special order. Only those commissioners present or on the floor of the Assembly shall be eligible to vote. The voting procedures may be conducted either by voice vote or by standing vote, or by use of ballots as determined by the General Assembly.
- k. In the event of the resignation of any member of an Assembly elected committee or agency, such resignation should be presented to the Office of the Stated Clerk of the General Assembly. The Stated Clerk, shall, after consultation with the Chairman of the respective committee or board, be authorized to accept such resignation on behalf of the Assembly. He is to report such actions to the next General Assembly, and arrange for the nomination of a replacement by the Assembly's Nominating Committee, where such replacement is appropriate.

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7-5. Committee on Review of Presbytery Records.

- a. The Committee on Review of Presbytery Records shall be comprised of one representative from each presbytery elected by the Presbytery in the manner set forth in *BCO* 14-1, 11 for the election of the Nominating Committee. A person who is serving as a member of or on the staff of one of the permanent or special committees, or boards of the General Assembly shall be eligible to serve on this committee.
- b. The Committee shall be scheduled to meet prior to the opening session of the Assembly, usually at the same time during which the Committees of Commissioners shall be meeting.
- c. A chairman and vice-chairman for the following year shall be elected by the committee from members who shall be serving the second year of their term.

ARTICLE VIII. AD INTERIM COMMITTEES

8-1. The Assembly may elect or appoint ad interim or study committees of a temporary character to handle particular matters of business as designated by the Assembly.

8-2. Only two (2) ad interim study committees may be appointed or continued in any given year, (with no committee continuing with undesignated Administrative Committee funding beyond the third year of its inception and no more than two (2) committees existing in any one (1) year), and any additional committees would have to be approved by a two-thirds vote of commissioners, with financing provided from outside the Administrative Committee budget.

8-3. The total number of committee members per committee is not to exceed seven (7) members. Each committee's appointment and/or extension must be ratified by a majority vote of the commissioners.

8-4. All ad interim and study committees shall be considered by the General Assembly for appointment or extension at the time during the General Assembly docket of the Administrative Committee's report so that due consideration be given as to their priority and their effect on the budgets.

ARTICLE IX. THE ASSEMBLY ARRANGEMENTS

9-1. There shall be a General Assembly Local Arrangements Committee, which shall function under the Administrative Committee. Final approval of all decisions regarding the Assembly shall rest in the Administrative Committee. The Assembly's Administrative Committee and the Local Arrangements Committee shall operate under a Manual approved by the Administrative Committee.

9-2. The Local Arrangements Committee shall be composed of the following:

- a. The Chairman of the Local Arrangements Committee, who is appointed by the host presbytery.
- b. The Treasurer of the local committee
- c. Other members of the local committee as set forth in the General Assembly Arrangements Manual.
- d. The Stated Clerk of the General Assembly.
- e. The Business Administrator of the Administrative Committee.

9-3. Worship services shall be included as approved by the Assembly. The Administrative Committee must approve any non-PCA speaker.

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9-4 The Administrative Committee shall set a suitable registration fee, subject to the approval of the General Assembly.

9-5 The Administrative Committee must approve any non-PCA exhibitors in accordance with the following:

Guidelines for Displays at the Assembly.

Subject to space available, priorities for exhibitors will be as follows:

- a. Committees of the Presbyterian Church in America, including agencies or institutions with which they have formally, through their minutes, established a working relationship.
- b. Agencies or institutions with which the General Assembly, through its minutes has established a working relationship.
- c. Agencies and institutions which in the opinion of the Committee have objectives, policies, or programs in general conformity with those of the Presbyterian Church in America.
- d. A disclaimer statement should be printed in the General Assembly Docket distributed to all commissioners, stating in effect that permission granted to place an exhibit does not mean the Presbyterian Church in America necessarily fully endorses the exhibitor's product, services, or objectives. These guidelines are to serve as the ordinary guidelines. If the Administrative Committee feels that an exception must be made, it has the authority to do so, and is to report such actions and the reasons to the next Assembly.

ARTICLE X. COMMUNICATIONS AND OVERTURES

10-1 A communication to the General Assembly is formal correspondence received by the Stated Clerk from other churches, from interchurch agencies to which this Church may be related, from committees of this Church on matters which can not be included in regular reports, and from organized bodies outside the Church proper having business with the General Assembly.

10-2 Ordinarily, communications from individuals shall not be received by the General Assembly, unless they originate with persons who have no other access to the Assembly. If the Assembly desires to receive and consider any such communications, other than as information, the Stated Clerk shall recommend reference to the proper Assembly committee. Letters, telegrams, or telephone calls from communicants or congregations of the Presbyterian Church in America are not proper communications, and are not to be received by the Assembly.

10-3 The Stated Clerk shall recommend to the Assembly reference for all proper communications.

10-4 An overture ordinarily is the request of a presbytery for action by the General Assembly upon a specific matter.

10-5 Upon receipt the Stated Clerk shall refer to the Committee on Constitutional Business all overtures requesting amendment of the *Book of Church Order*. Upon receipt the Stated Clerk shall forward all overtures concerning presbytery boundaries or a new presbytery to the Subcommittee on Boundaries appointed by and under the jurisdiction of the Assembly's permanent Committee on Mission to North America which shall report to the Permanent Committee and shall report to the Assembly through the Committee of Commissioners on Mission to North America. All other overtures shall be referred by the Clerk to the appropriate

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Committee of Commissioners. All overtures shall be printed in the *Handbook* with reference for consideration indicated.

10-6 All overtures requiring references to the Committee on Constitutional Business shall be delivered by at least sixty (60) days prior to the opening of the General Assembly to the Stated Clerk in order to be referred to the committee. No overture requiring reference to the permanent committee on Constitutional Business received later than sixty (60) days prior to the opening of the General Assembly by the Stated Clerk shall be referred or considered by the General Assembly convening in that year.

10-7 All other overtures shall be delivered to the Stated Clerk at least ninety (90) days prior to the opening of the General Assembly in order to be included in the *Handbook* for the next meeting of the General Assembly.

10-8. Overtures received after the *Handbook* is printed, and at least one (1) month (31 days) prior to the opening of the General Assembly shall be reported to the Assembly by the Stated Clerk, together with reference.

10-9. No overtures received by the Stated Clerk less than one month prior to the opening of the meeting of the General Assembly shall be referred to or considered by the General Assembly convening in that year. No bill or overture shall be accepted for consideration upon the floor of General Assembly subsequent to the final published date set by the Stated Clerk of the General Assembly for publication of the commissioner's *Handbook* for the General Assembly unless said matter receive two-thirds vote of the assembled commissioners.

10-10. No overture will be considered by the General Assembly until it first has been presented to a presbytery. If approved by the presbytery, it will come before the Assembly as the overture of that court. An overture requested by an individual communicant, a teaching elder, or a session, but rejected by the presbytery, may be presented to the Assembly, provided the fact that it was rejected by the presbytery is clearly stated with the overture.

10-11. All communications or overtures which propose or request that General Assembly appoint a study committee for any purpose shall contain as a part of the request or proposal a statement of the maximum amount to be budgeted for the study committee. (See RAO VIII.)

ARTICLE XI. REPORTS TO THE GENERAL ASSEMBLY

11-1 The permanent committees, agencies, special committees and Ad Interim committees of the Assembly shall make annual reports, which shall be transmitted to the Stated Clerk by at least ninety (90) days prior to the opening of the General Assembly. These reports shall be referred to the proper committee of commissioners by the Stated Clerk, except that Nominations Committee, Committee on Review of Presbytery Records, Standing Judicial Commission and Ad-Interim committees shall report directly to the General Assembly.

11-2. Informational presentation of some special aspects of the work reported by a Committee of Commissioners shall be limited to five minutes.

11-3. All other business brought to the General Assembly shall ordinarily be referred to a Committee of Commissioners except reports of the Standing Judicial Commission, the Committee on Constitutional Business, the Committee on Review of Presbytery Records, the Nominating Committee, and Ad Interim Committees, which shall report directly to the Assembly.

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ARTICLE XII. NEW BUSINESS

12-1. Any matter presented in any form which has not been received by the Stated Clerk prior to the opening of the General Assembly shall be treated as new business.

12-2. New business must be presented to the Assembly before the close of the second day of business.

12-3. The Committee on Constitutional Business shall be available as a reference committee, to assist the Clerk in referring all new business coming to the Assembly.

12-4. The appropriate committee shall receive and consider all such references, deliberate and report to the Assembly in compliance with the directions of these Rules.

12-5. All matters introduced as new business, if received, and touching on constitutional matters, including requested rulings by the Moderator on questions of order involving constitutional questions, shall be referred in writing to the Committee on Constitutional Business for consideration.

12-6. The Committee on Constitutional Business shall consider each such constitutional matter referred to it, and make recommendation directly to the Assembly.

ARTICLE XIII. COMMITTEE OF COMMISSIONERS

13-1. All business shall ordinarily come to the floor of the Assembly for final action through Committees of Commissioners, except reports of the Standing Judicial Commission, the Committee on Constitutional Business, the Committee on Review of Presbytery Records, the Nominating Committee, and Ad Interim Committees, which shall report directly to the Assembly.

The following Committees of Commissioners shall handle the matters indicated:

Reports of Overtures, Committees, Resolutions or Communications

1. Administration	Permanent Comm.	Touching Administrative matters
2. Bills and Overtures	Of General nature	
3. Christian Education and Publications	Permanent Comm.	Touching Christian Education Publications
4. Covenant College	Trustees	Touching Covenant College
5. Covenant Seminary	Trustees	Touching Covenant Seminary
6. Insurance & Annuities	Trustees	Touching insurance & annuities
7. Interchurch Relations	Permanent Comm.	Touching comity, cooperation relations to other churches
8. Investor's Fund	Trustees	Touching Investor's Fund
9. Mission to North America	Permanent Comm.	Touching home missions
10. Mission to the World	Permanent Comm.	Touching world missions
11. PCA Foundation	Trustees	Touching PCA Foundation
12. Ridge Haven	Directors	Touching Ridge Haven

13-2. Each Presbytery shall, prior to the meeting of the Assembly, elect one of its commissioners to each of the Committees of Commissioners, dividing them as to ruling and

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teaching elders by a formula established by the Stated Clerk. In the event that Presbytery does not have sufficient teaching elders to supply the Committees thus assigned, the presbytery may, at its own discretion, elect ruling elders to these committees. In the event that Presbytery is not able to supply members for all the committees, the Presbytery may select the committees to which they wish to appoint representatives. Commissioners serving on permanent committees or sub-committees of the Assembly or the staffs thereof are not eligible to serve on any Committees of Commissioners.

13-3. The Conveners of the committees shall be designated by the Moderator.

13-4. The committee may be scheduled to meet prior to the opening session of the Assembly to handle the business referred by the Stated Clerk, as published in the Handbook.

13-5. The Committee of Commissioners shall proceed as follows:

- a. At the proper time each committee shall assemble in its assigned room, elect a chairman and a secretary, review material in hand, appoint sub-committees as may be necessary, and begin its work.
- b. Each committee shall be available to reconvene to consider additional references that may come from the floor of the Assembly.
- c. Meetings of a Committee of Commissioners shall ordinarily be open to the public as non-participating visitors, to the extent made possible by the physical facilities of the available meeting room. If such visitors desire the committee to consider a proposal on some item of business that is before the committee, this must be presented in writing.
- d. No new items of business, not referred to the Committee by the Assembly, may be considered by the Committee.
- e. The Chairman and representatives of the permanent committee and agencies, and the Coordinator and appropriate staff members shall be available for consultation with the Committee of Commissioners reviewing their work.
- f. After the Committee of Commissioners has received input from the permanent committee, coordinator, staff members and visitors, it should then go into executive session as it frames and adopts its report to the General Assembly. It must be in executive session when it actually adopts the report.
- g. The Committee of Commissioners may invite other persons for consultative purposes, when this is felt necessary to the Committee's performance of its business.

13-6. The report of the Committee of Commissioners shall be brief and concise. It shall include the following:

- a. A list of all items referred to and considered by the Committee.
- b. A statement of the issues discussed.
- c. A report of all recommendations contained in an agency or committee report under consideration. (If any of the recommendations contained in a report were not approved, this shall be reported with reasons. New recommendations may be added, with words of explanation. Amendments to original recommendations shall be reported and explained.)
- d. A Statement of the division of the vote on every official recommendation made to or by the Committee.
- e. Reference to overtures by number with brief statement of content and recommended answer.
- f. Reference to communications by number with brief statement of content and recommended answer.

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- g. Only such portions of narrative sections of the printed reports as are necessary to make the report of the Committee of Commissioners intelligible.
- h. A note that the audit of the reporting Committee has been received and that the Committee is taking any necessary action on any recommendation of its audits.
- i. Where a study committee is proposed in any communication or overture, a statement of the maximum amount is to be budgeted for the study committee.

13-7. The Chairman of the permanent committee or his designated representative shall be granted the privilege of the floor of the Assembly by the Chairman of the Committee of Commissioners to present the report of the permanent committee to the Assembly. No report printed in the Handbook shall be read in full to the Assembly. The Chairman of the Committee of Commissioners shall present the recommendations of the Committee of Commissioners to the Assembly. The Chairman of the permanent committee or his designated representative shall have the privilege of defending the position of the permanent committee on any recommendations in which the Committee of Commissioners differ from the permanent committee's report.

13-8. Minutes of the permanent committee shall be submitted to the Committee of Commissioners for review. Copies of the Minutes shall be sent by the Stated Clerk to the members of Committees of Commissioners one month prior to the opening of the General Assembly.

13-9. Informational presentation of some special aspects of the work reported by a Committee of Commissioners shall be limited to five minutes.

13-10. Any recommendation affecting the Budget of the Assembly or the Coordination of the program of the church shall be referred to the Committee of Commissioners on Administration.

13-11. The completed report of a Committee of Commissioners shall contain the full text of the report and shall be handled as follows:

- a. Typed, double spaced, original by Assembly stenographers.
- b. Proofread and signed by the Chairman of the Committee; and then delivered to the Stated Clerk when duplicated copies are available for the commissioners.
- c. Docketed by the Program Committee (Moderator, Stated Clerk) for consideration by the Assembly.
- d. Presented to the Assembly by the Chairman or his designate, by reading through the entire text of the report from the original typed copy. The Assembly may waive the reading of any particular report by a majority vote of the commissioners present and voting. Any change ordered by the Assembly shall be noted and included by the Chairman with the assistance of the Stated Clerk on the original copy.
- e. The report, as adopted by the Assembly, shall be filed with the Recording Clerk for the permanent record.

13-12. No partial report of a Committee of Commissioners shall be presented without the consent of the Assembly.

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13-13. Guidelines for Keeping Minutes of Permanent Committees of the General Assembly

- a. The Minutes of Assembly Committees should be kept either in a lock-type record book, with numbered pages, or be printed, mimeographed, or otherwise reproduced.
- b. The Minutes should be typewritten or printed, or reproduced from typewritten masters, and should be neat and legible.
- c. The opening paragraphs of the Minutes should contain the following information (which need not, however, be divided into numbered or separate items):
 1. The kind of meeting: regular, called, adjourned regular, or adjourned called;
 2. The name of the Committee;
 3. The date and time of the meeting, and the place;
 4. The name of the Chairman, and if someone other than the regular Secretary served as a Clerk Pro-tem, his name should be indicated;
 5. If the Minutes of the previous meeting were not approved at that meeting, a record of their having been read and approved by this session should be indicated, including the date of the Minutes being so approved.
 6. The names of those present at the meeting should be recorded, indicating whether they were teaching elders or ruling elders, and the presbytery represented in each case. The names of alternate ruling elders and their respective churches should also be included, and the names of visitors should be included.
- d. The contents of the Minutes should include the following items:
 1. The names of persons leading in opening and closing prayers at all sessions;
 2. In the event of a called meeting, the portion of the call stating the purpose of the meeting should be recorded verbatim in the Minutes;
 3. The Minutes should record the actions of the committee, including all motions adopted and business transacted, together with such additional information as the Committee deems desirable for historical purposes. Ordinarily in Church Courts motions that are lost are not included in the record unless an affirmative vote for the lost motion is recorded, in which case the lost motion must be shown. Each main motion should normally be recorded in a separate paragraph. Subsidiary and procedural motions may be recorded in the same paragraph with the main motion to which they pertain. Main motions may be recorded in the same paragraph, if they are closely related and pertain to the same item of business.
- e. It may be desirable to number these paragraphs consecutively, and to give a title over each paragraph indicating succinctly the content of business included. This is not mandatory, but is desirable for the later reading of the Minutes. For historical purposes, some notes as to the extent and kind of debate may be included, but Minutes should never reflect the secretary's opinion, favorable or otherwise, on anything said or done.
- f. The Minutes of the Committees should appear in the Minute book in the order in which the meetings occur. When a previous action of the Committee is cited, the date should be given, and the volume and page and paragraph number.
- g. The Minutes of each meeting should be signed by the Secretary.

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- h. The Coordinator, if there be one, and if not, the Chairman, shall be responsible for the custody of the Minutes of the Committee. He is responsible for the presentation to the General Assembly for approval of all Minutes of the Committee which have been approved by the Committee not previously approved by the General Assembly. All other Minutes of the Committee to which specific reference is made in the Minutes submitted to the General Assembly for approval shall be submitted for purposes of information.
- i. A copy of the Guidelines for Keeping Committee Minutes should be kept with the Minutes of the Committee.
- j. An up-to-date copy of the bylaws and manual of the Committee, if such exist, should be kept with the Minutes.

13-14. Guidelines for Examining Committee Minutes.

- a. Minutes of Assembly Committees shall be examined for conformity to:
 - 1. The primary and secondary standards of the Church, as to substance of the actions recorded;
 - 2. The Assembly's Guidelines for Keeping Minutes of Permanent Committees of the General Assembly, as to form, structure, and minimum content, and
 - 3. Appropriate standards as to the use of the English language.
- b. Each set of committee Minutes should be read by at least two members of the Committee of Commissioners;
- c. The committee may divide its work so that two or more members examine them primarily as to form, and two or more members may examine them primarily as to substance.
- d. The findings of the committee with respect to the Minutes of each permanent committee shall be reported under the following categories as appropriate:
 - 1. **Notations:** Typographical errors, misspellings, improper punctuation, non-prejudicial statements of fact, etc., may be reported under this category. Also failures to provide proper or sufficient information or identification, prejudicial misstatements of fact, etc., may be reported under this category.
 - 2. **Exceptions:** Violations of the Assembly's Guidelines for Keeping Minutes of Permanent Committees of the General Assembly and actions which in substance appear not to conform to the Standards of the Presbyterian Church in America, or to be out of accord with the deliverances of the General Assembly, should be reported under this category.
- e. The Committee shall prepare a report concerning the Minutes of the permanent committee. The filling out of a form, designed for the purpose for each Committee, shall meet the requirement for this section. After action by the Assembly, one copy of the report shall be sent by the Stated Clerk to the permanent committee. A second copy shall be retained by the Stated Clerk in a permanent file. A third copy shall be kept in the records of the Committee, which shall be maintained in a suitable binder. The custody of the records of the committee shall be the responsibility of the Stated Clerk in the period between the General Assemblies.
- f. Notations and exceptions in the Committee's reports shall be disposed of as follows:
 - 1. Notations shall normally be sent to the Committees by the Stated Clerk without being read before the General Assembly or recorded in its Minutes.

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2. Exceptions shall be read before the Assembly, recorded in its Minutes, and disposed of as the Assembly determines.
3. The Assembly shall adopt an appropriate motion with respect to the Minutes of each Permanent Committee, the following being examples:
 - a. That the Minutes of the Committee of _____ be approved without exception (show dates of Minutes being approved);
 - b. That the Minutes of the Committee of _____ be approved with the exceptions noted (show dates of Minutes being approved).
- g. The permanent committee shall take note in their minutes of exceptions taken by the Assembly, together with the corrections or explanations adopted by the committee to rectify them. Committees shall advise the next General Assembly of the disposition they have made of the exceptions.
- h. Reports to the Assembly from the permanent committees concerning disposition of exceptions taken by the past Assembly shall normally be referred to the committee.

ARTICLE XIV. REVIEW OF PRESBYTERY RECORDS.

14-1. It is the right and the duty of the General Assembly to review, at least once a year, the records of the presbyteries of the Presbyterian Church in America (BCO 40-1).

The operation of this committee shall be considered a General Assembly expense.

14-2. The Committee shall assemble at the proper time in its assigned room, elect a secretary, and, if desired, someone to give the report, appoint such sub-committees as may be necessary, and begin its work in accordance with BCO 40-2 to 40-6, and set forth in this chapter.

14-3. The chairman of the Committee, or a member of the Committee elected for the purpose, shall present the report of the Committee to the Assembly.

14-4. The report of the Committee shall be concise. It shall include the following:

- a. A list of the Minutes, by Presbyteries, received by the Committee.
- b. A list of the Presbyteries which have not submitted Minutes, if any.
- c. A report concerning the Minutes of each Presbytery.
- d. Any recommendation to the Assembly. A statement of the division of the vote on each recommendation shall be included. Any recommendation which may affect the budget of the Assembly shall be referred to the Committee of Commissioners on Administration.
- e. A list of members present.

14-5. The completed report of the Committee shall be prepared and handled in the same manner as reports of the Committees of Commissioners as set forth in RAO 13-11.

14-6. No partial report of the Committee shall be presented without the consent of the Assembly.

14-7. Guidelines for the submission and distribution of the Minutes of Presbyteries.

- a. The Stated Clerk of each presbytery is to provide the Stated Clerk of the General Assembly with three (3) copies of all minutes that are to be reviewed and the data required by 14-10, h.

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- b. The minutes that are to be reviewed shall ordinarily include the unreviewed approved minutes of all presbytery meetings that have been held up to seventy-five days prior to the opening of the General Assembly (see *BCO* 40-1).
- c. The minutes that are to be reviewed shall be mailed to the office of the Stated Clerk of the General Assembly not less than sixty (60) days prior to the opening of the Assembly.
- d. The Stated Clerk of the General Assembly, in consultation with the Chairman of the Committee on Review of Presbytery Records, is to distribute copies of the minutes to the members of the Committee no later than thirty (30) days prior to the opening of the Assembly in such a manner that at least two members of the Committee shall read the minutes of each Presbytery.
- e. The members of the Committee are to read the minutes assigned to them, to prepare a report concerning each set of minutes utilizing a form provided by the Stated Clerk of the General Assembly, and to report at the time of the meeting of the Committee.

14-8. The Stated Clerks of the presbyteries, or their representatives, should be prepared to meet with the Committee to answer questions and to clarify any possible discrepancy. Any discrepancy that is an exception of substance (see *RAO* 14-9, c, 3) shall always be reported to the Assembly. Exceptions of form shall be forwarded to the presbyteries without being read to the Assembly. In such cases, the committee should make every reasonable effort to consult with the clerk of the presbytery (or his designate) before finalizing the report to the General Assembly.

14-9. Guidelines for Examining Presbytery Minutes

- a. Presbytery Minutes shall be examined for conformity to:
 - 1. the primary and secondary standards of the Church, as to substance of the actions recorded (see *BCO* 40-2).
 - 2. the Assembly's **Guidelines for Keeping Presbytery Minutes**, as to form, structure, and minimum content, and
 - 3. appropriate standards as to the use of the English language.
- b. Each set of Presbytery Minutes should be read by at least two members of the Committee on Review of Presbytery Records.
- c. The findings of the Committee with respect to the Minutes of each Presbytery shall be reported under the following categories as appropriate:
 - 1. **Notations:** Typographical errors, misspellings, improper punctuation, non-prejudicial statements of fact, and other minor variation in form, may be reported under this category. Also failures to provide proper or sufficient information or identification, prejudicial misstatements of fact, etc., may be reported under this category.
 - 2. **Exceptions of Form:** Violations of the Assembly's **Guidelines for Keeping Presbytery Minutes**, rules of order, etc. should be reported under this category. These exceptions shall be sent to the stated clerks of presbyteries who do not have to respond in writing to the Assembly to this category of exception.

If corrections in form are not reflected in subsequent minutes, they shall become exceptions of substance. These exceptions shall also be sent to the Stated Clerk of the General Assembly so he may aid presbyteries in matters of form. He shall also include copies of exceptions of form in the Minutes he sends to Review of Presbytery Records.

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3. **Exceptions of Substance:** Apparent violations of the Constitution of the Presbyterian Church in America, actions out of accord with the deliverances of the General Assembly, matters of impropriety and important delinquencies and significant violations of the RAO should be reported under this category. The Stated Clerk shall also include copies of exceptions of substance in the Minutes he sends to Review of Presbytery Records.
- d. The Committee shall prepare a report concerning the Minutes of each Presbytery. The filling out of a form, designed for the purpose and approved by the Assembly shall meet the requirement of this section. After action by the Assembly, the original shall be retained by the Stated Clerk in a permanent file, one copy shall be sent by the Stated Clerk to the particular presbytery and a second shall be kept in the records of the Committee, which shall be maintained in a suitable binder, and shall be retained by the Stated Clerk between Assemblies.
- e. Notations and exceptions in the Committee's reports shall be disposed of as follows:
 1. Notations shall normally be sent to the Presbyteries by the Stated Clerk without being read before the General Assembly or recorded in its Minutes.
 2. Exceptions of form shall be sent to the stated clerks of presbyteries by the Stated Clerk of the General Assembly without being read to the Assembly or recorded in its minutes. The exceptions of form shall include violations of guidelines in RAO 14-10, c, f, and g.
 3. Exceptions of substance shall be read before the Assembly, and disposed of as the Assembly determines and if adopted printed by the Assembly in its minutes.
 4. That the minutes of the Presbytery be approved without exception or: (a.) with exceptions of form; and (b.) with exceptions of substance as noted.
- f. The Presbyteries shall take note in their Minutes of exceptions taken by the Assembly, together with the corrections or explanations adopted by the Presbytery to rectify them. Presbyteries shall advise the next General Assembly of the disposition they have made of the exceptions (together with specific reference to Presbytery's action as recorded in its Minutes) in this manner:
 1. Presbytery agrees with the exceptions and corrects its record (if possible), corrects its actions (if possible) and promises to be more careful in the future. Or,
 2. Presbytery respectfully disagrees with the exception, states its grounds and refers the exception back to the Assembly for action.
- g. Reports to the Assembly from the Presbyteries concerning disposition of exceptions taken by the past Assembly shall normally be referred to the Committee without being read before the Assembly. The Committee shall examine such reports and shall report to the Assembly its judgment as to the suitability of the disposition that has been made. Committees shall also present recommendations concerning all exceptions taken by previous Assemblies or Committees that have not been disposed of suitably.

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14-10. Guidelines for Keeping Presbytery Minutes

- a. The Minutes of Presbytery should be kept in a lock-type record book or if printed, be bound. In either case, the pages shall be numbered.
- b. The Minutes should be neat and legible and shall be printed, typewritten or reproduced from typewritten masters.
- c. The opening paragraphs of the Minutes should contain the following information (which need not, however, be divided into numbered or separate items):
 1. The kind of meeting: stated, called, adjourned stated, or adjourned called;
 2. The name of the Presbytery;
 3. The date and time of the meeting, and the place;
 4. The name of the Moderator, and if someone other than the regular Stated Clerk served as a Clerk Pro-tem, his name should be indicated.
 5. If the Minutes of the previous meeting were not approved at that meeting, a record of their having been read and approved by this session should be indicated, including the date of the Minutes being so approved;
 6. The names of those present at the meeting should be recorded, indicating whether they were teaching elders, or ruling elders, and the church represented in each case. The names of alternate ruling elders and their respective churches should also be included, and the names of visitors should be included.
 7. Excuses for teaching elders and churches, and unexcused teaching elders and churches should be noted.
- d. The contents of the Minutes should include the following items:
 1. The names of persons leading in opening and closing prayers at all sessions.
 2. In the event of a called meeting, the portion of the call stating the purpose of the meeting should be recorded verbatim in the Minutes.
 3. The Minutes should record the actions of the Presbytery, including all motions adopted and business transacted, together with such additional information as the Presbytery deems desirable for historical purposes. Ordinarily in Church Courts motions that are lost are not included in the record, unless an affirmative vote for the lost motion is recorded, in which case the lost motion must be shown. Each main motion should normally be recorded in a separate paragraph. Subsidiary and procedural motions may be recorded in the same paragraph with the main motion to which they pertain. Main motions may be recorded in the same paragraph if they are closely related and pertain to the same item of business. It may be desirable to number these paragraphs consecutively, and to give a title over each paragraph indicating succinctly the content of business included. This is not mandatory, but is desirable for the later reading of the Minutes. For historical purposes, some note as to the extent of and kind of debate may be included, but Minutes should never reflect the clerk's opinion, favorable or otherwise, on anything said or done.
- e. All points of order and appeals, whether sustained or lost, together with the reasons given by the Chair for his ruling, should be included. This is for the sake of any case that may be carried to a higher court. The complete record of the Presbytery's actions should be recorded for this purpose.
- f. Additional guidelines, adapted from *Robert's Rules of Order*:

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1. The names of the mover and the seconder of a motion should not be entered into the Minutes unless ordered by the Presbytery.
 2. When a count has been ordered, or the vote is by ballot, the number of votes on each side should be entered.
 3. The proceedings of a committee of the whole should not be entered in the Minutes, but the fact that the assembly went into the committee as a whole, and the committee report should be recorded.
 4. When a question is considered informally, the same information should be recorded as under the regular rules, since the only formality in the proceedings is in the debate.
 5. Committee reports that are adopted by the Presbytery may be handled in either of two ways. They may be entered directly into the record at the time when they are presented, and it should be reflected as the report of a committee adopted by the Presbytery. The other way by which they may be handled is to give the report as an appendix, to which reference is made by motion in the body of the Minutes. Reports and other matters that are received as information should be retained by the Clerk of the Presbytery, but need not be printed with the Minutes, unless so directed by the Presbytery.
- g. The Minutes should be signed by the Clerk.
- h. At least once a year the Minutes of Presbytery should include, in addition to the Minutes themselves, the following items:
1. A directory of the Presbytery, including a listing of all of the regular Committees of Presbytery.
 2. A roll of the Presbytery, including a list of all teaching elders, with their addresses; and of all churches, with the name and address of the Clerk of Session, and the address of the church.
 3. A list of all candidates under care of the Presbytery, including the addresses.
 4. A list of all licentiates of the Presbytery, including the addresses.
 5. An up-to-date copy of the Standing Rules of the Presbytery.
- i. The Stated Clerk of each Presbytery is responsible for the custody of the Minutes of the Presbytery. He is responsible for presenting to the General Assembly for its review all Minutes of the Presbytery which have been approved by the Presbytery and which have not been previously reviewed by the General Assembly. Minutes submitted must be photocopies from final corrected originals signed by the clerk. If a presbytery has its Minutes bound at regular intervals, Minutes of meetings which were held before the time set in RAO 14-7, b may be submitted as reproductions of the typewritten originals.
- j. The Minutes of the Presbytery should include a copy of the report from the Stated Clerk of the General Assembly concerning the Minutes reviewed by the Assembly.

ARTICLE XV. STANDING JUDICIAL COMMISSION

15-1. There shall be a Standing Judicial Commission composed of twenty-four members in accordance with *BCO* 15-4. The Standing Judicial Commission shall have oversight of appeals, complaints and judicial references from lower courts. The Standing Judicial Commission will report directly to the General Assembly.

The Standing Judicial Commission shall not be separately funded but administratively will operate as a subcommittee of the Administrative Committee of General Assembly.

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15-2. Any judicial reference, complaint or appeal to the General Assembly shall be assigned to the Standing Judicial Commission, which will, if the case is found in order, proceed to adjudicate the case.

15-3. The Standing Judicial Commission may appoint a judicial panel of not less than three of its members to hear the case in accordance with the provisions of the Rules of Discipline in the *BCO* and these Rules of Assembly Operation. Such judicial panels shall be composed of those qualified members of the Standing Judicial Commission who are geographically nearest to the case. Such a judicial panel shall propose a recommended decision(s) to the Standing Judicial Commission.

15-4. Proposed decision(s) of any judicial panel shall be circulated to the entire Standing Judicial Commission. It shall act upon the recommended decision(s) without further hearings unless a party to the case, or a commission member, requests a review of the case by the Standing Judicial Commission as a whole. The commission may or may not grant such a review; except such review must be granted when requested by a dissenting member of the panel or by at least four qualified members of the commission. If granted, such review shall be only on the record of the case; but the commission may allow oral arguments by the parties.

15-5. Judgments of the Standing Judicial Commission are binding on the parties until the approval or disapproval of the General Assembly, unless one-fourth or more of the Standing Judicial Commission members eligible and voting dissent. Any member of the Standing Judicial Commission may write a dissenting opinion which shall be presented to the General Assembly along with the Commission's report of the case.

15-6. Specific procedures for processing judicial references, appeals and complaints are found in a Manual for Standing Judicial Commission, a copy of which Manual together with any amendments thereto shall be mailed to the clerk of session of each church and to the stated clerk of each presbytery.

ARTICLE XVI. ASSEMBLY EXPENSES

16-1. Each congregation of the denomination shall be encouraged each year to make a specific subscription donation to assist in defraying the expenses of the General Assembly, whether a commissioner is sent to the Assembly or not. Such subscription donation shall cover the registration for one representative from the congregation. All other commissioners shall be encouraged to make a similar donation. A copy of the *Minutes* and the *Handbook* will be sent to the donors and those paying the subscription donation/ registration fee without additional charge.

Churches are encouraged to make this annual donation, whether or not they send a commissioner to the Assembly. The General Assembly shall set the amount of the subscription donation/registration for the next General Assembly.

16-2. The expenses of the Recording Clerks of the General Assembly will be borne by the Assembly.

16-3. All other expenses of the General Assembly shall be divided between the four major Permanent Committees on the percentage basis of distributing undesignated gifts.

ARTICLE XVII. PARLIAMENTARY PROCEDURE

17-1. Except as otherwise specifically provided in these Rules, Robert's Rules of Order, Newly Revised shall be the standard in parliamentary procedure.

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17-2. The Chairman shall lead the Assembly in a brief prayer before making his report. The entire report of each Committee of Commissioners, including narrative, shall be read before any comment. The Assembly may waive the reading of any particular report by a majority vote of the commissioners present and voting.

When a minority of a Committee wishes to present a minority report, the member reporting for the minority shall have the privilege of presenting the minority report and moving it as a substitute for the portion of the majority report affected.

17-3. Each recommendation in each report must be read, considered, and acted upon separately.

- a. The Chairman moves the adoption, no second is necessary for a committee recommendation.
- b. The Moderator asks: Is there objection or question?
- c. Hearing no objection or question, the Moderator states: It is adopted. (The above procedure is known as the "Short Form of Voting.")
- d. When it is necessary to postpone action on the completion of a report for some subsequent action of the Assembly, such as the approval of the budgets, or other special items, the report shall be approved as a whole pending the completion of these other items. At the time that the other items come to the floor, only these matters may be considered by the Assembly, since the report as a whole will have already been adopted.

17-4. Procedure in debating a question:

- a. The Chairman or his designate may answer questions concerning the report addressed to him through the Moderator.
- b. The Chairman shall have an opportunity to make the final statement in debate.
- c. No Commissioner may speak on the same question more than once until all desiring to speak have done so.
- d. Debate on the main motion shall be limited to ten (10) minutes unless extended. When a main motion has been debated for ten (10) minutes, the Moderator shall put the question to the Assembly: "Does the Assembly desire to extend the time an additional five (5) minutes?" A simple majority will decide the question. If the majority decides not to extend debate, the Moderator will call the question. If an amendment of a substitution is on the floor, the question of extending time on the main motion shall be repeated after the vote on the amendment or substitute. If time is extended, the question of extension will again be put every succeeding five (5) minutes until the motion is concluded. Each Commissioner shall be limited to three (3) minutes on the same question unless the Court by a simple majority grants additional time.
- e. Debate shall be free and open, with equal time being given to proponents and opponents in so far as possible.

17-5. Procedure for Receiving and Acting Upon the Reports of Judicial Commissions

- a. The Chairman of the Judicial Commission (or a designated reporter), who shall in all cases have voted with the majority, shall read the judgment in the report of the commission which should include its findings, its judgment, and its minute explanatory, if there is such.
- b. The Chairman (or the designate), who shall in all cases have voted with the majority, shall recommend the approval of the judgment.
- c. The Moderator shall then present the question to approve or disapprove the judgment without question, debate or discussion (cf. *BCO* 15-5).

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- d. Prior to the vote on the question, a commissioner may raise, by motion, a strictly constitutional issue. This is a debatable motion. The General Assembly may approve the motion and refer the constitutional issue to a study committee. The General Assembly shall then proceed according to the provisions of *BCO* 15-5.
- e. The Assembly shall vote on the recommendation.
- f. If the recommendation is adopted or approved, the minutes of the commission and its report shall be placed in the hands of the Stated Clerk of General Assembly, and the report entered upon the record of the court and handled in accordance to *BCO* 15. Any judgment required shall be carried out.

17-6. Special Provisions

- a. The Assistants to the Stated Clerk shall have the privilege of the floor when requested by the Moderator to render some specific service to the court.
- b. All motions shall be presented in writing and read before being voted upon.

ARTICLE XVIII. AMENDMENT OR SUSPENSION OF RULES

The Rules of Assembly Operations may be amended or suspended only by a two thirds vote of those voting which must also be a majority of the total enrollment of commissioners. A motion to amend is debatable. A motion to suspend is not debatable.

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MANUAL FOR GENERAL ASSEMBLY ARRANGEMENTS

1986, p. 254, Appendix C, Attachment A

- I. The authority under which the committee operates and the composition of the committee are set forth in RAO.

"There shall be a General Assembly Arrangements Committee, which shall function under the COA. Final approval of all decisions regarding the Assembly shall rest in the COA in accordance with the Rules for Assembly Operations. COA must approve any non-PCA speaker at the Assembly. The Committee shall be constituted as follows:

1. The Chairman of the local arrangements committee, who is appointed by the host presbytery, and serves as chairman of the full committee.
2. The treasurer of the local arrangements committee.
3. One other member of the local arrangements committee.
4. One member from each of the four permanent committees.
5. The Stated Clerk of the General Assembly.
6. The Coordinator of the Committee on Administration."

II. Location of Assemblies

Recommendation as to the location of the Assembly meetings shall be made after invitations have been screened by the Committee on Administration. The following criteria shall ordinarily be used in consideration of invitations:

- A. The Assembly will meet only once in 10 years in the same Presbytery.
- B. Preference will be given to college or university campuses, if it can be demonstrated that such institutions meet all of the needs of the Assembly at more reasonable costs than hotels or convention centers.
- C. The proposal site should be able to meet adequately all of the needs of the Assembly including the following:
 1. Meeting room for the whole Assembly.
 2. Meeting rooms for the Committees of Commissioners on Friday and Saturday prior to the Assembly.
 3. Place for the pre-Assembly conferences.
 4. Place for the Women's meetings during the week.
 5. Transportation facilities.
 6. Sleeping rooms.
 7. Eating facilities.
 8. Printing facilities for the paper produced at the General Assembly.
- D. The cost of items included in C above shall be submitted to a previous General Assembly.

III. Financial Arrangements

The Assembly bears approximately 75% of the Assembly net costs. The local committee must demonstrate that it is able to raise 25% of the proposed net costs for the Assembly. The local committee should present a proposed budget showing both income sources, as well as proposed expenditures. (Note: the Committee on Administration will supply any potential hosts of the Assembly with a history of the budgets and costs of previous assemblies.)

The donation amount shall be recommended by the GAAC to the COA for approval.

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IV. Areas of Responsibility

- A. The decision on geographical location is made by the General Assembly after hearing recommendations of the Committee on Administration.
- B. The decision on specific facility location is made by the General Assembly Arrangements Committee, subject to the approval of the Committee on Administration.
- C. The Stated Clerk is responsible for:
 - 1. Preparation of the Docket of the Assembly.
 - 2. Preparation and distribution of the Commissioner's Handbook and all required materials for the Committees of Commissioners.
 - 3. Conducting the briefing of the Committees of Commissioners.
 - 4. Assigning the business to the Committees of Commissioners.
 - 5. Expediting the business coming to the floor of the Assembly.
 - 6. Preparation of all the reports of the Committees of Commissioners for distribution to the Assembly.
 - 7. Publication and Distribution of the Minutes of the Assembly.
- D. The Coordinator of the Committee on Administration is responsible for:
 - 1. Signing contracts with hotels, convention centers, etc.
 - 2. Payment of bills to hotels, convention centers, etc.
 - 3. Distribution of registration forms.
 - 4. Registration of Commissioners at the Assembly.
 - 5. Assignment of rooms for committee meetings.
 - 6. Arrangements for accommodations for the fraternal delegates.
 - 7. Provision of adequate audio and video equipment for the Assembly.
 - 8. Arrangements with exhibitors for display space.
 - 9. Oversight of personnel staffing music and support services of the Assembly.
- E. The local committee is responsible for the following (see attached sheets of duties)
 - 1. Children's activities.
 - 2. The communion services at the Assembly.
 - 3. Decor of the Assembly room - if provided.
 - 4. Family activities - if provided.
 - 5. Facilities.
 - 6. Favors for women - if provided.
 - 7. Finance.
 - 8. Food services - meals - if provided.
 - 9. Food - coffee breaks, etc. - if provided.
 - 10. Housing.
 - 11. Information center.
 - 12. Printing.
 - 13. Publicity and public relations.
 - 14. Nursery.
 - 15. Transportation - if provided.
 - 16. Tours - if provided.
 - 17. Ushering.
 - 18. Women's registration and programs - if provided.
 - 19. Musical instruments for the Assembly.

V. Time Schedule

The location of assemblies should be settled at least two years in advance. The Arrangements Committee should meet 15 months before the Assembly for which it is planning. At this time the local committee is to take the Assembly's committee personnel to the various possible sites for meeting and accommodations. If possible, the decision on the particular sites should be made at this time. During the fall of the year previous to the Assembly the local

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committee should get all of its assignments made to the local Chairman. No later than February of the year of the Assembly, the full Arrangements Committee should meet and review all the arrangements with the local committee.

The registration forms for the General Assembly should be mailed at least 90 days before the Assembly by the Committee on Administration.

The hotel registration forms should be mailed at least 90 days before the Assembly by the local committee.

VI. The Local Arrangements Committee shall be made up of the chairman of the committee and the chairmen of the following subcommittees. The job description of each of these chairmen are given below.

A. GAAC Chairman

Overall Description: Coordinate the work of local GAAC

Responsible to: COA through its Coordinator

Work closely with: COA office and all subcommittee chairmen

Responsibilities include:

1. Appoints chairmen of subcommittees and oversees their work.
2. Chairs all GAAC meetings.
3. Provides minutes of meetings.
4. Serves as liaison between GAAC and local churches of the presbytery.
5. Raises funds from the presbytery.
6. Arranges for storage of the materials for GA.

After General Assembly

1. Fills out report.
2. Collects and puts together reports of other chairmen and sends to COA office.
3. Oversees wrap-up of activities, clean up, etc.

B. Finance Chairman

Overall Description: Oversee financial operations of GAAC

Responsible to: GAAC Chairman

Work closely with: All Committee chairmen and COA office

Responsibilities include:

1. Open bank account (with the coordinator of COA) in GAAC's name after receiving approval of COA.
2. Make deposits in account, keeping track of the source of the deposits, etc. COA will send registration money by certified mail twice a month.
3. Help set up budget for assembly in conjunction with GAAC chairmen and committee members.
4. Pay bills for assembly.
5. Approve disbursements of funds for expenses - use check request form.
6. Keep financial records (see 2) and present statements.

After General Assembly

1. Make final payment of expenses.
2. Reimburse COA for expenses incurred that belong to GAAC.
3. Prepare final financial statement, after receiving statements from all committee chairmen.
4. Close out bank account and forward surplus funds to COA for use by next year's assembly.
5. File summary report with GAAC Chairman.

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C. Housing Chairman

Overall Description: Arrange housing for commissioners.

Responsible to: GAAC Chairman

Work closely with: Msg. Center, COA

Responsibilities include:

1. Contract for rooms at hotels - work with GAAC Chairman and Facilities on this.
2. Obtain complete information about rooms - price, description of types of rooms, etc.
3. Get information on RV lots and maps to them.
4. Have a committee member arrange with local church people to provide private housing. (You may want to delegate this whole area to another person.)
5. Make up housing registration forms with complete and clear information to go in GAAC packets.
6. Keep track of requests as come in and communicate to hotels, etc.
7. Send confirmation if hotels don't.
8. Set up system for roommates - put on registration forms.
9. Make up list of commissioners housing for Inf. and Msg. Ctr. Chairman.
10. Set aside blocks in main hotel for staff people - contact them early to see how many rooms are needed. (May be done through COA office.)
11. Be available at assembly or have assistant available to field questions.

After General Assembly

1. Clean up if necessary.
2. Fill out summary report for GAAC Chairman.
3. Be available during checkout if possible to help with any problems in direct billing, etc.

D. Family Activities Chairman

Overall Description: Oversee women's and children's programs

Responsible to: GAAC Chairman

Work closely with: Subcommittee chairmen: facilities

Responsibilities include:

1. Appoint subcommittee chairmen for all women's and children's programs - may oversee one area personally.
2. Assist in planning activities.
3. Serve as liaison between GAAC and subcommittees.
4. Receive progress reports from subcommittees.
5. Make progress reports and financial reports to GAAC.
6. If bank account is opened, oversee handling.
7. Oversee functions at GA - be trouble shooter and resource person for GA committees.

After General Assembly

1. Have closing meeting with subcommittees.
2. Make any final financial report.
3. Fill out summary report.

E. Facilities Chairman

Overall Description: Make all facilities arrangements for GA

Responsible to: GAAC Chairman

Work closely with: All Committee chairmen and COA office

Responsibilities include:

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1. Check out meeting rooms at hotel to get information on size, etc.; get maps of hotel to use in planning.
2. Contact COA office for information on meeting room needs of different committees and also for layout plan of ballroom.
3. Rent equipment needed such as organ, piano, overhead, etc.
4. Communicate layout of ballroom to hotel.
5. Recruit runners to help during GA.
6. Work with COA to set up meeting rooms.
7. Provide up to date lists each day of GA to Msg. Ctr. and Registration telling of where meetings are - may use blackboard in lobby area.
8. All communication with hotel regarding facilities (except room reservation) should be made through you (cuts down on confusion on the part of the hotel).
9. Oversee set up of ballroom prior to GA.

After General Assembly

1. Oversee take down of ballroom and return of rented equipment.
2. Provide for clean up of ballroom.
3. Fill out summary report.
4. Make final financial report.

F. Information and Message Center Chairman

Overall Description: Oversee operations of Info. & Msg. Center

Responsible to: GAAC Chairman

Work closely with: Housing, WIC, Facilities and Finance

Responsibilities include:

1. Obtain brochures on restaurants, places to see, map of city, public transportation, etc. to have available for commissioners - usually from convention bureau. If these can be obtained early enough, they can be inserted in the packets given to commissioners as they register at GA.
2. Obtain maps to churches for services on Sunday morning; also schedule of services and any special speakers.
3. Obtain airline information, train schedules, etc.
4. Have phone book available.
5. Have maps of the hotel available to help people find mtg. rooms, etc.
6. If possible, have list of where commissioners are staying - housing chairman.
7. Have bulletin board for messages.
8. Have tape, pens, stapler, tacks, etc. available.
9. Schedule of GA events - meetings, etc.
10. Recruit workers to be available all during the sessions beginning on Saturday.
11. Set up schedules for workers.
12. Make signs for Center.
13. Have First Aid kit available if a doctor cannot be present. Have access to a doctor.
14. Set up phone line - through facilities chairman.

After General Assembly

1. Clean up.
2. File summary report with GAAC Chairman.
3. Make any financial report necessary.

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G. Food Services Chairman

Overall Description: Set up arrangements for meals during General Assembly

Responsible to: GAAC Chairman

Work closely with: Inf. & Msg. Center

Responsibilities include:

1. Contact hotel for arrangements for meals - work with sales department and chef - may work with GAAC Chairman or Facilities Chairman on this.
2. Make up form to be put in information packet so that commissioners can purchase tickets.
3. Make up tickets for each meal and have printed.
4. Process orders for tickets - mail tickets, receipts, etc.
5. Recruit people to work during GA to sell tickets (done in conjunction with Msg. Center) - need cash box for this.
6. Notify hotel of final number at an agreed upon time (so much in advance of each meal).
7. Be present at GA as much as possible.
8. Make periodic financial reports to Finance Chairman.

After General Assembly

1. Make final financial report.
2. Fill out summary report.

H. Transportation Chairman

Overall Description: Arrange for transportation and shipping needs of GA

Responsible to: GAAC Chairman

Work closely with: All other committees and office in Atlanta

Responsibilities include:

1. Provide for transportation, if necessary, to and from airport, train station, etc.
2. Hire buses if requested to for transportation to different events.
3. Arrange for transportation between main hotel and other hotels if needed.
4. Contact Atlanta offices to find out need for shipping after GA.
5. Contact trucking firm to arrange for shipping.

After General Assembly

1. Oversee packing of materials for shipping - provide labels, tape, etc.
2. Make any final financial report to Finance Chairman.
3. Fill out summary report.

I. Printing Chairman

Overall Description: Make arrangements for all printing needs at GA.

Responsible to: GAAC Chairman, Stated Clerk

Work closely with: local committees and Office of Stated Clerk

Responsibilities include:

1. Provide printing needs prior to assembly - housing packets, meal tickets, etc.
2. Contract with printer to use during assembly.
3. Arrange for all equipment needs for Stated Clerk's office - copier, typewriters, etc.
4. Set up runners to go from printer to hotel - two or three to work in shifts.
5. Keep financial records.
6. Be available during GA.

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After General Assembly

1. Clean up and return of equipment.
2. Final financial report.
3. Fill out summary report.

J. Ushering Chairman

Overall Description: Oversee ushering needs for GA

Responsible to: GAAC Chairman

Work closely with:

Responsibilities include:

1. Recruit ushers to man doors to ballroom during all sessions.
2. Train the ushers and provide identification badges.
3. Set up schedule for meetings.
4. Check with communion service chairman and evangelism conference coordinator (at MNA) to see if they have a need for ushers.
5. Provide for backup ushers.
6. Be on call during GA.

After General Assembly

1. Fill out summary form.
2. Make out any financial report necessary.

K. Communion Service Chairman

Overall Description: Preside over communion service

Responsible to: GAAC Chairman

Work closely with:

Responsibilities include:

1. Provide materials for communion service.
2. Get elders to help in serving.
3. Preside over service at GA.
4. Provide for clean up.

After General Assembly

1. Fill out summary report.

L. Publicity & Public Relations Chairman

Overall Description: Work with Assembly Information Officer

Responsible to: GAAC Chairman, Assembly Information Officer

Work closely with: Assembly Information Officer

Responsibilities include:

1. Recruit volunteers as needed to work in press office (check with Assembly Info. Officer).
2. Do pre-assembly research on media.
3. Respond to requests for advice on relations with media.
4. Transmit to Assembly Info. Officer any suggestions on publicity/information handling from local arrangements committee.
5. Help Assembly Info. Officer set up office at assembly.

After General Assembly

1. Return any rented equipment.
2. Fill out summary report.

M. Women's Meetings Subcommittee Chairman

Overall Description: Set up all meetings for WIC

Responsible to: Family Activities Chairman

Work closely with: Other subcommittee chairmen

Responsibilities include:

1. Set up schedule of speakers for women.
2. Publicize speakers and schedule in information packet.

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3. Help decide on theme for week.
4. Make any arrangements needed for the speakers.
5. Arrange for meeting rooms at hotel (through Family Activities Chairman).
6. Be present at all meetings.

After General Assembly

- N. Favors and WIC Help Subcommittee Chairman

Overall Description:

Responsible to: Family Activities Chairman

Work closely with: Other subcommittee Chairmen

Responsibilities include:

1. Work with FA Chairman and other subcommittee chairmen on choosing the theme for the women's meetings.
2. Design, or have someone design, favors to give to women as they register.
3. Recruit women to make favors and put them together with any other materials for the women at GA.
4. Recruit women to help at WIC table at GA - work with ladies in charge of registration and tours on this.
5. May want to make wall hanging or other decoration in keeping with the theme.

After General Assembly

1. Help clean up from women's registration and arrange for handling of leftover favors, etc.
2. Fill out summary report.

- O. Women's Registration Subcommittee Chairman

Overall Description: Oversee women's registration for GA

Responsible to: Family Activities Chairman

Work closely with: WIC help, tours, etc.

Responsibilities include:

1. Make out registration form for women's activities at GA to go in packet - work with other subcommittee chairmen on this.
2. Recruit women to work at registration table (with WIC help).
3. Work with tours and WIC on setting up schedule - open all times commissioner registration is open.
4. Receive registrations through mail and process them.
5. Make financial reports to finance chairman (through FA Chairman).
6. Be present at least the first big day of registration to train and trouble shoot. Be present as much as possible during the week or at least be available.

After General Assembly

1. Make final financial report.
2. Help with clean up.
3. Fill out summary report.

- P. Decor Subcommittee Chairman

Overall Description: Provide decorations for ballroom

Responsible to: Family Activities Chairman, GAAC Chairman

Work closely with: Facilities

Responsibilities include:

1. Provide flowers for platform in ballroom. Get layout from facilities.

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2. Provide for any other decorations needed throughout the week for the ballroom or other meeting rooms.

After General Assembly

- Q. 1. Fill out summary report.
Tours Subcommittee Chairman
Overall Description: Coordinate women's tours
Responsible to: Family Activities Chairman
Work closely with: Registration, housing
Responsibilities include:
1. Choose places to visit - work with other subcommittee chairmen on ideas.
 2. Purchase tickets for tours in advance.
 3. Arrange for buses.
 4. Print bus passes.
 5. Print registration for tours if necessary to go in packet of information (work with women's registration on this).
 6. Keep record of those pre-registered for tours.
 7. Set up registration for tours at GA.
 8. Recruit women to work at tours table and to go along with each bus.
 9. Be available at registration at least the first day and before each tour to make last minute arrangements and trouble shoot.

After General Assembly

- R. 1. Make any financial report necessary.
2. Help in clean up.
3. Fill out summary report.
Nursery Subcommittee Chairman
Overall Description: Arrange for nursery care
Responsible to: Family Activities Chairman
Work closely with: other subcommittees
Responsibilities include:
1. Arrange for facilities with hotel through FA Chairman.
 2. Print form to go in packet for registration for nursery (if necessary).
 3. Receive registration for nursery and process.
 4. Plan crafts, toys, snacks, etc. with a committee and arrange for the provision of those.
 5. Recruit or hire workers for times nursery available.
 6. Make name tags, signs, etc. for nursery.
 7. Be available to help with problems.
 8. Have easy access to first aid/doctor for any unwanted emergencies.

After General Assembly

- S. 1. Clean up.
2. Fill out any financial report.
3. Fill out summary report.
Children's Activities Subcommittee Chairman
Overall Description: Oversee activities for grammar school age children
Responsible to: Family Activities Chairman
Work closely with: other subcommittee chairmen
Responsibilities include:
1. Plan activities for children - check with other schedules to make sure they coincide.
 2. Arrange for transportation, tickets, etc.
 3. Recruit help to act as chaperones.

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4. Arrange for meals.
5. Take up money.
6. Make financial report.

After General Assembly

1. Make final financial report.
2. Fill out summary report.

T. Food Subcommittee Chairman

Overall Description: Provide snacks for General Assembly

Responsible to: Family Activities Chairman

Work closely with:

Responsibilities include:

1. Provide snacks each morning and afternoon at GA except Monday morning and Friday afternoon (use up leftovers).
2. Recruit people at churches to make homemade snacks - have a variety (fruit, cookies, crackers, cheese, etc.)
3. Have people working in shifts to man refreshment table and guard money.
4. Arrange for set up of tables through FA Chairman.
5. Arrange for drinks and collection of money for them. Drinks usually have to be provided by hotel if meeting in one.

After General Assembly

1. Oversee clean up.
2. Make any financial report.
3. Fill out summary report.

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OPERATIONS MANUAL For The COMMITTEE ON CONSTITUTIONAL BUSINESS

1991, P. 237, Attachment 2

1. ORGANIZATION

- 1.1 The Committee is composed of eight members elected in the same manner as other committees of the General Assembly. The members are divided into four classes with one teaching and one ruling elder per class. There are also one teaching and one ruling elder alternate elected each year.
- 1.2 The officers of the Committee shall be a chairman and a secretary, who shall be elected by the committee at the General Assembly. They shall begin their term of office immediately after the meeting of the General Assembly.
- 1.3 The alternates are expected to attend all the committee meetings. When a member is absent, an alternate (preferably of the same class) shall serve and shall have full voting privileges.
- 1.4 At regular meetings, a quorum shall consist of a majority of the members. *
- 1.5 The Committee shall not be funded separately but administratively will operate as a subcommittee of the Administrative Committee of the General Assembly.
- 1.6 Minutes of the committee shall be maintained in accordance with RAO 13-13.

2. FUNCTIONS

- 2.1 The Committee shall serve the General Assembly as provided in RAO 7-2 and shall meet at the direction of the Assembly and at the request of the Stated Clerk.
- 2.2 The Committee shall not introduce new business.
- 2.3 The committee shall prepare a report of its advice submitted to the Stated Clerk between Assemblies for inclusion in the Stated Clerk's report to the General Assembly.
- 2.4 When the Assembly shall require the committee to make a study of a matter, the committee may use learned consultants from the church at large. The committee will attach to its minutes a digest of the advice received in such cases.

3. AMENDMENT

This manual may be amended at any meeting of the Committee by a two-third's vote of those present and voting, provided that:

- a. Prior notice has been given by mailing a copy of such proposed amendment to each Committee member at least 10 days prior to such meeting.
- b. Such amendment is consistent with the Constitution and the Rules of Assembly Operations.

NOTE: This Manual was originally presented and adopted by the Ninth General Assembly [1981, p. 123, 9-65, III, G, 4], then revised and adopted in 1991 as shown above.

* In a meeting directed by the Assembly, during an Assembly, the Assembly may authorize a smaller quorum.

**ARTICLES OF INCORPORATION
OF
COVENANT COLLEGE, INC.**

The undersigned incorporators desiring to form a corporation pursuant to the provisions of the Georgia Nonprofit Corporation Code execute the following Articles of Incorporation.

- I The name of the corporation is COVENANT COLLEGE, INC.
- II The corporation is organized pursuant to the provisions of the Georgia Nonprofit Corporation Code, being Code Section 22-2101, Code of Georgia Annotated.
- III The duration of the corporation is perpetual.
- IV The location of the corporation shall be Scenic Highway, Lookout Mountain, Dade County, Georgia and its mailing address shall be Lookout Mountain, Tennessee 37350. The corporation may have such other location in the State of Georgia as may be chosen by the members of the corporation.
- V This corporation is formed for the following purposes:
1. To organize, establish and maintain a four-year Liberal Arts College, under the supervision of the Presbyterian Church in America, with authority to establish a course of education with Christian emphasis leading to various degrees; to acquire, buy, sell, lease, mortgage, hypothecate, hold and otherwise deal in real and personal property, wheresoever situated, either by purchase, gift, bequest or otherwise, as may be necessary, convenient or useful, in carrying out any and all of the objects and purposes of this organization; to publish and distribute publications and literature in connection with its purposes and to do all things necessary in establishing and conducting an institution of higher learning.
 2. To make, alter, amend or repeal the by-laws of this corporation and make all rules and regulations deemed necessary for the management of its affairs in accordance with law; to do all things which are necessary, convenient, expedient and required to carry out the purposes of this corporation and to do any and everything incidental to, growing out of and germane to any of the foregoing purposes and objects and to have and exercise all of the powers and rights conferred by the State of Georgia under the Georgia Nonprofit Corporation Code and all acts amendatory and supplementally thereto, and other acts of the State of Georgia pertaining to nonprofit corporations it being expressly provided that the foregoing clauses shall be construed as objects and powers and shall be in furtherance and not in limitation of the powers conferred by the laws of the State of Georgia and the foregoing enumeration of power shall not be held to alter or in any way restrict the general powers of the corporation; and that this corporation shall have authority to operate in each of the several states in the United States and elsewhere, subject to the laws of that jurisdiction.
 3. To have all the general powers enumerated in Section 22-2202 Code of Georgia Annotated.
 4. Covenant shall be a Christian institution of higher education, emphasizing Liberal Arts, operated by a Board of Trustees elected by the General Assembly

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of the Presbyterian Church in America. The College shall be committed to the Bible as the Word of God written and accepts as its most adequate and comprehensive interpretation the summary contained in the Westminster Confession of Faith and Catechisms. Its members acknowledge Christ pre-eminent as the creator of all things, as the redeemer of men fallen into sin, as the touchstone of all trust and as the sovereign ruler over all areas of life. The purpose of Covenant College shall be as stated in its motto -- "That in all things Christ might have the pre-eminence." -- and to serve this end it shall seek to appropriate the mind of Christ so that its members might characterize and respond to reality in accordance with Biblical teachings. In attempting to make a Biblically grounded frame of reference explicit and operative, it shall be dedicated to excellence in academic inquiry, and shall desire to define all areas of the College's structure and program according to this understanding and purpose.

VI The corporation is a nonprofit corporation and no part of the income or profit shall be distributable to its members, directors or officers.

VII The names and street and mailing addresses of its officers are as follows:

NAME	OFFICE	STREET AND MAILING ADDRESS
Martin Essenburg	President	Covenant College Lookout Mtn, TN 37350
Floyd E. Simmons, Jr.	Vice-President for Business & Finance	Covenant College Lookout Mtn, TN 37350
James J. Kaufman	Secretary	11011 Vivian Drive Huntsville, AL 35810
Robert D. Gray	Treasurer	2415 Knowles Rd. Wilmington, DE 19810

VIII There shall be 27 members of the initial Board of Directors, also known as the Board of Trustees, and the names and mailing addresses are as follows:

NAME	ADDRESS
Rev. J. Gary Aitken	2641 N. Beltline Blvd. Columbia, SC 29204
Dr. William S. Barker	12262 Conway Road St. Louis, MO 63141
Mr. Joel Belz	Box 2330 Asheville, NC 28802
Dr. James S. Bus	1207 Linton Ct. Cary, NC 27511
Mr. Robert L. Butterfield	2043 Siesta Lane Orlando, FL 32804
Dr. Richard C. Chewning	7 Ridge Road Richmond, VA 23229
Rev. James J. Conrad	Covenant Presbyterian Church 6926 Trail Boulevard Naples, FL 33940
Mr. Ross E. Cook	6441 Gillham Drive Memphis, TN 38134
Mr. C. Herbert Crews, Jr.	One Sheraton Avenue Greenville, SC 29615

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Dr. Thomas G. Cross	Nursery Road Presbyterian Church 2 Country Ln. Greenville, SC 29615
Rev. W. Wayne Curles	3317 Westgate Blvd. Albany, GA 31707
Mr. Clarence A. den Dulk	Rt. 1 Box 393-A Fairfield, PA 17320
Dr. Myron L. Dunton	4629 South Toledo Tulsa, OK 74135
Mr. Wendell J. Graves	514 Kingbard Waterloo, IA 50701
Mr. Robert D. Gray	2415 Knowles Road Wilmington, DE 19810
Dr. Graham Gutsche	500 Wilson Rd. Annapolis, MD 21401
Dr. William H. Hall	1019 Sweetbriar Road Orlando, FL 32806
Mr. Robert J. Heerd	600 Lindley Road Glenside, PA 19038
Mr. Harry J. Jennings	754 North 400 East Valparaiso, IN 45383
Mr. James J. Kaufman	11011 Vivian Drive Huntsville, AL 35810
Rev. Al Lutz	858 Malabu Dr. #25 Lexington, KY 40502
Rev. John M. MacGregor	Rt. 2 Box 581-B Summerville, GA 30747
Mr. Hugh O. Maclellan, Sr.	Provident Life & Accident Ins. Co. Fountain Square Chattanooga, TN 37402
Rev. Douglas E. Murphy	3460 Dawn Dr. Pearl, MS 39208
Rev. James E. Singleton	30666 Passageway Place Agoura, CA 91301
Dr. Morton H. Smith	342 Rockbridge Rd. SW Lilburn, GA 30247
Mr. Earl W. Witmer	Presbyterian Church in America P. O. Box 1428 Decatur, GA 30031

IX The initial registered office of the corporation shall be Scenic Highway, Lookout Mountain, Dade County, Georgia, (mailing address Lookout Mountain, Tennessee 37350), and the initial registered agent shall be Floyd Simmons, Jr.

X The names and addresses of the incorporators are

NAME	OFFICE	STREET AND MAILING ADDRESS
Martin Essenburg	President	Covenant College Lookout Mountain, TN 37350
Floyd E. Simmons, Jr.	Vice-President for Business & Finance	Covenant College Lookout Mountain, TN 37350

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XI When it is deemed to be of the best interest of this corporation and its members that this corporation be terminated and dissolved, the corporation shall be dissolved in accordance with the laws and statutes of the State of Georgia and after due and proper action by the members and the Board of Trustees, the corporation shall transfer and deliver all of the assets owned by it as of the effective date of the dissolution to the General Assembly of Presbyterian Church in America, but such transfer of assets shall be made only after all debts, obligations, and liabilities of the corporation are paid and disposed of fully; and the officers of the corporation shall be authorized to take all steps, sign all papers and documents, and to do all things that may be necessary in order to effectuate and carry out the dissolution of the corporation.

XII These Articles of Incorporation may be amended in accordance with the laws of the State of Georgia, and may be amended by proper action of the Board of Directors and Trustees.

IN WITNESS WHEREOF, the undersigned incorporators have executed these Articles Of Incorporation on this 2nd day of January, 1985.

Martin Essenburg
Floyd E. Simmons, Jr.

STATE OF GEORGIA :
COUNTY OF DADE :

Personally appeared before me, the undersigned Notary Public, Martin Essenburg and Floyd E. Simmons, Jr., who, being first duly sworn, acknowledge that they executed the above and foregoing Articles of Incorporation and that the statements set forth therein are true.

This 2nd day of January, 1985.

Phyllis Y. Crooks
Notary Public
My commission expires: 8/30/86
5/117/P

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BYLAWS

ARTICLE I-NAME

The name of this corporation is COVENANT COLLEGE, INC.

ARTICLE II-STATEMENT OF PURPOSE

Covenant College is a Christ-centered institution of higher education, emphasizing liberal arts, operated by a Board of Trustees elected by the General Assembly of the Presbyterian Church in America, and exists to provide educational services to that denomination and the wider public. The college offers Bachelor of Arts, Bachelor of Music, Bachelor of Science, and Associate of Arts degrees and a number of pre-professional programs.

The college is committed to the Bible as the Word of God written, and accepts as its most adequate and comprehensive interpretation the summary contained in the Westminster Confession of Faith and Catechisms.

The focus of Covenant College is found in its motto, based on Colossians 1:18, "In All Things...Christ Pre-eminent." Acknowledging Christ pre-eminent as the center of all things, as the redeemer of people fallen into sin, as the touchstone of all truth, and as the sovereign ruler over all areas of life, the college strives to discern and to unfold the implications of His pre-eminence in all things. To serve this end we seek to appropriate the mind of Christ as the biblical perspective from which we characterize and respond to reality. In attempting to make such a biblically-grounded frame of reference explicit and operative, we are committed to excellence in academic inquiry, and we seek to define all areas of the college's structure and program according to this understanding of our purpose.

We seek to implement our purpose in view of our belief that all human beings are created in the image of God and are, therefore, spiritual, moral social beings who think, act, value, and exercise dominion. Because we are called to reflect in finite ways what God is infinitely, we attempt to institute programs designed to offer all students the opportunity to discover and give expression to their potential in each facet of their redeemed humanness.

With these commitments in mind, we seek to work together as a college community, responsibly striving, corporately and personally, to accomplish the following general aims in every area of life:

1. to see creation as the handiwork of God and to study it with wonder and respect;
2. to acknowledge the fallen nature of ourselves and of the rest of creation and to respond, in view of the renewal that begins with Christ's redemption, by seeking to bring every thought and act into obedience to Him;
3. to reclaim the creation for God and to redirect it to the service of God and humankind, receiving the many valuable insights into the structure of reality provided by the good hand of God through thinkers in every age, and seeking to interpret and re-form such insights according to the Scriptures;
4. to see learning as a continuous process and vocation;
5. to endeavor to think scripturally about culture so as to glorify God and promote true human advancement.

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As an educational institution, Covenant College specifically seeks to provide educational services from a Reformed perspective to the students who enroll. While the traditional undergraduate, on-campus programs remain the primary focus of the college, we recognize that the college also has a significant role to fulfill in the education of students in non-traditional categories.

- A. Students in traditional on-campus programs are expected to become active participants in fulfilling the general aims just outlined. It is the college's purpose to help these students make significant progress toward maturity in the following areas:
1. Identity in Christ. A Covenant student should be a person who is united with Christ and committed to Him. This union and commitment should lead to an understanding both of one's sin and of one's significance as a person redeemed by Christ, resulting in a growing awareness of purpose. This awareness of purpose should facilitate the development of goals, priorities, and practices that foster spiritual effectiveness and well-being, including the emotional, social, physical, and intellectual aspects of the individual student.
 2. Biblical frame of reference. Students should be acquiring the ability to orient their lives by a perspective based on scriptural revelation. For realization of this goal the following are important:
 - a. Scriptural knowledge. Students should be acquiring a working knowledge of the Scriptures, rejoicing in their promises and allowing them to direct their thoughts and actions in every area of life.
 - b. Academic inquiry. Students should be acquiring a broad appreciation of the various aspects of creation, becoming familiar with valid methods of inquiry into each area of study. Each student should be acquiring some depth in one or two academic disciplines.
 - c. Analytical skills. Students should be acquiring the capacity for incisive, critical and logical thinking.
 - d. Communication skills. Students should be acquiring the ability to communicate ideas clearly in both speaking and writing.
 3. Service that is Christ-like
 - a. Students should be assuming responsibilities within a local congregation as well as in the community of all believers. This implies demonstrating a positive influence on others while at the same time accepting their loving concern.
 - b. Students should be assuming responsibilities in society as servants of God. This involves a total life-calling to fulfill one's covenantal responsibilities in society as servants of God. This involves a total life-calling to fulfill one's covenantal responsibilities as succinctly summarized in Genesis 1:28 and Matthew 28:18-20, including not only the student's specific vocation, but all other activities as well.
- B. Students participating in external or other non-traditional programs display a wide variety of backgrounds, purposes, and needs. Non-traditional programs are designed to meet the many diverse situations encountered; but, because God calls us to proclaim a Christian perspective on reality in the marketplace of society, such programs are seen as a significant part of our educational mission.

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Although students in non-traditional programs may not be able to participate fully in accomplishing the general aims outlined in an earlier part of this statement, the faculty members in such programs will teach from the Christian educational perspective of the College. (Article II amended by the 1989 GA, 17-52, III, 5, pp. 84-88.)

ARTICLE III-DOCTRINAL STANDARDS

The doctrinal standards of this corporation are the Westminster Confession of Faith and Catechisms as set forth in the Constitution of the Presbyterian Church in America (PCA), subordinate to the Word of God. COVENANT COLLEGE, INC. is committed to the defense of the faith and the scriptural doctrine of the purity of the visible church.

ARTICLE IV-BOARD OF TRUSTEES

Section 1. -Election

The powers of this corporation shall be vested in a BOARD OF TRUSTEES which shall consist of twenty-eight members. Each Trustee shall be elected by the General Assembly of the PCA. His term of office begins at the first BOARD meeting following his election.

All the affairs of this corporation shall be controlled by the BOARD OF TRUSTEES, under the review and control of the General Assembly of the PCA, and the BOARD will be responsible to report regularly to the General Assembly of the PCA.

Up to four men from other NAPARC churches (non-PCA) may be elected, one to each class. In addition, the BOARD may make requests to the Presbyteries to nominate specific men to the BOARD.

Section 2. -Reelection, Vacancies, Removal

The General Assembly of the PCA, when duly assembled, having due regard for the terms of office of incumbents and subject to the limitations of these Bylaws, shall elect members to the BOARD OF TRUSTEES and fill vacancies. The Assembly may at its discretion, increase or decrease the number of Trustees.

The members of the BOARD OF TRUSTEES are each elected to a four year term. The BOARD is divided into four classes of seven men each such that the terms of one-fourth of the BOARD members expire each year. A Trustee may serve up to two successive terms - after which a one-year period must elapse before he is eligible for reelection. The same two-term limitations exist following the one-year off period. The General Assembly of the PCA may choose to select Trustees to fill unfinished terms of Trustees who vacated their office before their term expired. The trustee who is elected to fill the unfinished term is eligible, if reelected, to serve one additional successive term - after which one year period must elapse before he is eligible for reelection.

A member of the BOARD OF TRUSTEES may be removed for cause by a two-thirds (2/3) vote of the members present at a regular meeting or at a special meeting called for that purpose. The member in question must be given one-month's prior notice which shall set forth the reasons for the proposed removal. The member in question, if he requests, shall be given a hearing before the BOARD.

Cause for removal is sufficiently established if the member in question conducts himself in a manner unbecoming to the cause of Christ or is in disagreement with the standards of the College or is absent without excuse twice in a twelve (12) month period.

Section 3. - Statement of Faith

Each Trustee must be pledged to the defense and confirmation of the faith once delivered to the saints; he must subscribe to these Bylaws; and annually he must sign that he subscribes without reservation to the following statement of Doctrinal Commitment:

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1. The Scripture of the Old and New Testaments are the Word of God, inerrant in the original writings. Because they were personally communicated by God, through human instrumentality, they are truth, requiring man to subject all his life and thoughts to their authority, not only when they speak of matters of saving faith, but when they speak of history, those things of interest to science and to matters of human behavior.
2. The doctrine taught in the written word of God is faithfully set forth as a system in the Westminster Confession of Faith and the Larger and Shorter Catechisms.

Desiring to please God and bring all areas of life into conformity with Him and His truth, I further commit myself, with His help and guidance:

- a) To strive to set and maintain standards for COVENANT COLLEGE, INC. that are grounded in the Scriptures;
 - b) To employ only those Administrators who affirm the aforementioned view of the Scriptures and the Westminster Standards. Faculty will be employed and retained only if they affirm the position on the Scriptures stated in paragraph one above. Some faculty members may for various reasons be initially employed with some deviations from the Standards, but will be retained after the third year only if they affirm the position of the Westminster Confession of Faith and the Larger and Shorter Catechisms as stated in paragraph two above. The staff is to be employed by the administration with a view toward the development of a Biblically-based Christian academic community.
3. To notify the Board of Trustees immediately in writing should a change of any kind to take place in my ability to affirm the previous statements.

Section 4. - Trustees Responsibilities

1. He must commit himself to Covenant's philosophy of Christian education and Statement of Purpose.
2. He must pray regularly and faithfully for the College and all its needs.
3. He must make a personal financial commitment according to his own ability.
4. He must make every reasonable effort to attend BOARD meetings.
5. He must engage actively in public relations in behalf of the College in local church and presbytery.
6. He must participate in the solicitation of funds.
7. He must actively engage in the recruitment of students.

Section 5. - Meetings

The BOARD OF TRUSTEES shall meet at least two times each school year between the first day of the fall semester and the last day of the spring semester. The CHAIRMAN of the BOARD OF TRUSTEES shall give at least two months notice for each meeting.

Special meetings of the BOARD OF TRUSTEES may be called at any time by the CHAIRMAN of the BOARD, or if he is absent, unable, or refuses to act, by the VICE-CHAIRMAN, or by any three Trustees. Notice of any special meeting shall be mailed to each Trustee postmarked at least ten days before the meeting.

A majority of the Trustees shall constitute a quorum.

Section 6. - Officers

The officers of the BOARD OF TRUSTEES shall consist of a CHAIRMAN, VICE-CHAIRMAN, SECRETARY and TREASURER. They shall all be elected annually at the last regular meeting of the school year of the BOARD OF TRUSTEES. Every officer shall serve until his successor is chosen.

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Section 7. - Board Committees

1. Major Functional Committees

Major functional committees shall be appointed to oversee the administration of the internal affairs of the College.

There shall be an Executive Committee composed of the four officers of the BOARD, three members elected by the BOARD, and three members appointed by the CHAIRMAN. Said members shall be so elected and appointed annually at the last regular meeting of the school year of the BOARD OF TRUSTEES, and each member shall serve until his successor is chosen. The BOARD OF TRUSTEES may delegate to such Executive Committee any of the powers and authority of the BOARD in the management of the business affairs of the corporation. The CHAIRMAN of the BOARD shall be the CHAIRMAN of the Executive Committee. In his absence the VICE-CHAIRMAN or another member of the committee may be selected to act as CHAIRMAN. A majority of the committee shall constitute a quorum for the transaction of business. Its transactions shall be reported regularly to the BOARD OF TRUSTEES.

The Audit Committee shall be appointed annually by the CHAIRMAN of the BOARD OF TRUSTEES with the consent of the BOARD. The Audit Committee shall receive and review the annual audit report with the College staff and outside auditors and report its findings to the BOARD.

Other major functional committees shall be established in accordance with administrative organization of the College.

2. Special Committees

Special committees shall be appointed to deal with specific issues such as capital fund development, investments, long range planning, etc.

3. Administrative Committees

Administrative committees shall be appointed as the need arises to assist the administration in carrying out specific functions. Such committees often serve as subcommittees of the major functional committees.

Section 8. - Property

The BOARD OF TRUSTEES may purchase real or personal property as it may feel that such is needed for the accomplishment of the purpose of the corporation. The Board of Trustees also has the power:

1. To receive gifts, bequests and devises including gifts conditional upon payment of a life annuity based on the life or lives of one or more persons.
2. To accept other transfers of property subject to an intervening interest including life estate contracts of real property.
3. To act in the capacity of trustee for the purpose of administering charitable remainder unitrusts, charitable remainder annuity trusts and pooled income fund trusts as defined in Internal Revenue Code and to act as trustee for the purpose of administering any other type for the benefit of COVENANT COLLEGE, INC.
4. To appoint any bank, trust company, or any other financial institution authorized by law to exercise corporate powers, to administer funds for the benefit of COVENANT COLLEGE, INC
5. To accept and administer any other types of plans authorized by the Internal Revenue Service where COVENANT COLLEGE INC. is the beneficiary of either an income or remainder interest or both.
6. Insofar as it is consistent with the general purpose of COVENANT COLLEGE, INC., to enter into contract for other agreements, to pledge or obligate its funds and properties, to borrow money and generally to do any and all things which in the

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discretion of the BOARD OF TRUSTEES will further, either directly or indirectly, the purposes of Covenant College.

7. To designate which officers of the College or which administrative staff members can function as legal officers of the corporation so that these designees can act as agents in behalf of the BOARD OF TRUSTEES in carrying out College business.

ARTICLE V-OFFICERS OF THE BOARD

Section 1. Chairman

The CHAIRMAN shall preside over all meetings of the BOARD OF TRUSTEES and the Executive Committee. He shall be an ex-officio member of all standing committees including the Executive Committee. He shall have such additional powers and duties as may be prescribed from time to time by the BOARD OF TRUSTEES.

Section 2. Vice-Chairman

The VICE-CHAIRMAN shall in the absence of or disability of the CHAIRMAN perform the duties and exercise the powers of the CHAIRMAN.

Section 3. Secretary

The SECRETARY shall keep, or cause to have kept, a record of the proceedings of the Board of Trustees and have charge of the files and documents pertaining to the affairs of the corporation. The SECRETARY shall serve all notices required by law or by the General Assembly of the PCA or by the Bylaws of the corporation and, in case of his absence, inability or neglect to do so, such notices may be served by any person directed thereunto by resolution of the BOARD OF TRUSTEES. The SECRETARY shall perform such other duties as pertain to his office and as may be prescribed by the BOARD OF TRUSTEES or by the Bylaws.

Section 4. Treasurer

The TREASURER shall be the Chief Fiscal Officer of the Corporation and shall serve as CHAIRMAN of the Audit Committee. The TREASURER shall have access to all College books and records on demand, and shall insure that the books and records of the College are audited at least once a year in such manner as the BOARD OF TRUSTEES shall determine and define.

Section 5. Compensation

The members of the BOARD OF TRUSTEES and its officers designated above in this article shall not receive compensation for their services as such.

ARTICLE VI-OFFICERS OF THE COLLEGE

Section 1. The President

The BOARD OF TRUSTEES shall appoint a PRESIDENT of the college who shall have supervision and control of the work of the college as a whole and of all the educational departments of the college, prescribe the courses of study, and select the teaching faculty and the administrative staff, reporting all of his selections and recommendations to the BOARD OF TRUSTEES for its approval. The PRESIDENT shall be examined and approved by the General Assembly Theological Examinations Committee. Professors, Instructors and senior members of the administrative staff shall be approved by the BOARD OF TRUSTEES. This control and supervision of the PRESIDENT of the College will at all times be subject to the approval of the BOARD OF TRUSTEES.

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The PRESIDENT of the College shall be responsible for seeing that all teaching in the College is carried out consistently and in harmony with the doctrinal standards as set forth in these Bylaws.

The PRESIDENT shall be responsible for the government and discipline of the College.

A report of the spiritual and physical condition of the College and the progress thereof shall be made by the PRESIDENT of the College at each meeting of the BOARD OF TRUSTEES.

Section 2. - Vice-President

The BOARD OF TRUSTEES may appoint one or more VICE-PRESIDENTS of the College, as nominated by the PRESIDENT, who shall assist in carrying on the work of the College and, in the PRESIDENT's absence, shall perform the duties of the PRESIDENT as set forth above.

Section 3. - Tenure and Compensation

The officers of the College shall hold office at the pleasure of the BOARD OF TRUSTEES and shall receive such compensation as the BOARD OF TRUSTEES shall prescribe.

ARTICLE VII - OFFICERS OF THE CORPORATION

The officers of the Corporation shall be a PRESIDENT, BUSINESS MANAGER, SECRETARY and TREASURER. The office of the Corporation shall be at the College or at such place as may be designated by the BOARD OF TRUSTEES.

Section 1. - President

The PRESIDENT shall be the principal Executive Officer of the Corporation and shall supervise and direct generally all of the business and affairs of the Corporation, subject to the approval of the BOARD OF TRUSTEES. The PRESIDENT shall make reports to the BOARD OF TRUSTEES and generally perform all duties incident to the office of PRESIDENT and such other duties as may be prescribed by the BOARD OF TRUSTEES.

Section 2. - Business Manager

The BUSINESS MANAGER shall assist the PRESIDENT in the performance of his duties and shall perform such other duties as may be assigned to him by the PRESIDENT and/or the BOARD OF TRUSTEES.

Section 3. - Secretary

The SECRETARY of the Corporation shall be the same person as the SECRETARY of the BOARD OF TRUSTEES, and shall keep minutes of all the meetings of the Corporation, have charge of the files and documents and other business and affairs of the Corporation. The SECRETARY shall perform such other duties as pertaining to his office and as may be prescribed by the PRESIDENT and/or BOARD OF TRUSTEES.

Section 4. - Treasurer

The TREASURER shall be the Chief Fiscal Officer of the Corporation and shall serve as CHAIRMAN of the Audit Committee. He shall perform all of the duties as may be assigned by the PRESIDENT and/or the BOARD OF TRUSTEES. The TREASURER of the Corporation shall be the same person as the TREASURER of the BOARD OF TRUSTEES.

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ARTICLE VIII - DEGREES

The BOARD OF TRUSTEES shall have the power to grant and confer degrees and other academic and literary honors of the corporation. Earned degrees and literary honors shall be granted and conferred only in accordance with the regulations and requirements established by the BOARD OF TRUSTEES and the faculty of the College.

ARTICLE IX - FACULTY OF THE COLLEGE

Section 1. - Appointment

Members of the faculty shall be selected by the PRESIDENT of the College and appointed after their applications have been approved by the BOARD OF TRUSTEES. In addition to being academically qualified for a faculty position, each member of the faculty must be in hearty agreement with the special and peculiar standards and testimony of the College.

Section 2. - Grades and Compensation

There shall be four grades of faculty members: Professor, Associate Professor, Assistant Professor and Instructor. Compensation will be fixed by the BOARD OF TRUSTEES according to the grade which a faculty member holds, according to length of service, special qualifications and special needs.

Section 3. - Academic Tenure

The tenure policy at COVENANT COLLEGE, INC. shall be designed to encourage the continuous development of faculty members throughout their careers.

First, he will be employed under one or more one-year contracts, each of which puts both faculty member and the College under no obligations concerning future employment beyond the single year covered by the contract.

Second, he will be employed on a rolling three-year contract, which, while guaranteeing the faculty member employment for three years, puts him under obligation to the College for one year at a time.

Finally, the BOARD OF TRUSTEES; upon recommendation by the Faculty Status Committee, the Dean, and the PRESIDENT, may grant the faculty member tenure (five-year contract) if his performance is judged satisfactory (including a presentation of the relation of his discipline to the Christian faith) and if the College believes that it will continue to need his services. This is a rolling five-year contract which guarantees the faculty member employment for five years while obligating him to the College for one year at a time. No faculty member is obligated to seek tenure.

ARTICLE X - FEES

The BOARD OF TRUSTEES shall, from time to time, set the fees or price for all instruction and for all services of the College, including lodging, meals, rental of facilities. The BOARD OF TRUSTEES shall also prescribe the manner and time of payment of all fees.

ARTICLE XI - SEAL

The corporation shall have a common seal, consisting of a circle, in which there shall be written the words: COVENANT COLLEGE, INC., Lookout Mountain, Georgia, and the date of incorporation.

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ARTICLE XII - NON-DISCRIMINATION POLICY

COVENANT COLLEGE, INC. does not discriminate on the basis of race, color, national origin, or handicap. In accordance with the creedal commitment and ecclesiastical order of its sponsoring denomination, COVENANT COLLEGE, INC. regards men and women to be of equal value in the sight of God, created by God with distinctive roles as described in the Holy Scriptures.

ARTICLE XIII - FISCAL YEAR

The fiscal year of COVENANT COLLEGE, INC. shall begin on July 1 and end on June 30 each year.

ARTICLE XIV - AMENDMENTS

The bylaws may be amended or altered, or new bylaws adopted, at any meeting of the BOARD OF TRUSTEES duly assembled provided the proposed amendment(s) have been submitted in writing at the previous meeting and forwarded to any absent member and provided such amendments do not conflict with the Book of Church Order of the PCA and are approved by the subsequent General Assembly.

Article IV Section 3, Statement of Faith requires a two-thirds (2/3) vote of the total BOARD to be amended. All other articles of the bylaws require a majority vote of those present.

Article IV Section 3 and Article XIV shall not be suspended at any meeting.

Any section of these bylaws, except Article IV Section 3 and Article XIV, may be suspended at any meeting of the BOARD OF TRUSTEES by a unanimous vote.

ARTICLE XV - INDEMNIFICATION

The corporation shall indemnify officers, directors, and other persons in accordance with Section 22-2611 of the Georgia Non-profit Corporation Code.

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COVENANT THEOLOGICAL SEMINARY

ARTICLES OF INCORPORATION

KNOW ALL MEN BY THESE PRESENTS:

That we, the undersigned, being natural persons of the age of twenty-one years or more and citizens of the United States, for the purpose of forming a not-for-profit corporation under the provisions of The General Not for Profit Corporation Act, of the State of Missouri, hereby adopt the following Articles of Incorporation:

ARTICLE I

The name of the corporation shall be COVENANT THEOLOGICAL SEMINARY.

ARTICLE II

Its duration of the corporation's existence shall be perpetual.

ARTICLE III

This corporation is formed for the following purposes:

1. To provide and maintain a graduate school of theology under the supervision of the Synod of the Reformed Presbyterian Church, Evangelical Synod, with authority to establish a course of Christian theological education leading to various degrees; the principal purpose of this course is to train qualified candidates for the Gospel ministry.

2. To acquire, buy, sell, lease, mortgage, hypothecate, hold and otherwise deal in real and personal property, wheresoever situated, either by purchase, gift, bequest, or otherwise, as may be necessary, convenient or useful, in carrying out any and all of the objects and purposes of this organization; to publish and distribute publications and literature in connection with its purposes and to do all things necessary in establishing and conducting an institution of higher learning.

3. To make, alter, amend or repeal the bylaws of this corporation and make all rules and regulations deemed necessary for the management of its affairs in accordance with the law; to do all things which are necessary, convenient and required to carry out the purposes of the corporation and to do any and everything incidental to, growing out of the germane to any of the foregoing purposes and objects and to have and exercise all of the powers and rights conferred by the State of Missouri upon corporations of this kind and all acts amendatory and supplemental thereto, it being expressly provided that the foregoing clauses shall be construed as objects and powers and shall be in furtherance and not in limitation of the powers conferred by the Laws of the State of Missouri and the foregoing enumeration of powers shall not be held to alter or in any way restrict the general powers of the corporation; that this corporation shall have authority to operate in each of the several states of the United States and elsewhere, subject to the laws of that jurisdiction.

ARTICLE IV

The Initial registered office of the corporation shall be located at 12330 Conway Road, Creve Coeur, St. Louis County, Missouri, and the name of its initial registered agent at such address shall be Dr. Robert G. Rayburn.

ARTICLE V

The name and addresses of the incorporators are:

Robert G. Rayburn
12330 Conway Road
Creve Coeur, Missouri

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Harold Van Kley
Louis T. Lanz
George Linder

ARTICLE VI

The number of Directors (Trustees) constituting the first Board of Directors shall be four and the names and addresses of each such Director (Trustee) is:

Robert G. Rayburn
12330 Conway Road
Creve Coeur, Missouri

Harold Van Kley
Louis T. Lanz
George Linder

ARTICLE VII

The powers of this corporation shall be vested in a Board of Trustees (Directors) each of whom shall be appointed or elected to his trusteeship by the Synod of the Reformed Presbyterian Church, Evangelical Synod. They shall obey all special instructions of that Synod which are not inconsistent with the purposes of this corporation and of the law of the land.

IN WITNESS WHEREOF, we have hereunto set our hands this 18th day of January, 1966.

Robert G. Rayburn
Harold Van Kley
Louis T. Lanz
George Linder

**ARTICLES OF AMENDMENT
to the
ARTICLES OF INCORPORATION
of
COVENANT THEOLOGICAL SEMINARY**

Honorable James C. Kirkpatrick
Secretary of State
State of Missouri
Jefferson City, Missouri 65101

The undersigned corporation, for the purpose of amending its Articles of Incorporation and pursuant to the provisions of the "General Not For Profit Corporation Law" of the State of Missouri, hereby executes the following Articles of Amendment:

1. The name of the corporation is COVENANT THEOLOGICAL SEMINARY.
2. There are no members having voting rights with respect to amendments.
3. At a meeting of Directors held on March 4, 1967, the following amendment was adopted in the manner prescribed by the "General Not For Profit Corporation Law" of the State of Missouri, by the addition of a new ARTICLE VIII to the Articles of Incorporation:

ARTICLE VIII

In liquidation or dissolution, the assets of this corporation shall be distributed to such organizations as shall be designated by the trustees of the Reformed Presbyterian Church, Evangelical Synod, and as approved by said Synod, and which are operated exclusively for the purposes set forth in Section 501 (C3) of the Internal Revenue Code of 1954, and shall not inure to the benefit of any private member or individual.

IN WITNESS WHEREOF, the undersigned has caused these Articles of Amendment to be executed in its name by its President, and its Secretary, this 7th day of March, 1967.
COVENANT THEOLOGICAL SEMINARY
by Hugh M. Johnson
by Harold Van Kley

STATE OF Missouri
COUNTY OF St. Louis

I, John F. Roeder, a Notary Public, do hereby certify that on the 7th day of March, 1967, Harold Van Kley personally appeared before me and, being first duly sworn by me, acknowledged that he signed, as his free act and deed, the foregoing document in the capacity therein set forth and declared that the statements therein contained are true, to his knowledge and belief.

IN WITNESS WHEREOF, I have hereunto set my hand and seal the day and year before written.
My commission expires Jan. 13, 1971.
John F. Roeder
Notary Public

**COVENANT THEOLOGICAL SEMINARY
BYLAWS**

1981, Appendix M, Addendum II, p. 318

ARTICLE I-NAME

The name of this corporation is Covenant Theological Seminary, as set forth in its Articles of Incorporation.

ARTICLE II-PURPOSE

Covenant Theological Seminary is a graduate and professional school of higher learning having as its principal purpose the education and preparation of qualified candidates for the gospel ministry both in the United States and on foreign mission fields.

ARTICLE III-DOCTRINAL STANDARDS

The doctrinal standards of this corporation are the Westminster Confession of Faith and Catechisms as set forth in the Constitution of the Presbyterian Church in America subordinate to the Word of God.

The seminary is committed to the defense of the historic Christian faith and to the scriptural doctrine of the purity of the visible church.

ARTICLE IV-BOARD OF TRUSTEES

Section 1. Election. The powers of this corporation shall be vested in a board of trustees which will consist normally of not less than twelve and not more than thirty-two members. It shall be composed of four classes, the term of each class being four years, members being chosen by ballot at the annual meeting of the General Assembly. Vacancies which occur between General Assemblies shall be filled by the next succeeding annual Assembly.

Each trustee shall be an ordained elder of the Presbyterian Church in America and elected by the General Assembly, except that up to two members of each class may be elders of denominations with whom we have fraternal relations.

Each member of the board of trustees shall each year, no later than the first meeting after the General Assembly, subscribe by signature without any mental reservations to the doctrinal standards of the Presbyterian Church in America, and to the bylaws of this corporation.

Section 2. Quorum. A majority of the trustees shall constitute a quorum except when the number of trustees exceeds thirteen in which case not less than seven members shall constitute a quorum.

Section 3. Relationship to Church. Covenant Theological Seminary shall be a continuing and permanent board of the General Assembly of the Presbyterian Church in America. All of the affairs of this corporation shall be controlled by the board of trustees who will in turn be responsible to report annually or more often as required by the Church to the General Assembly of the Presbyterian Church in America.

Section 4. Number and Tenure. The General Assembly of the Presbyterian Church in America will, when duly assembled, and subject to the limitations of the Articles of Incorporation and these Bylaws, increase and decrease the number of the trustees, having due regard for the tenure of office of those presently holding the office of trustees, and may elect

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additional trustees, as limited by these bylaws, and fill vacancies in the board of trustees as same occur.

Limitations of Service: (a) Trustees shall not serve more than two full terms consecutively. (b) Service shall be limited to one board or permanent major committee of the denomination at a time. (c) Trustees who are non-PCA shall subscribe to the doctrinal standards for elders and deacons of the PCA. (d) Trustees for this board who have not attended three successive board meetings will be dropped unless retained by board action.

Upon the election of additional trustees such additional trustees shall hold office for four years, except as an individual trustee may be elected specifically to fill an unexpired term of another trustee.

Section 5. Change in Bylaws. Changes in the bylaws with respect to the statement of purpose and the membership of the board shall be approved by the General Assembly. The board of trustees shall normally initiate ordinances necessary to carry into effect purposes of the corporation and to advance the interests of the seminary.

Section 6. Officers. The officers of the board of trustees and of the corporation shall consist of a chairman, one or more vice-chairmen, secretary, and treasurer. They shall be elected annually at the first full meeting of the board of trustees following the General Assembly's election of trustees. Every officer shall serve until his successor is chosen.

Section 7. Office. The office of the corporation shall be at the seminary, 12330 Conway Road, Creve Coeur, St. Louis County, Missouri, 63141, or at such place as may be designated by the board of trustees.

Section 8. Regular Meetings. Three regular meetings of the board of trustees shall be held each year on the seminary campus as follows:

1. Spring meeting on the Friday and Saturday before commencement.
2. Fall meeting on the fourth Friday and Saturday of September.
3. Winter meeting on the last Friday of January and the succeeding Saturday.

In addition, the board of trustees shall meet at the General Assembly.

The time and place of the regular meetings may be changed by the chairman only if special notice is sent to reach each member two weeks before the meeting is to be held. If regular meetings should fall on holidays, they should be held on the next succeeding business day thereafter.

Section 9. Special Meetings. Written notice of any special meeting shall be mailed to each trustee at least ten days before the meeting. Special meetings of the board of trustees may be called at any time by the chairman of the board, or if he is absent, unable to act or refuses to act, by the vice-chairman, or by any three trustees. A quorum for a special meeting of the board of trustees shall be 50 percent of the board of trustees.

Section 10. Executive Committee. The board of trustees shall have an Executive Committee composed of the elected officers of the board and additional members as elected by the board. The board of trustees may delegate to such executive committee any of the powers and authority of the board in the management of the business and affairs of the corporation. The chairman of the board shall be the chairman of the executive committee. In his absence the vice-chairman or another member of the committee may be selected to act as chairman. For the transactions of business 50 percent of the executive committee shall constitute a quorum. Its transactions shall be reported regularly to the board of trustees.

Ordinarily there shall be three regular meetings of the executive committee each year as follows:

1. The first Friday in March.
2. The fourth Friday in June.
3. The first Friday in December.

The time and place of regular meetings may be changed by the chairman only if special notice is sent to reach each member two weeks before the meeting is to be held.

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Special meetings of the executive committee may be called by ten-day's advance notification.

Section 11. Property. The board of trustees may acquire, buy, sell, lease, mortgage, hypothecate, hold and otherwise deal in real and personal property, wheresoever situated, either by purchase, gift, bequest, or otherwise, as may be necessary, convenient or useful, in carrying out any and all of the objects and purposes of this organization.

The board of trustees has full power and authority to borrow money on behalf of the corporation and to incur indebtedness on behalf of the corporation. The board may cause to be executed on the part of the corporation written evidence of any such indebtedness with the stipulated obligation to pay interest thereon at a specified rate.

Great care shall be taken at all times to make it clear to all concerned that the financial obligations which the board of trustees incur do not become financial obligations of the Presbyterian Church in America but are the responsibility of this corporation.

The board of trustees may publish and distribute publications and literature in connection with its purposes and to do all things necessary in establishing and conducting an institution of higher learning.

ARTICLE V-OFFICERS OF BOARD OF TRUSTEES AND THEIR DUTIES

Section 1. Chairman. The chairman shall preside over all meetings of the board of trustees. He shall be ex-officio a member of all standing committees. He shall have such additional powers and duties as may be prescribed from time to time by the board of trustees.

Section 2. Vice-Chairman. The first vice-chairman shall in the absence or disability of the chairman perform the duties and exercise the powers of the chairman.

Section 3. Secretary. The secretary shall keep, or cause to have kept, a record of the proceedings of the board of trustees and have charge of the files and documents pertaining to the affairs of the corporation. The secretary shall serve all notices required by law or by the General Assembly of the Presbyterian Church in America or by the bylaws of the corporation and, in case of his absence, inability or neglect to do so, such notices may be served by the assistant secretary or by any person directed thereunto by resolution of the board of trustees. The secretary shall perform such other duties as pertain to his office and as may be prescribed by the board of trustees or by the bylaws. He shall be the custodian of the corporate seal, the use of which shall be directed by the board of trustees.

Section 4. Treasurer. The treasurer shall be responsible for all the funds of the corporation and shall supervise the handling of these funds according to principles established by the board of trustees. He shall receive reports from the executive officer of the seminary and shall be responsible to initiate an annual audit of the books of the seminary. The treasurer shall also serve as the assistant secretary.

Section 5. Compensation. The members of the board of trustees and its officers designated above in this article shall not receive compensation for their service as such. However, in case any member of the board or any officer is authorized to perform onerous duties, involving devotion of unusual time and effort, he shall then have such remuneration as the board of trustees shall prescribe.

Section 6. Assistants. The board of trustees may appoint from time to time, as the business of the corporation may require, assistants to the above-named officers designated in this Article, and fix the tenure of office and allow suitable compensation for such assistants.

ARTICLE VI-OFFICERS OF THE SEMINARY

Section 1. The President. The board of trustees shall appoint a president of the seminary who shall be the chief officer of the institution. He shall be responsible to the board of trustees to operate the seminary in conformity with the basic policies developed by the board

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of trustees. The basic policies are expressed in the faculty-board adopted purpose of the school. He shall be responsible for developing and maintaining a program of instruction, research and service which will be consistent with the high aims of the institution and needs of the students admitted.

The president shall be responsible for the selection of the administrative staff and with the cooperation and counsel of the faculty for the nomination of new faculty members. He shall report all of his selections and recommendations to the board of trustees for its approval. No regular faculty member shall be appointed until his application has been approved by the board of trustees.

The president shall be responsible for developing and maintaining the spiritual welfare of the entire seminary family, and for promoting the spiritual and academic interests of the seminary throughout the Church.

A report on the spiritual, academic and material conditions of the seminary and the progress achieved therein shall be made by the president at each regular meeting of the board of trustees. He shall also report annually for the board to the General Assembly of the Presbyterian Church in America.

Section 2. Executive Vice President. The board of trustees may appoint an executive vice-president to assume such administrative and other duties as may be assigned by the board of trustees. In the absence of the president, he shall also assume the duties of the president.

Section 3. Vice President. The board of trustees may appoint one or more vice-presidents of the seminary who shall assist in carrying out particular functions and responsibilities of the institution.

Section 4. Dean of the Faculty. The dean of the faculty of the seminary shall be appointed by the president with the approval of the board of trustees. He shall be responsible to the president for the promotion and maintaining of the highest possible academic standards of the seminary, and for the welfare of all faculty personnel. He is responsible to maintain a highly qualified faculty with a strong Christian commitment as well as an ability and an eagerness to share their spiritual experiences as well as their academic knowledge with all the students.

Section 5. Registrar. Upon nomination by the president, the board of trustees shall appoint a registrar who shall receive and file all students' applications and submit the same to the president of the seminary and to the admissions committee of the faculty.

He shall be responsible, in consultation with the president and the admissions committee, for the admission of students according to the requirements established by the board of trustees, the faculty, and the president of the seminary. He shall register all students whose applications have been accepted. He shall be responsible to keep and maintain all academic records of every student enrolled in the seminary or graduated therefrom.

Section 6. Business Manager. The board of trustees may appoint a business manager who shall be nominated by the president and executive vice-president. He shall have charge of the buildings and grounds owned by the corporation and of the purchasing for and managing of all the business interests of the various departments of the seminary. He may, as the need arises, have assistants appointed, but he shall be responsible for the over-all business management. Included in his responsibilities will be the operation and upkeep of the kitchen, dining room and dormitories of the seminary as well as the student store.

The business manager shall have the authority to meet, according to his best judgment, any emergency requiring immediate attention, reporting his decisions and actions to the administration, which in turn shall report to the board of trustees. Any contractual work, however, which is to be done for the seminary shall first be authorized by the board of trustees.

Section 7. Tenure and Compensation. The officers of the seminary shall hold office at the pleasure of the board of trustees and shall receive such compensation as the board of trustees shall prescribe.

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ARTICLE VII-DEGREES

The board of trustees shall have power to grant and confer degrees and other academic and literary honors of the corporation. Earned degrees as well as honorary degrees and other honors shall be granted and conferred only in accordance with the regulations and requirements established by the board of trustees and the faculty of the seminary.

ARTICLE VIII-FACULTY OF THE SEMINARY

Section 1. Appointment. Members of the faculty shall be nominated by the president of the seminary after full consultation with the faculty and appointed after their applications have been approved by the board of trustees. In addition to being academically qualified for a faculty position, each member of the faculty must be in hearty agreement with the special and peculiar standards and testimony of the seminary and shall subscribe to them annually in writing.

Section 2. Grades and Compensation. There shall be four ranks of faculty members: Professor, Associate Professor, Assistant Professor and Instructor. Compensation will be fixed by the board of trustees according to the rank which a faculty member holds, according to length of service, special qualifications, and special needs.

Section 3. Tenure. Instructors shall be appointed year by year. Assistant Professors shall be appointed yearly for two years and thereafter for three-year terms. Associate Professors newly elected to this institution shall be appointed yearly for three years and newly elected Professors yearly for two years. Visiting Professors or Lecturers shall be appointed year by year when the need arises without tenure.

After two years of satisfactory service a Professor may be given tenure until age 65; after three years of satisfactory service an Associate Professor may be given tenure until age 65. When he has reached this retirement age, it is possible for him to be appointed one year at a time.

A contract may be terminated with findings of doctrinal deviations, moral failure, incompetence, neglect of duty, disagreement with the standards of the institution as set forth in the contract, or such friction with his colleagues or with the administration as would be disruptive to the unity of the seminary. When personal attempts at negotiation and reconciliation between the administration and a faculty member have failed, the faculty member shall be given notice of the administration's termination of his services and a clear statement of the grounds for removal.

The faculty shall appoint a committee to investigate the basis of charges. When informal efforts to rectify an unsatisfactory situation have failed, the faculty member shall have two weeks notice of a hearing and an opportunity to defend himself, if he so desires, before the administration and the heads of the departments of the faculty. He will then be granted a hearing before the board of trustees if he so desires. The action of the board of trustees shall be final.

Except in cases of serious moral failure, the faculty member under notice of dismissal will be permitted to continue his duties until proceedings are complete unless immediate harm to himself or others is threatened by his continuance. Any suspension, however, shall be with pay. A faculty member dismissed for grounds other than moral failure shall receive his salary for no less than three months and no more than a year.

ARTICLE IX-FEES

The board of trustees shall, from time to time, set the fees or price for all instruction and for all services of the seminary, including lodging, meals, rental of facilities. The board of trustees shall prescribe the manner and time of payment of all fees.

BYLAWS, MANUALS AND GUIDELINES

ARTICLE X-THE SEAL

The corporation shall have a common seal, consisting of a circle, in which there will be written the words: COVENANT THEOLOGICAL SEMINARY, St. Louis, Missouri, and the year of incorporation.

ARTICLE XI-AMENDMENTS

These bylaws may be amended, altered or new bylaws adopted at any meeting of the board of trustees duly assembled, by a majority vote of these members present or voting by mail, only after the proposed amendment has been submitted in writing at the previous meeting and forwarded to any absent member.

These bylaws may be temporarily suspended at any meeting of the board of trustees by a unanimous vote.

INSURANCE, ANNUITIES AND RELIEF

1984, p. 113, 12-44, III, 13.

That the General Assembly approve the Bylaws adopted by the Trustees (Attachment C, see Appendix G, p. 271).

1984, p. 271, Appendix G, Attachment C

**BYLAWS
INSURANCE, ANNUITY AND RELIEF FUND**

(As amended by the 1985 General Assembly)

ARTICLE I

STATEMENT OF PURPOSE

The purpose of the Board of Trustees of the Insurance, Annuity & Relief Funds of the Presbyterian Church in America is to glorify God through serving His servants who minister in the Church. This service is carried out through providing for the health, welfare, and retirement needs of the denomination's ministers, lay church workers and their families.

ARTICLE II

Section 1. The membership of the Board of Trustees shall consist of ten (10) members as elected by the Trustees of the General Assembly of the Presbyterian Church in America. These members shall be either Teaching Elders, Ruling Elders or Deacons. Each member is elected for a five-year term with two members elected each year, except that, in the case of vacancies, members may be elected by the General Assembly to fulfill unexpired terms.

A Trustee may resign or be removed by the General Assembly. The resignation or removal shall be effective fifteen (15) days after receipt of written notice of such resignation or removal. Successor Trustees, in the event of such resignation or removal or in the event of the death of an individual Trustee, shall be elected by the General Assembly.

Section 2. Meetings -- Regular meetings of the Board of Trustees shall be held at appropriate times and in sufficient numbers to conduct the business entrusted to the Board of Trustees. As soon as practical after the meeting of the General Assembly, a special meeting of the Board shall be called by the Chairman, or by the Convener named by the Moderator of the General Assembly, if the Chairman is rotated off the Committee. The purpose of this meeting shall be to elect officers for the next year, set regular meeting dates for the next year, and to conduct such other business and take such actions as is appropriate. Normally, at least three regular meetings will be held -- one in October/November, one in early March and one at the General Assembly. In addition special meetings shall be called by the Chairman, as needed, by giving ten (10) days prior notice of such meeting to all Trustees.

Section 3. Expenses of Members of the Board -- The members of the Board of Trustees shall not be paid any compensation for serving as members of Members of the Board of Trustees, but expenses of the members in attending regular or special meetings of the Board or committee meetings shall be reimbursed at the rate per mile in general usage by the

BYLAWS, MANUALS AND GUIDELINES

Presbyterian Church in America, if traveling by automobile and for actual expenses when traveling by public conveyance, plus any other necessary expenses incurred such as lodging and meals.

Section 4. A quorum shall consist of one-half of the Trustees at any meeting for which at least a two-week prior notice has been given, and a majority of the Trustees at any other meeting.

Section 5. General parliamentary rules, as modified by the Rules of Board of Trustees, shall be observed in conducting the business of the Board of Trustees.

Section 6. Duties of the Board -- It shall be the responsibility of the Board of Trustees

1. To determine policies of the Board.
2. To select and oversee the work of a director, who will hire and supervise necessary staff to conduct the day-to-day affairs of the Insurance, Annuity and Relief Funds.
3. To secure professional advisors where appropriate.
4. To require an accurate accounting of all funds handled by the Board of Trustees or any person to which the handling of funds has been delegated.
5. To provide for the investment of all the funds.
6. To adopt an annual budget and have an annual audit made of the financial affairs of the Insurance, Annuity and Relief Funds.
7. To adopt trust agreements and plan documents as necessary subject to the approval of the General Assembly.
8. To amend the various trust agreements and plan documents* as changes become necessary subject to the approval of the General Assembly.
9. To make annual reports of its stewardship to the General Assembly and individual participants where required.

In the exercise of its duties the Trustees shall, at all times, deal with the assets of the various funds on an arms-length basis and shall not cause any Plan or Trust to engage in a transaction that would constitute self-dealing as defined in the various trust agreements.

Section 7. Order of Business -- The following shall be the general order of business at each meeting of the Board, but the rules of order may be suspended, and any matter considered or postponed by the action of the Board:

1. Convene with devotional and prayer.
2. Roll call.
3. Consideration of the Minutes of the last regular or special meeting of the Board of Trustees and their approval or amendment.
4. Report of the Director and Business Manager.
5. Report of standing committees.
6. Report of special committees.
7. Other Business.
8. Adjournment with Prayer.

ARTICLE III

* NOTE: 1993, p. 114, 21-52, III, 6. That Item 8 of Article II, Section 6, of the Trustees' Bylaws be amended as follows: Add the words "and plan documents" after the words "trust agreements."

Adopted

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Section 1. Election of Officers -- The Board of Trustees shall elect officers from its members each year at the special meeting called subsequent to the General Assembly. Any vacancies in an office shall be filled by the Board of Trustees at its next meeting, either regular or special, after such vacancy occurs. The officers shall consist of a Chairman and a Secretary. In addition the Board of Trustees may elect a Vice-Chairman or other officer as deemed necessary.

Section 2. Duties of Chairman -- The Chairman of the Board of Trustees shall preside at all meetings of the Board and shall discharge the duties, which ordinarily pertain to this office. He shall be an ex officio member of all standing committees.

Section 3. Duties of Vice-Chairman -- The Vice-Chairman of the Board in the absence or disability of the Chairman shall perform all duties of the Chairman of the Board as well as any duties assigned to him by the Chairman of the Board.

Section 4. Duties of Secretary -- The Secretary shall perform the usual duties of his office. He shall keep full and true minutes on all meeting of the Board including special meetings. He shall transmit promptly to each Trustee a copy of the minutes of the meetings.

ARTICLE IV

COMMITTEES OF THE BOARD

Section 1. Standing Committees -- There shall be five (5) permanent committees of the Board, namely:

1. Administrative Committee -- The function of this Committee is to have the primary responsibility for oversight of:
 - a. The operations of the administrative offices of the Board of Trustees;
 - b. The annual audit of all funds administered by the Board of Trustees;
 - c. Legal matters which may affect the operations of the Board of Trustees.
2. Annuity Committee -- The function of this Committee is to have primary responsibility for the oversight of the retirement plans administered by the Board of Trustees.
3. Insurance Committee -- The function of this Committee is to have the primary responsibility for overseeing the life, health and disability insurance plans administered by the Board of Trustees.
4. Investment Committee -- The function of this Committee is to have primary responsibility for the investment of funds held by the Board of Trustee for participants in the several plans administered by the Board of Trustees.
5. Relief Committee -- The function of this Committee is to have the primary responsibility for oversight of the Relief Fund.

The detailed duties and functions of these Committees and any other Committees established shall be as contained in the Policy Manual as adopted or amended from time to time by the Board of Trustees.

Section 2. Appointment of Committees -- The Chairman of the Board of Trustees may appoint additional committees as may be required from time to time to carry on the business of the Board of Trustees. These may either be permanent committees or special committees.

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Section 3. Membership Committee -- Each Committee shall be composed of a Chairman and of sufficient additional members to carry out the work of the Committees. Committees shall be appointed at the first meeting after the General Assembly by the Chairman of the Board of Trustees and a list of all Committee Chairmen and members shall be furnished to the Board of Trustees for approval. Each Committee shall report at each regular meeting of the Board of Trustees. Each Committee shall meet as needed to carry out the responsibilities assigned to it. The Minutes of the Committee meetings shall be kept by a person appointed by the Chairman of such Committee and made available to the Board of Trustees as requested.

Section 4. Work of Committees -- Each Committee shall recommend policies pertaining to its assigned work by the Board of Trustees and be responsible for executing Committees policies related to its work as established by the Board of Trustees.

Each Committee may call on other members of the Board of Trustees or the administrative staff for assistance in formulating policy recommendations or carrying out their duties. Any member of the Board of Trustees may attend the meeting of any Committee, if it is convenient for him to do so and does not interfere with the performance of his duties on another committee.

A majority of the appointed members of the committee shall constitute a quorum of that committee.

Actions of the Committee may be taken by telephone conference calls, telephone poll or by mail ballot when this is expedient because of time constraints or from an expense standpoint. These actions should then be ratified at the next meeting of the Board of Trustees.

ARTICLE V

These Bylaws may be amended or repealed at any regular meeting of the Board of Trustees by a majority vote of all members present, provided there is a quorum present and provided that previous notice of the nature of any proposed amendment or repeal has been given at least thirty (30) days prior thereto; and provided, further, that such amendment or repeal be submitted to the next General Assembly for ratification.

**ARTICLES OF INCORPORATION OF THE
INVESTORS FUND FOR BUILDING AND DEVELOPMENT
OF THE PRESBYTERIAN CHURCH IN AMERICA, INC.,
A NONPROFIT CORPORATION**

ARTICLE 1. NAME

The name of the corporation is:

**INVESTOR'S FUND FOR BUILDING & DEVELOPMENT
OF PRESBYTERIAN CHURCH IN AMERICA, INC.**

ARTICLE II. AUTHORITY

The corporation is organized pursuant to the provisions of the Georgia Nonprofit Corporation Code.

ARTICLE III. PURPOSES

The corporation is organized exclusively for religious, educational, and charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code (or the corresponding provision of any future United States internal revenue law), including the making of loans to Presbyterian Church in America affiliated or approved ministries such as churches, presbyteries, and presbytery-approved mission organizations, with a view to using such assets for the support of the cause of the Kingdom of Jesus Christ, provided that any and all loans must first be approved by the Committee on Mission to North America of the Presbyterian Church in America (an integrated auxiliary of the Presbyterian Church in America).

ARTICLE IV. DURATION

The corporation shall have perpetual duration.

ARTICLE V. RESTRICTIONS

Section 1. No Private Inurement. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its directors, trustees, officers, or other private persons; except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. The corporation shall not have capital stock or shareholders.

Section 2. No Substantial Lobbying. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation.

Section 3. No Political Campaigning. The corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of any candidate for public office.

Section 4. Presbyterian Church in America Governing Instruments. The corporation, these Articles of Incorporation, and the corporation's Bylaws shall be subject to the following: the Constitution, Bylaws, and Book of Church Order (all as amended from time to time) of the Presbyterian Church in America unless further limited by the purposes in Article III hereof, the restrictions in Sections 1-3 of this Article V, and the requirements under Section 501(c)(3) of the Internal Revenue Code (or the corresponding provision of any future United States internal revenue law).

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ARTICLE VI. TRUSTEES

Section 1. Number. The Board of Trustees shall consist of not fewer than three (3) members, and of not more than a maximum number determined by the Bylaws of the corporation as amended from time to time.

Section 2. Powers. The Board of Trustees shall govern the corporation, and shall have all the rights and powers of a board of directors under the laws of the State of Georgia and of the United States, as well as such other rights and authority as are herein granted. Such rights and powers shall include, but not be limited to, the power to adopt and amend the Bylaws by a majority vote, in any way not inconsistent with the Articles of Incorporation, the laws of the State of Georgia, or the laws of the United States.

Section 3. Term. The term of each member of the Board of Trustees shall be established in the Bylaws.

Section 4. Qualifications and Election. Each member of the Board of Trustees must be either a Teaching Elder or Ruling Elder in the Presbyterian Church in America. A Trustee shall not be eligible for reelection to the Board until one year after the expiration of two full or partial terms not separated by at least one year; a Trustee may otherwise serve nonconsecutive terms without limit. For purposes of the preceding sentence, "partial terms" shall include a term of at least two years, but not a term of less than two years. Trustees shall be elected by a majority vote of the members of the General Assembly of the Presbyterian Church in America in accordance with (including the additional qualifications specified in) the Bylaws, the Rules for Assembly Operation, and the Book of Church Order of the Presbyterian Church in America, all as duly amended from time to time. Nominations for the Board of Trustees shall be presented to the General Assembly in the same manner as other nominations for Permanent Committees of the Presbyterian Church in America.

Section 5. Amendment. The Board of Trustees shall have the power to amend these Articles of Incorporation, by a majority vote of the Trustees then in office, in any way not inconsistent with the laws of the State of Georgia or of the United States, or with the Constitution and Bylaws, and Book of Church Order (all as amended from time to time) of the Presbyterian Church in America.

Section 6. Initial Trustees. The initial Board of Trustees shall consist of seven (7) members, whose names, addresses, and initial terms are:

Taylor McGown (four year term)
Post Office Box 746
Columbus, Mississippi 39703

Ray Jones (four year term)
Post Office Box 1377
Gainesville, Georgia 30503

John Montgomery (three year term)
2140 Pine Forest Drive, NE
Atlanta, Georgia 30345

Rodney W Whited (three year term)
1686 Mary Beth Drive
Middleburg, Florida 32068

Wallace Krohn (two year term)
Post Office Box 1193
Fort McCoy, Florida 32637

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Ralph Mittendorf (two year term)
3714 SW Osprey Creek Way
Palm City, Florida 33490

Paul C Anthony (one year term)
621 Water Dam Road
Cannonsburg, Pennsylvania 15317

ARTICLE VII. NO MEMBERS

Section 1. No Members. The corporation shall not have members.

ARTICLE VIII. POWERS

Section 1. General. The corporation shall have all the rights and powers customary and proper for tax exempt nonprofit corporations, including the powers specifically enumerated in Section 14-3-21 of the Georgia Code.

Section 2. Restrictions. Notwithstanding any other provisions of these Articles of Incorporation, the corporation shall not carry on any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or by a corporation to which contributions are deductible under Sections 170(b)(1)(A) and 170(c)(2) of the Internal Revenue Code (or the corresponding provisions of any future United States internal revenue law).

Section 3. Charitable Trusteeship Etc. The corporation shall be empowered to hold or administer property for the purposes stated in Article III, including the power to act as trustee.

ARTICLE IX. DISSOLUTION

Section 1. Dissolution. The Board of Trustees may cease corporate activities and dissolve and liquidate the corporation by two-thirds vote.

Section 2. Liquidation. Upon the dissolution of the corporation, the Board of Trustees shall pay or make provision for the payment of all of the liabilities of the corporation, and shall thereafter dispose of all of the assets of the corporation exclusively for the purposes stated in Article III hereof in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, literary, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code (or the corresponding provision of any future United States internal revenue law), as the Board of Trustees shall determine.

Section 3. Contingent Provision. If any such assets are not so disposed of, the appropriate court of the county in which the principal Georgia office (or if none the Georgia registered office) of the corporation is then located shall dispose of such assets exclusively for the purposes stated in Article III herein, and exclusively to such organization or organizations which are organized and operated exclusively for such purposes and at the time qualify as an exempt organization or organizations under such Section 501(c)(3), as said court shall determine.

ARTICLE X. CONTINGENT RESTRICTIONS

Section 1. Contingent Restrictions. In the event that the corporation is determined by the Internal Revenue Service to be a private foundation within the meaning of Section 509 of the Internal Revenue Code (or the corresponding provision of any future United States internal revenue law), and only during the period during which such determination applies, notwithstanding any other provision of these Articles of Incorporation, this Article X shall apply and the corporation shall: (1) not engage in any act of "self-dealing" (as defined in Section 4941(d) of the Internal Revenue Code) that would subject the corporation to tax under Section 4941 of the Internal Revenue Code; (2) distribute its income for each taxable year for the

BYLAWS, MANUALS AND GUIDELINES

purposes specified in Article III herein at such time, in such manner, and in such amounts as are necessary to avoid subjecting the corporation to tax under Section 4942 of the Internal Revenue Code; (3) not retain any "excess business holdings" (as defined in Section 4943(c) of the Internal Revenue Code) that would subject the corporation to tax under Section 4943 of the Internal Revenue Code; (4) not make any investments that would jeopardize the carrying out of any of the exempt purposes of the corporation (within the meaning of Section 4944 of the Internal Revenue Code) that would subject the corporation to tax under Section 4944 of the Internal Revenue Code; and (5) not make any "taxable expenditures" (as defined in Section 4945(d) of the Internal Revenue Code) that would subject the corporation to tax under Section 4945 of the Internal Revenue Code.

Section 2. Definition. Each reference in this Article X to a section of the Internal Revenue Code shall be deemed to include the corresponding provisions of any future United States internal revenue law.

ARTICLE XI. INITIAL OFFICE AND AGENT

Section 1. Office. The initial registered office of the corporation shall be Suite 700, 1275 Peachtree Street, NE, Atlanta, Georgia 30309.

Section 2. Agent. The initial registered agent of the corporation at such address shall be Robert F Cook.

ARTICLE XII. INCORPORATOR(S)

Section 1. Incorporator(s). The name and address of the incorporator(s), who is a citizen(s) of the United States, is:

Robert F Cook
Suite 700
1275 Peachtree Street, NE
Atlanta, Georgia 30309

IN WITNESS WHEREOF, the undersigned incorporator or attorney for and representative of the incorporator has executed these Articles of Incorporation, pursuant to Georgia Code Section 14-3-131(a).

PARKER, JOHNSON, COOK & DUNLEVIE

By /s/ Robert F. Cook
Robert F Cook,
Attorney for and Representative of
the Incorporator

1275 Peachtree Street, Northeast
Suite 700
Atlanta, Georgia 30309
404/872-7000

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CONSENT TO SERVE AS
REGISTERED AGENT

I hereby consent to serve as Registered Agent at the registered office shown below my name for INVESTOR'S FUND FOR BUILDING & DEVELOPMENT OF PRESBYTERIAN CHURCH IN AMERICA, INC.

This consent shall remain effective until such time as a new Registered Agent is appointed.

This 31st day of December, 1985.

/s/ Robert F. Cook

ROBERT F COOK

Suite 700

1275 Peachtree Street, Northeast

Atlanta, Georgia 30309

Fulton County

BYLAWS, MANUALS AND GUIDELINES

BYLAWS OF INVESTOR'S FUND FOR BUILDING & DEVELOPMENT OF PRESBYTERIAN CHURCH IN AMERICA, INC., A NONPROFIT CORPORATION

1986, p. 172, 14-74, III, 24. That the Bylaws of Investors' Fund for Building and Development of the PCA, Inc., (Appendix C, p. 269) be approved.

1986, p. 269, Appendix C, Attachment B Bylaws of Investor's Fund for Building & Development of Presbyterian Church in America, Inc., A Nonprofit Corporation

ARTICLE I. OFFICES

Section 1.01. Registered Office and Agent. The address of the registered office of the corporation is Suite 700, 1275 Peachtree Street, NE, Atlanta, Georgia 30309, and the name of the registered agent at this address is Robert F Cook.

Section 1.02. Other Offices. The corporation may have offices at such place or places within or without the State of Georgia as the Board of Trustees may from time to time appoint or as the business of the corporation may require or make desirable.

ARTICLE II. TRUSTEES

Section 2.01. Powers. The property and business of the corporation shall be managed by its Board of Trustees. In addition to the powers and authority expressly conferred on it by the Articles of Incorporation and these Bylaws, the Board of Trustees may exercise all such powers of the corporation and do all such lawful acts and things as are not prohibited by law, by the Articles of Incorporation, or by these Bylaws, including Section 6.05 hereof.

Section 2.02. Number. The Board of Trustees shall consist of seven members. Trustees need not be residents of the State of Georgia.

Section 2.03. Term. After the initial term which shall be as stated in the Articles of Incorporation, the term of each Trustee shall be four years and in each case until a successor Trustee has been elected or until his earlier resignation, death, or removal.

Section 2.04. Qualifications and Election. Each member of the Board of Trustees must be either a Teaching Elder or Ruling Elder in the Presbyterian Church in America (PCA). A Trustee shall not be eligible for reelection to the Board until one year after the expiration of two full or partial terms not separated by at least one year; a Trustee may otherwise serve nonconsecutive terms without limit. For purposes of the preceding sentence, "partial terms" shall include a term of at least two years but not a term of less than two years. Trustees shall be elected by a majority vote of the members of the General Assembly of the PCA in accordance with (including the additional qualifications specified in) the Bylaws, the Rules for Assembly Operation, and the Book of Church Order of the PCA, all as duly amended from time to time. Nominations for the Board of Trustees shall be presented to the General Assembly in the same manner as other nominations for Permanent Committees of the PCA.

Section 2.05. No Compensation. The Trustees shall serve without compensation, except that the Board by resolution may provide for reasonable expenses for attendance at meetings of the Board to be reimbursed.

Section 2.06. Regular Meetings. Regular meetings of the Board of Trustees shall be held quarterly without notice at such times as the Board of Trustees shall from time to time designate, and an annual meeting of the Board of Trustees shall be held without notice before or within one month after the close of the corporation's yearly accounting period, all at such places

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within or without the State of Georgia as the Board of Trustees shall from time to time designate.

Section 2.07. Special Meetings. Special meetings may be held if called pursuant to Section 2.08 herein with at least two days' notice by telephone or personal delivery, or five days' notice by first class mail, of the time and place of the meeting to each Trustee.

Section 2.08. Calling Meetings. Meetings of the Board of Trustees may be called by the Chairman of the Board, by the President of the corporation, or by any two Trustees.

Section 2.09. Waiver of Notice. Notice of a meeting of the Board of Trustees need not be given in any event to any Trustee who signs a waiver of notice either before or after the meeting. Attendance of a Trustee at a meeting shall constitute a waiver of notice of such meeting and waiver of any and all objections to the place of the meeting, the time of the meeting, or the manner in which it has been called or convened, except if a Trustee states, at the beginning of the meeting, any such objection or objections to the transaction of business.

Section 2.10. Contents of Notice. The business to be transacted at, and the purpose of, any regular or special meeting of the Board of Trustees need not be specified in the notice or waiver of notice of such meeting.

Section 2.11. Quorum. At all meetings of the Board of Trustees, the presence of one-third of the authorized number of Trustees, but in any event not less than two Trustees, shall constitute a quorum for the transaction of business. In the absence of a quorum, a majority of the Trustees present at any meeting may adjourn the meeting from time to time until a quorum is obtained.

Section 2.12. Voting. The act of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board of Trustees, except as may be otherwise specifically provided by law, by the Articles of Incorporation, or by these Bylaws.

Section 2.13. Conduct of Meetings. The Chairman of the Board, or in his absence the President, and in their absence the Vice President, if any, named by the Board of Trustees, shall preside at meetings of the Board of Trustees. The Secretary of the corporation, or in the Secretary's absence any person appointed by the presiding Officer, shall act as Secretary for meetings of the Board of Trustees. Meetings shall be governed by the most recent edition of "Robert's Rules of Order", except to the extent that these Bylaws are inconsistent therewith.

Section 2.14. Telephone Participation. Trustees may participate in meetings of the Board of Trustees through use of conference telephone or similar communications equipment, so long as all Trustees participating in the meeting can hear one another. Such participation shall constitute personal presence at the meeting, and consequently shall be counted toward the required quorum and in any vote.

Section 2.15. Written Consent. Any action required or permitted to be taken at any meeting of the Board of Trustees or of any committee thereof may be taken without a meeting if a written consent, setting forth the action so taken, is signed by all members of the Board or of such committee, as the case may be. Such written consent shall be filed with the minutes of the proceedings of the Board or committee.

Section 2.16. Adjournment. A majority of the Trustees present, whether or not a quorum exists, may adjourn any meeting of the Board of Trustees to another time and place. Notice of any such adjourned meeting shall be given to the Trustees who were not present at the time of the adjournment and, unless the time and place of the adjourned meeting are announced at the time of the adjournment, to the other Trustees, with at least two days' notice by telephone or personal delivery, or five days' notice by first class mail, of the time and place of the meeting.

Section 2.17. Removal. The Board of Trustees or the General Assembly of the PCA may declare the position of a Trustee vacant, and may remove such Trustee for cause, on the occurrence of any of the following events: the Trustee has been declared of unsound mind by a final order of court; the Trustee has been convicted of a felony; or the Trustee has failed to attend any meeting of the Board for at least a year and a half. The General Assembly of the PCA may declare the position of a Trustee vacant, and may remove such Trustee without cause,

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by vote of a majority of the members of the General Assembly of the PCA. Election or appointment of a Trustee shall not of itself create any contract rights.

Section 2.18. Resignation. Any Trustee may resign by giving written notice to the Chairman of the Board, the President, or the Secretary. The resignation shall be effective on receipt, unless the notice specifies a later time for the effective date of such resignation, or if the corporation would be left without the minimum number of duly elected Trustees in which event the resignation shall be effective upon the election of a successor. If the resignation is effective at a future time, a successor may be elected before that time to take office when the resignation becomes effective.

Section 2.19. Vacancies. A vacancy on the Board of Trustees shall exist on the death, resignation, or removal of any Trustees; whenever the number of Trustees authorized is increased; and on failure of the Trustees to elect the full number of Trustees authorized. Such vacancies may be filled for the remainder of the term by majority vote at a meeting of the Board of Trustees, and if the total number of remaining Trustees is less than a quorum by a unanimous vote of the two remaining Trustees or the vote of a sole remaining Trustee.

ARTICLE III. BOARD OF ADVISORS

Section 3.01. General. The corporation may have a Board of Advisors, of such number as is established by the Board of Trustees. Advisors shall be selected by the Board of Trustees, and shall be individuals with expertise in fields of potential benefit to the organization. The Advisors shall provide advice and consultation to the Board of Trustees, and may attend meetings of the Board of Trustees unless the Board specifies otherwise.

ARTICLE IV. COMMITTEES

Section 4.01. Committees. Committees may be established by the Board from time to time; shall consist of two or more Trustees, as provided by the Board; and shall be authorized to exercise the authority of the Board of Trustees to the extent provided in the resolution creating any such committee. Any such committee shall act by majority vote; and shall have a quorum of one-third of the member Trustees, but in any event not less than two Trustees.

ARTICLE V. OFFICERS

Section 5.01. Election. The Board of Trustees at its annual meeting shall elect a President (subject to first-time approval by the Theological Examining Committee of the PCA if required by the General Assembly of the PCA), a Secretary, and a Treasurer, and may elect a Chairman of the Board and one or more Vice Presidents.

Section 5.02. Other Officers. The Board of Trustees at any time and from time to time may appoint such other officers as it shall deem necessary, including one or more Assistant Vice Presidents, one or more Assistant Treasurers, and one or more Assistant Secretaries, who shall hold their offices for such terms as shall be determined by the Board and shall exercise such powers and perform such duties as shall be determined from time to time by the Board of Trustees or the Executive Trustee.

Section 5.03. Multiple Offices. Any person may hold any two or more Offices, except that no person may hold both the Offices of President and Secretary.

Section 5.04. Compensation. The salaries of the Officers of the corporation shall be fixed by the Board of Trustees, except that the Board of Trustees may delegate to any Officer or Officers the power to fix the compensation of any Assistant Vice Presidents, Assistant Treasurers, and Assistant Secretaries.

Section 5.05. Term. Each Officer of the corporation shall hold office until his successor is chosen or until his earlier resignation, death, or removal.

Section 5.06. Chairman of the Board. The Chairman of the Board shall preside at all meetings of the Board of Trustees, and shall appoint the members of all committees.

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Section 5.07. President. The President (who may be called the Executive Director) shall not, upon the first time of employment as President of the corporation, assume office until after approval by the Theological Examining Committee of the PCA if required by the General Assembly of the PCA; shall preside at all meetings of the members of the Board; shall appoint the members of all committees and be an ex officio member of all committees; shall sign such papers as may be required by his office or as may be directed by the Board of Trustees; shall make such reports and recommendations to the Board of Trustees of the corporation at any regular or special meetings, concerning the work and affairs of the corporation, as in his judgment may be necessary for their information and guidance; may require such reports from the Treasurer and Secretary, as in his judgment are necessary; shall manage the affairs and direct the work and employees of the corporation, subject to and in accordance with the directions of the Board of Trustees; shall prepare annual budgets and additional budgets as needed of expense for submission to the Committee on Administration of the PCA for evaluation and to the General Assembly of the PCA for adoption; shall be authorized to incur expenses in accordance with the approved budget, or as directed by the Board; and shall perform such other duties as may be incidental to the office.

Section 5.08. Vice Presidents. The Vice Presidents, in the order named by the Board of Trustees, shall perform the duties of the President or of the Executive Trustee in event of the absence, resignation, refusal to act, or inability to act of the President or of the Executive Trustee. One Vice President may be designated by the Board as Executive Vice President.

Section 5.09. Secretary. The Secretary shall issue in writing all notices of meetings; shall notify individuals elected to office and to the Board of Trustees; shall keep complete records and minutes of meetings of the Board and of the Executive Committee; shall furnish the Board of Trustees with a list of officers, members of the Board of Trustees, and members of committees whose terms shall expire at the next annual meeting; shall mail such other notices as may be directed by the Board of Trustees; shall be custodian of all records of the corporation, except such records and papers as shall be kept by the Treasurer as herein provided; shall sign such papers as may be required by his office or as directed by the Board of Trustees; and shall perform such other duties as may be incidental to the office.

Section 5.10. Treasurer. The Treasurer shall receive all moneys of the corporation and have custody thereof; shall deposit the funds of the corporation in one or more banks selected by the Board of Trustees; shall disburse funds in accordance with the directions of and upon the signatures of persons designated by the Board; shall keep a full account of all moneys received and paid out and shall make such reports thereof to the President, Executive Trustee, and Board of Trustees as they may require; shall receive and have custody of all deeds, securities, notes, contracts and other financial papers of the corporation and shall place them for safekeeping in the safe deposit vaults of a bank designated by the Board and under such rules as to access as the Board shall determine; shall keep full account of all deeds, securities, notes and financial papers of the corporation and shall make such accountings and reports thereof to the President, Executive Trustee, and Board of Trustees as they may require; shall cause the books of account of the corporation to be reviewed at least once annually by a public accountant approved by the Board of Trustees; shall cause to be prepared and shall present at each annual meeting of the Trustees a comprehensive financial statement including the report of the accountant; shall sign such papers as may be required by his office or as may be directed by the Board of Trustees; and shall perform such other duties as may be incidental to the office. He shall not be required to give any bonds, unless the Board of Trustees provide otherwise and in the amounts as they shall determine, for the faithful performance of his duties. The said books of account shall be open at any time during regular business hours to inspections by any Trustee, the President, and the Secretary.

Section 5.11. Contracts. Unless authorized in a particular instance by the Board of Directors by resolution, no Officer, employee, or agent shall have any authority to bind the corporation by any contract, to pledge its assets or credit, or to render it liable pecuniarily, for

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any amount in excess of \$500. If so authorized, or if less than \$500, any of the foregoing Officers singly may execute contracts or deliver instruments on behalf of the corporation, pledge its assets or credits, or render it liable pecuniarily.

Section 5.12. Removal. The Board of Trustees may remove any Officer with or without cause whenever in its judgment the best interests of the corporation will be served thereby. Election or appointment of an Officer or other agent shall not of itself create contract rights.

Section 5.13. Resignation. Any Officer may resign at any time on written notice to the Board of Trustees, to take effect immediately unless a future effective date is specified, without prejudice to any rights of the corporation under any contract to which the Officer is a party.

Section 5.14. Vacancies. A vacancy in any Office shall exist on the death, resignation, or removal of any Officer. In case of a vacancy, the Board of Trustees may elect a new Officer. In case of the absence of any Officer of the corporation, or for any other reason that the Board of Trustees may deem sufficient, the Board of Trustees may delegate, for the time being, any or all of the powers or duties of such Officer to any Officer or to any Trustee.

ARTICLE VI. MISCELLANEOUS PROVISIONS

Section 6.01. Amendment. The Board of Trustees shall have the power to adopt and amend by a majority vote these Bylaws in any way not inconsistent with the Articles of Incorporation or the laws of the State of Georgia or the United States.

Section 6.02. Dissolution. The Board of Trustees may cease corporate activities and dissolve the corporation as provided in Article IX of the Articles of Incorporation of the corporation.

Section 6.03. Indemnification. The corporation shall indemnify its Trustees and Officers to the extent permitted by Sections 14-3-110 and 14-2-156 of the Georgia Code, and may indemnify its employees and agents to the same or a narrower extent. The Board of Trustees may maintain liability insurance coverage for any or all of the corporation's Trustees, Officers, employees, or agents.

Section 6.04. Racial Nondiscrimination Policy. The corporation's programs, including but not limited to its educational programs, shall admit persons of any race to all the rights, privileges, programs, and activities generally accorded or made available to students or other persons in such programs. The corporation shall not discriminate on the basis of race in administration of its educational policies, admissions policies, scholarship and loan programs, if any, and other programs.

Section 6.05. Presbyterian Church in America Governing Instruments. Notwithstanding the foregoing, the corporation and these Bylaws shall be subject to the Constitution, Bylaws, and Book of Church Order (all as amended from time to time) of the Presbyterian Church in America as and to the extent provided in the Articles of Incorporation of the corporation.

CERTIFICATE OF SECRETARY

I hereby certify that the foregoing Bylaws comprising 13 pages constitute the Bylaws of the corporation, that said Bylaws were duly adopted at a meeting of the Board of Trustees held on 17th day of January, 1986, and that I am the duly elected and acting Secretary of the corporation.

Dated January 17, 1986.

/s/ Rodney W. Whited
Secretary

**POLICY GUIDELINES
INVESTOR'S FUND FOR BUILDING AND DEVELOPMENT**

1987, p. 319, Appendix I; Revised 1987 by the Fifteenth General Assembly

**POLICY GUIDELINES
1993, p. 107, 21-50, III, 6.**

I. PURPOSE

The Investor's Fund for Building and Development (IFBD) exists to glorify God by serving the General Assembly of the Presbyterian Church in America. Specifically, the IFBD is organized to provide biblical alternatives where:

- God's people, in saving and investing the money received from God, will have assurance that these funds will be used to advance the Kingdom of God, as His people exercise consistent and responsible stewardship.
- God's people, working through local congregations, may borrow from and repay to their brethren God's money in order to enable and encourage Kingdom growth.
- God's people, in local churches, will find assistance and resources for the obtaining and developing of facilities in which they can glorify God and multiply disciples.

II. ORGANIZATION

A. Relationship to the General Assembly.

1. The IFBD is a separately-incorporated, integrated Auxiliary of the Presbyterian Church in America, a corporation.
2. The IFBD, though closely related to the Committee on Mission to North America, as well as other agencies, exists as a separate agency of the General Assembly.
3. The IFBD is to report directly to the General Assembly, through a Committee of Commissioners for the Investor's Fund as required by the Rules of Assembly Operation as amended from time to time. As required by the RAO, the Trustees will provide annually to the Assembly:
 - a. Minutes of all meetings and records of all board actions according to the standards of RAO;
 - b. A certified audit;
 - c. A written report;
 - d. A budget for the ensuing budget year.

B. Board of Trustees

1. **Composition:** The Board of Trustees is composed of no more than seven and no less than three ruling and/or teaching elders elected by the General Assembly according to the Bylaws of the Investor's Fund for Building and Development of the Presbyterian Church in America, a corporation, and the Rules of General Assembly Operation.

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- a. The Board, as within its bylaws, may from time to time elect co-operative members to the Board to assist it in carrying out its work for the General Assembly. Co-op members will have the privilege of the floor in all discussions and meetings of the board, may vote while in subcommittee, but may not vote on official actions of the Board.
 - b. In order to fulfill its fiduciary responsibilities, the Board may elect interim Trustees as full members of the Board to fulfill unexpired terms of Trustees whose office has become vacant. Interim Trustees will serve until the position is filled by the General Assembly (per approved Bylaws).
2. Responsibilities of the Board of Trustees include, but are not limited to the following:
- a. To act as the legal entity for the Investor's Fund and to act in a manner commensurate with its fiduciary responsibilities.
 - b. To insure operation of the IFBD according to the *Book of Church Order*, Articles and Bylaws of the PCA and the Fund, Rules for General Assembly Operation, and the laws of the states where the Fund operates. The Trustees are to do all they can within these limits to advance the purposes of the Fund.
 - c. To review and approve all legal and financial relations with banks, and other financial institutions, legal counsel, broker-dealers, etc., necessary for the operation of the Fund.
 - d. To employ a coordinator to administer the program and review the performance of the coordinator regularly in light of the goals of the Fund, as well as other relevant criteria.
 - e. To provide an annual report, audit and budget to the General Assembly through appropriate channels according to the Rules of Assembly Operation.
 - f. To set and approve the rates and terms of all public offerings made by and in the name of the IFBD.
 - g. To review and examine all loans submitted according to the loan guidelines enumerated elsewhere in the policy manual, and to act as the legal entity for these loans.
 - h. In consultation with the staff, to the conditions for all loans.
 - i. To see that the Fund operates in a way beneficial both to the investors and to borrowing entities; and client congregations as well as the General Assembly.

III. PERSONNEL

- A. The staff is to consist of a Coordinator, whose professional guidelines are as defined and amended by the Trustees (see Appendix 1).
- B. The Coordinator may hire, at his discretion, such associates, assistants and clerical staff as deemed necessary for the efficient and effective administration of the IFBD.
- C. The Board will maintain written personnel guidelines developed in consultation with the coordinator which will govern the conditions of employment, work environment, compensation in compliance with all federal, state and local laws, regulations and ordinances. This personnel policy is the responsibility of the Board of Trustees of IFBD as integral to its fiduciary responsibilities.

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IV. OPERATIONS

A. Investments

1. The type terms, rates and conditions for the initial and subsequent investment offerings will be determined by the Board of Trustees after consultation with the staff, financial and legal counsel. Such determinations will be made as market conditions and the status of the Fund require. All offerings will be made through public offering circulars.
2. The Board of Trustees will determine the amount of the initial and subsequent offerings for the IFBD.
3. Since each state requires a separate registration of the program, the Board, at the recommendation of the staff, will determine the order and timing of these registrations.
4. In most states, the officers and directors of the IFBD will be able to solicit investments on behalf of the IFBD. From time to time, a state may require a broker-dealer to solicit investments. Until such time as a staff member is a registered broker-dealer, a relationship with a broker-dealer for authorization of transactions and other solicitation will be established by the board.
5. A reserve fund to cover loan difficulties and to fund emergency requests to redeem certificates will be established, the size of which will be determined by the Board in light of the size of the fund, the history of redemption requests and other relevant criteria. Investment of these funds will be consistent with the philosophy, aims and objectives of the Fund.

B. Loans

1. Investor's Fund Loans

a. Qualified applicants

- (1) Particular churches of the Presbyterian Church in America.
- (2) Mission churches recognized by the presbytery and chartered by the state in which they are located and endorsed for a loan by the presbytery, and with a guarantee of repayment of the loan by the presbytery.
- (3) Presbyteries which wish to borrow in order to purchase land for future mission projects. An application from a presbytery must include an affidavit of presbytery approval certified by the moderator of presbytery and the stated clerk of presbytery.

b. Loan application:

- (1) Application is to be made directly to the IFBD on the form provided by the IFBD as amended from time to time. An application will not ordinarily be presented to the Trustees for review until deemed substantially complete. To be deemed substantially complete, an application must include:
 - (a) A completed application form.
 - (b) A specific property or project.
 - (c) Requested supporting data to include financial statements and budgets, all relevant contracts, notes, deeds, appraisals and other documents as requested by staff.

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- (d) A 1% application deposit accompanying the initial application. This deposit will be credited against any subsequent closing charges and will be used to cover costs in preparing and presenting a loan.
 - (2) In addition to items required for application, each applicant may be asked for further materials as are usual and customary for closing of loans, including, but not limited to, inspections, surveys, title opinions, insurance, other insurances, and corporate resolutions.
 - (3) Each applicant ordinarily should be represented by legal counsel or an escrow agency as appropriate.
- c. Loan Approval:
- (1) Since responsibility for successful operation of the IFBD, under God and the General Assembly, resides with the IFBD Trustees, they reserve final authority to approve or disapprove or delay loan applications and to set terms, rates and conditions for the loans. Such decisions will be made according to the Guidelines established by the General Assembly, the statutory requirements on the Fund, the best interest of the investors and churches, and the financial status of the IFBD.
 - (2) Completed applications as defined above received by the IFBD will receive a preliminary review for compliance with the policy guidelines of IFBD, as well as the loan guidelines established by the Trustees. Applications may be returned to the applicant for further documentation. The staff will present to the Trustees only such applications as are substantially complete and in accord with the purposes of IFBD as approved by the General Assembly.
 - (3) Substantially complete applications will be presented to the Board of Trustees along with recommendations from the staff including terms, rates and conditions based upon the relevant requirements of IFBD at the time of application.
 - (4) The Board Of Trustees reserves the right to approve, disapprove or delay a loan according to their own judgment, and to make an independent investigation of an application.
 - (5) Notification of the approval of a loan application will be forwarded in writing to the applicant, as soon as possible after acceptance by the Board of Trustees. Notification will be the responsibility of the Secretary of the Board of Trustees. Approval does not take effect until all documentation is complete and funds are available.
 - (6) The IFBD staff, along with counsel, will be responsible for setting a closing and drawing up the documentation necessary to close. Notification of successful closing

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- of an approved loan will be given the Board by the Loan Manager or other appropriate individual.
- (7) Loan approval operating guidelines will be established from time to time by the Trustees and staff in keeping with those in the church lending industry and in consultation with the Fund Manager, and counsel.
- d. General Conditions Provisions
- (1) The Board of Trustees, pursuant to common practice, and in order to make most efficient use of IFBD assets, may from time to time offer to sell all or part of a loan to a qualified financial institution, in consultation with the Fund Manager and legal counsel.
- (2) The Board of Trustees from time to time may allow the IFBD to act as a loan broker to assist PCA congregations seeking financing not in keeping with the loan guidelines of the IFBD or the specific needs of the church. Such "brokering" will be according to the standards of the industry and in the best interest of the church. A fee may be charged for such services.
- (3) Funds for loans approved by the Trustees will be forwarded to the congregation by the Trustees of the Fund when all terms and conditions of the loan are fulfilled and the funds become available (all approvals are subject to the availability of funds. Approvals are valid only when funds are available and the necessary documentation has been completed.) Counsel to the Fund will notify the Fund when documentation is acceptable.
- (4) Should a borrowing congregation be dissolved or withdraw voluntarily from a presbytery which is a part of the Presbyterian Church in America, the IFBD officers will be expected to make demand for the outstanding balance of the note be paid in full. In the case of a mission church, the endorsing presbytery will be expected to fulfill the repayment schedule.
- (5) Loans may be fixed or variable rate. The rates and terms will be recommended for each loan by the IFBD staff. The final rates and terms will be set and implemented by the Trustees.
- (6) A one-to-five point fee for closing and discount will be charged to each loan. These funds will be used to offset the operating costs of the IFBD.
- (7) Each loan will be secured by a properly executed and recorded mortgage and loan agreement approved by the congregation at a duly called congregational meeting according to the *Book of Church Order* and such other collateral as deemed necessary by the Trustees. A Document of Approval signed by the Moderator and Secretary of the meeting will be required for closing.

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- e. Loan Purposes:
 - (1) The purchase of land;
 - (2) the purchase of existing facilities;
 - (3) The construction of new facilities;
 - (4) The renovation of existing facilities;
 - (5) The refinancing of existing loans in connection with the purchase and/or construction of land or facilities;
 - (6) Working capital loans secured by real estate.
- 2. Loans - Five Million Fund
 - a. A loan may be made, not only to an organized church, but to a mission church, properly chartered as a legal entity, when such a loan is recommended enthusiastically by the Presbytery of jurisdiction and when the Presbytery, by simple motion, agrees to take the responsibility for repayment of the loan should the mission fail in its obligation.
 - b. Ordinarily, no loan will be made to an organized church already possessing a sanctuary when the loan is to be used for the expansion of existing facilities or for the replacement of those facilities or to refinance an existing loan. However, applications for the loans filed at time of purchase that are to be used to reduce the amount of permanent financing are exempt from the refinancing restrictions. **THE PURPOSE OF THE FUND WILL BE TO HELP NEW CHURCHES OBTAIN LAND AND/OR FIRST BUILDINGS THEY COULD NOT OBTAIN BY OTHER MEANS OR TO RENOVATE LEASED FACILITIES.**
 - c. In instances where land only is to be purchased, then, ordinarily, the amount of the loan will be an amount which, when added to the amount raised by the applying congregation, will permit purchase of the land without the necessity of borrowing additional funds by the applying congregation. (Please furnish a copy of the land purchase contract.)
 - d. In instances where the loan is to be used in connection with the building of a facility or the acquiring of a facility that already has been constructed, then, ordinarily, the amount of the loan will be an amount which, when added to the amount raised by the congregation, will permit the applying congregation to have sufficient equity to borrow the needed funds from an outside lender to construct or acquire the contemplated facility. (Please furnish a copy of the construction contract, if a new building is to be built, or a copy of the purchase contract on an existing building.)
 - e. Loans may be unsecured and will be interest-free (until maturity or default).
 - f. All loans will be represented by a promissory note to the PCA Investor's Fund. The borrowing congregation will be expected to furnish to the PCA Investor's Fund on an annual basis:
 - (1) A copy of the financial statement including a balance sheet and operating statement for the preceding year.
 - (2) A copy of the congregation's budget for the coming year.

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- (3) A repayment schedule shall be part of this agreement for each loan and shall be presented to the church as part of the terms of the loan. Requests for changes in this schedule must be presented in writing to the PCA Investor's Fund Trustees.

It is understood that, should the borrowing congregation be dissolved or voluntarily withdraw from a Presbytery which is part of the Presbyterian Church in America, then the PCA Investor's Fund will be expected to make demand that the outstanding balance of the note be paid. In the case of a mission church, the endorsing Presbytery will be expected to fulfill the repayment schedule.

- g. Ordinarily, a church seeking a loan from the Five Million Fund first must be enrolled in a PCA Presbytery, either as a mission church or as a particular church for a period of twelve (12) months. Loans will be made only to a congregation that is recognized as a legal entity under the laws of the state in which such applying congregation is located.
 - h. The applying church must request the MNA Committee of its Presbytery to write a recommendation of endorsement with comments as to the growth and development of the church, the suitability of the property and desirability of its location.
 - i. Ordinarily, any loan application must be submitted to the Presbytery in which the applying congregation is a member and forwarded to the PCA Investor's Fund by the Presbytery with its recommendation.
 - j. The PCA Investor's Fund reserves the right to make an independent investigation of any application for a loan and to accept, reject or delay action on any such application. In addition, the PCA Investor's Fund reserves the right to reduce the amount requested by such applying congregation.
 - k. In the event funds have been contributed to the PCA Investor's Fund by an individual, church or Presbytery or any other party, and the donor places restrictions or designations on the use of such funds so contributed, then, if such funds are accepted by the PCA Investor's Fund all such funds shall be administered by the PCA Investor's Fund in accordance with the restriction or designation placed thereon by the donor. An example of such a restriction or designation would be funds given for endowment in which loans would be made only from the income received on these invested funds. Regular, undesignated gifts will not be placed in endowment or any other restricted category.
 - l. Funds for loans approved by the PCA Investor's Fund will be forwarded to the congregation when all the terms and conditions of the loan are fulfilled and the funds become available.
- C. Consulting Services:
1. Continuing the previous activities of the former Building Department of Mission to North America (assigned to IFBD 19th GA), IFBD will offer from time to time such consulting services as are deemed appropriate by the Trustees in light of the need for such services among PCA churches.

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2. Consulting services, such as building consultation and fund raising, will be offered on a fee-for-service basis. Fees will be set below market to make them available to the widest number of churches.
3. Consulting services may include the oversight of various building services on behalf of a congregation or PCA organization, but by no means will IFBD be involved in the direct operating of construction, design or engineering firms.
4. From time to time, to increase the effectiveness of the various consulting services, IFBD may subcontract certain portions of the work to qualified individuals or organizations.

V. ADMINISTRATION

- A. The IFBD will maintain an administrative manual to govern personnel policies (including vacation, sick leave, conflict of interest, etc.), general operation procedures, accounting and such other areas as the Board deems necessary.

**POLICY GUIDELINES
ESTABLISHED BY MISSION TO THE UNITED STATES
COMMITTEE, PRESBYTERIAN CHURCH IN AMERICA,
FOR LOANS TO: PRESBYTERIAN CHURCH IN
AMERICA CONGREGATIONS**

1978, p. 78, 6-51

- (1) Loans will be made only to organized congregations. Such congregations must be a member of a Presbytery of the Presbyterian Church in America.
- (2) In instances where land only is to be purchased, then, ordinarily, the amount of the loan will be an amount which, when added to the amount raised by the applying congregation, will permit purchase of the land without the necessity of borrowing additional funds by the applying congregation.
- (3) In instances where the loan is to be used in connection with the building of a facility or the acquiring of a facility that has already been constructed, then ordinarily the amount of the loan will be an amount which, when added to the amount raised by the congregation, will permit the applying congregation to have sufficient equity to borrow the needed funds from an outside lender to construct or acquire the contemplated facility.
- (4) All loans made will be unsecured and will be interest free.
- (5) All loans will be represented by a promissory note to Mission to the United States, Presbyterian Church in America. The borrowing congregation will be expected to furnish to the Mission to the United States on an annual basis the following:
 - (a) Copy of the financial statement of the congregation;
 - (b) Copy of the operating statement of the congregation for the preceding year; and
 - (c) A repayment schedule shall be agreed upon by the MUS Committee and the borrowing congregation at the time the loan is executed. A copy of the congregation's budget shall be submitted annually. Any change in the repayment schedule must be approved by the MUS Committee.

It is understood that should the borrowing congregation be dissolved or voluntarily withdraw from a Presbytery which is a part of the Presbyterian Church in America, the Committee on Mission to the United States, Presbyterian Church in America, will be expected to make demand that the outstanding balance on the note be paid.
- (6) Loans will be made only to a congregation that is recognized as a legal entity under the laws of the State in which such applying congregation is located.
- (7) Ordinarily any loan application must be submitted to the Presbytery of which the applying congregation is a member and forwarded to the Mission to the United States, Presbyterian Church in America, by the Presbytery with its recommendation.

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- (8) The Mission to the United States, Presbyterian Church in America, reserves the right to make an independent investigation of any application for a loan and to accept, reject, or delay action on any such application. In addition, the Mission to the United States, Presbyterian Church in America, reserves the right to reduce the amount requested by such applying congregation.
- (9) In the event funds have been contributed to the Mission to the United States, Presbyterian Church in America, by an individual, church or Presbytery, or any other party, and the donor places restrictions or designations on the use of such funds so contributed then, if such funds are accepted by the Mission to the United States, all such funds shall be administered by the Mission to the United States in accordance with the restrictions or designations placed thereon by the donor.

**BASIC POLICY GUIDELINES
FOR REVOLVING BUILDING LOANS
TO QUALIFIED APPLICANTS AS ESTABLISHED BY
THE COMMITTEE ON MISSION TO NORTH AMERICA
OF
THE PRESBYTERIAN CHURCH IN AMERICA &
THE INVESTOR'S FUND FOR BUILDING AND
DEVELOPMENT OF
PRESBYTERIAN CHURCH IN AMERICA INC.**

1986, P. 273, Appendix C, Attachment B

1. **Purpose of the Revolving Building Loan Program:**
To provide a means whereby Christians may invest a portion of their surplus monies into a plan that will provide mortgage monies to churches within The Presbyterian Church in America. The program will offer financial assistance for land acquisition, building, and enlarging or enriching a worship or teaching center.
2. **Qualified Applicants**
 - a. Organized churches of The Presbyterian Church in America that are approved for a loan by the MNA presbytery committee of jurisdiction.
 - b. Mission groups recognized by a presbytery, chartered by the state in which they are constituted and endorsed for a loan by the presbytery of jurisdiction.
 - c. Presbyteries may borrow money from the fund to purchase land for future church planting.
3. **Purpose of Loans**
 - a. To build a structure or buy an existing building.
 - b. To remodel or enhance an existing church building or Christian church school.
 - c. To purchase land for future construction.
 - d. To use as first or second mortgage in permanent financing for church buildings, Christian schools, or unimproved land for future buildings.
4. **Terms and Conditions of the Loan**
 - a. All loans will be made at a fixed or variable rate of interest over the life of the loan. Rates and terms will be recommended by the Committee on Mission to North America and implemented by the trustees administering the RBF program.
 - b. A one to five point fee will be charged to each loan based on the dollar amount of the loan and will be prepaid from the loan disbursement. These fees will be used to offset the cost of operating the fund.
 - c. Each loan will be secured by a properly executed and recorded mortgage and loan agreement approved by the congregation borrowing the money at a congregational meeting. The agreement will be executed by the moderator and secretary of the meeting for the church.
 - d. The Committee on Mission to North America reserves the right to reject, modify or delay a request without reason other than its own judgment.
 - e. It is understood that should a borrowing congregation be dissolved or voluntarily withdraw from a presbytery which is a part of the Presbyterian

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Church in America that the Investors Fund officers will be expected to make demand that the outstanding balance of the note be paid. In the case of a mission church, the endorsing presbytery will be expected to fulfill the repayment schedule.

- f. All applications for loans from church and mission groups must include a Document of Approval from the MNA Committee of the presbytery of jurisdiction.
- g. Presbytery applications for loans must include an affidavit of presbytery approval certified by the presbytery moderator and/or the stated clerk of the presbytery.
- h. Funds for loans approved by MNA will be forwarded to the congregation by the trustees of the fund when all the terms and conditions of the loan are fulfilled and the funds become available. (All approvals are subject to the availability of funds. Approvals are valid only when funds are available and the necessary paperwork has been completed.)

**CONSTITUTION of the
NORTH AMERICAN PRESBYTERIAN AND REFORMED
COUNCIL**

(As amended by the Third Meeting of the Council,
October 28-29, 1977)

I. NAME

The name of the Council shall be The North American Presbyterian and Reformed Council.

II. BASIS OF THE COUNCIL

Confessing Jesus Christ as only Savior and Sovereign Lord over all of life, we affirm the basis of the fellowship of Presbyterian and Reformed Churches to be full commitment to the Bible in its entirety as the Word of God written, without error in all its parts and to its teaching as set forth in the Heidelberg Catechism, the Belgic Confession, the Canons of Dort, the Westminster Confession of Faith, and the Westminster Larger and Shorter Catechisms.

That the adopted basis of fellowship be regarded as warrant for the establishment of a formal relationship of the nature of a council, that is, a fellowship that enables the constituent churches to advise, counsel, and cooperate in various matters with one another and hold out before each other the desirability and need for organic union of churches that are of like faith and practice.

III. PURPOSE AND FUNCTION

1. Facilitate discussion and consultation between member bodies on those issues and problems which divide them as well as on those which they face in common and by the sharing of insights "communicate advantages to one another" (Institutes IV, 2, 1).
2. Promote the appointment of joint committees to study matters of common interest and concern.
3. Exercise mutual concern in the perpetuation, retention, and propagation of the Reformed faith.
4. Promote cooperation wherever possible and feasible on the local and denominational level in such areas as missions, relief efforts, Christian schools, and church education.

IV. NATURE AND EXTENT OF AUTHORITY

It is understood that all actions and decisions taken are advisory in character and in no way curtail or restrict the autonomy of the member bodies.

BYLAWS, MANUALS AND GUIDELINES

V. MEMBERSHIP

1. For the purposes of the initiation of the Council those of the following churches which are officially represented in these organization meetings whose assemblies give their approval be the founding churches of the Council: namely, Christian Reformed Church; Orthodox Presbyterian Church; Presbyterian Church in America; Reformed Presbyterian Church, Evangelical Synod; Reformed Presbyterian Church of North America.
2. Those churches shall be eligible for membership shall be by recommendation of the Council by two-thirds of the ballots cast and this recommendation must then be adopted by the approval of two-thirds of the major assemblies of the member churches.

VI. AMENDMENTS

This constitution may be amended by recommendation of the Council by two-thirds of the ballots cast and this recommendation must then be adopted by two-thirds of the major assemblies of the member churches. The amendment as recommended to the member churches is unamendable.

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BYLAWS

(As amended by the Fifteenth Meeting of the Council)

I. MEETING OF THE COUNCIL

1. The Council normally shall meet once each year.
2. Before adjournment the Council shall set the date and place for the next meeting. The Interim Committee shall make arrangements for the next meeting and shall supervise the election of a chairman, secretary, and treasurer.
3. All meetings shall be open to authorized observers and guests except when the Council decides to meet in Executive Session. Observers shall be limited to those invited by the Interim Committee.

II. DELEGATES

1. Each member church shall appoint no more than four delegates to each meeting of the Council.
2. Each delegate of the member church shall be entitled to vote on items before the Council. Voting on major decisions (as determined by the body) shall be by unit vote of the church delegates.

III. OFFICERS OF THE COUNCIL

1. Each meeting of the Council shall elect its own officers, as follows: chairman, vice-chairman, secretary, treasurer. The vice-chairman shall normally succeed to the office of chairman, and shall be declared elected by white ballot, unless the Council determines to conduct an election.
2. The responsibilities of the officers will be as follows:
 - a. Chairman - to preside at meetings of the Council, to make required appointments, to see that business is conducted in an orderly manner.
 - b. Vice-chairman - to assist the chairman upon his request, and to succeed to the chairmanship at the next annual meeting after the opening of the session.
 - c. Secretary - to keep a roll of delegates, to record and distribute the minutes of the Council, to carry on the correspondence in reference to Standing Committees, Study Committees and the next meeting of the Council, and to prepare the Agenda for the next meeting of the Council.
 - d. Treasurer - to receive bills for the expenses of the meeting of the Council, to receive funds to pay bills incurred by the Council, and to submit reports regularly to the Council.
3. Terms of office:
 - a. The chairman shall serve for a one year term, such term beginning with the annual meeting at which he presides, and concluding after the opening items of the next meeting.
 - b. The vice-chairman shall serve a one year term and shall normally succeed the chairman after the opening of the next annual meeting and the election of officers.
 - c. The secretary and treasurer shall serve for one year terms, and shall be eligible for reelection.
4. Travel, housing and meal expenses shall be borne by the sending churches.

BYLAWS, MANUALS AND GUIDELINES

IV. ITEMS FOR CONSIDERATION BY THE COUNCIL

The Council shall deal only with:

1. Communications received from member churches.
2. Inquiries from churches for membership.
3. Reports produced by its Committees.
4. Official documents from organizations in which member churches are cooperating.
5. And such matters as may by majority vote be declared properly before the Council.

V. COMMITTEES AND CONFERENCES

1. Committees of the Council
The Council may establish and appoint as many such committees as needed. These committees shall continue until the matters assigned to them have been completed. However, if such committees are to represent all member churches, the delegates of each church to the current meeting of the Council shall designate its representative(s).
2. NAPARC Study Committees
The Council may establish NAPARC Study Committees to study matters of mutual concern to the NAPARC churches. In erecting such a Study Committee the Council shall indicate the number of representatives each church may appoint to the Committee; equal representation from each church shall be authorized. It shall also designate one of the churches, which is to convene the Committee. The option of participating and the manner of selecting representatives shall be left to each church.
3. Conferences
 - a. The Council may call Conferences on subject of mutual concern to which all member churches are urged to send representatives.
 - b. Annual consultations between the agencies of the various NAPARC churches may be held as desirable with each member church being urged to participate.
4. Materials and Conclusions
Materials and Conclusions of NAPARC Study Committees and Conferences shall be sent to the Interchurch Committees of all the member churches, and to the NAPARC Interim Committee.
 - a. The chief use of materials and conclusions of the NAPARC Study Committees or Conferences is
 - (1) for the information and instruction of member churches, and
 - (2) the conveying of possible responses - approval, disagreement, or further study - by each member church to the other.
 - b. The materials and conclusions are to be considered the property of the several member churches, and may be used and publicized by them only in their own name unless approved by other member churches also; joint publicity of the results of the Study Committee or Conferences shall be by the churches themselves as distinguished from publicity by NAPARC which is consultative rather than policy making. Neither NAPARC nor NAPARC Study Committees or Conferences may speak for the member churches.

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- c. The ultimate purpose of the NAPARC Study Committees and Conferences is to search the Scriptures for the enrichment of our understanding of God's truth, to discuss the application of God's Word in the life of the churches and to seek unity through the development of a common commitment and cooperation.

5. **Expense**

The expenses of NAPARC Study Committees and Conferences are to be borne by the member churches (including such items as: meals, travel, lodging, etc.). The cost for such items as duplication and secretarial aids is to borne by the NAPARC treasury.

VI. INTERIM COMMITTEE

The Interim Committee shall consist of the Chairman, Vice-chairman, Secretary and Treasurer of the Council, together with such others appointed by the delegations of the member Churches as will provide one representative from each member Church.. When the Secretary and or Treasurer serves for more than one consecutive term, his delegation may elect an additional member to the Interim Committee, if desired. Each denomination of NAPARC shall have one vote on the Interim Committee, and each denomination's delegation determines who represents that denomination. Its functions shall be limited those specified below:

1. Make the arrangements and prepare the agenda for the meeting of the Council.
2. Call meetings of the Council or Study Committees when unusual circumstances warrant.
3. Give counsel to the Secretary regarding correspondence and procedure.
4. Deal responsibly with all matters inadvertently overlooked which call for action before the next meeting of the Council.
5. Advise the Council on matters coming before it.
6. The participating churches shall bear the expenses of their members to Interim Committee meetings.

VII. AMENDMENTS

These Bylaws may be amended or suspended by the Council on motion passed by two-thirds of the voting delegates.

**POLICY MANUAL FOR THE
COMMITTEE ON MISSION TO THE UNITED STATES
PRESBYTERIAN CHURCH IN AMERICA**

1981, p. 229, Appendix F, Addendum A

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PURPOSE OF THIS MANUAL

Stated quite simply, a policy is a course of action adopted by an organization with a view towards influencing and determining the decisions of its members regarding specific important matters which are expected to arise frequently.

The organization involved is the Presbyterian Church in America and its Committee on Mission to the United States through whom the church seeks to discharge one area of its total duty. All material in this Manual has been specifically approved by the General Assembly of the Church.

The founding fathers of the Presbyterian Church in the United States spoke of the mission of the church in an "Address to all Churches" and their statement was repeated by the First Assembly of the PCA. It is the cornerstone of this Manual.

"The only thing that will be at all peculiar to us is the manner in which we shall attempt to discharge our duty. In almost every department of labor, except the pastoral care of congregations, it has been usual for the church to resort to societies more or less closely connected with itself, and yet logically and really distinct. It is our purpose to rely upon the regular organs of our government, and executive agencies directly and immediately responsible to them. We wish to make the church, not merely a superintendent, but an agent. We wish to develop the idea that the congregation of believers, as visibly organized, is the very society or corporation which is divinely called to do the work of the Lord. We shall, therefore, endeavor to do what has never yet been adequately done - bring out the energies of our Presbyterian system of government. From the

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session to the Assembly, we shall strive to enlist all our courts, as courts, in every department of Christian effort. We are not ashamed to confess that we are intensely Presbyterian. We embrace all other denominations in the arms of Christian fellowship and love, but our own scheme of government we humbly believe to be according to the pattern shown in the Mount, and, by God's grace, we propose to put its efficiency to the test."

The M-US Policy Manual is intended to be a key instrument by which the Church and its Mission to the United States Committee, acting as one body, can meet this test.

The primary contents of this Manual are policies. In addition, however, there are position statements which present the setting for a certain policy or a group of related policies. This background may include Scripture, reports from the General Assembly of the PCA, or statements from the Committee on Mission to the United States. It is presented to further the understanding of a policy or group of policies and to facilitate implementation.

THE MANDATE OF SCRIPTURE

In the report of the Committee on Mission to the United States adopted by the First General Assembly, the Committee affirmed five truths taken from Holy Scripture and listed below to be the basis for its dedication and service in a truly Biblical and Presbyterian Church:

1. The salvation of souls, the growth of Christ's Church, even the coming of Christ's Kingdom are but means to the highest of all ends - God's glorification. (Romans 2:36)
2. The Lord's Great Commission is to proclaim the Gospel to every person - regardless of human position - in our local area, in our nation and to the uttermost parts of the earth. We inscribe upon the banner of this Church, His last command: "Go ye into all the world and preach the Gospel to every creature." (Matthew 28:18-20 and Acts 1:8)
3. Vigorous evangelism is required to the end that God be glorified in the salvation of His elect. The reformed doctrine of the sovereignty of God, predestination and election demand zealous evangelism. All of God's elect must be saved; not one of them may perish. The Gospel is the means by which God bestows saving faith upon them. The reformed doctrine of election guarantees that evangelism will result in genuine conversions. God is sure to bless His Word to the hearts of the elect unto salvation. (Ephesians 1:2, Romans 9:2-18, II Timothy 1:9, Acts 13:48, Romans 8:29-30, Romans 10:17, II Thessalonians 2:13-14)
4. In the Presbyterian system of church government, the church is not merely a superintendent but an agent of mission work. This was clearly shown in the relief efforts of the church at Antioch (Acts 2:30), in the process of the call to Barnabas and Saul by the congregation at Antioch (Acts 13:1-3), and in the reference of a theological question affecting world mission to the Jerusalem Council (Acts 15). The right of the sending church to a report from those sent supports our view that the church must be an agent of mission work. (Acts 14:26-28)
5. In the Scriptures we discover our mandate is to be zealous in evangelism, vigorous in developing churches where there is no reformed witness, enthusiastic in the spread of the Gospel in specialized fields.

THE ROLE OF MISSION TO THE UNITED STATES

The Presbyterian Church in America has written into the church constitution (*The Book of Church Order*, Par. 14-1) certain basic principles which govern the existence and the development of its mission to the United States.

1. The Church is responsible for carrying out the Great Commission.

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2. The initiative for carrying out the Great Commission belongs to the Church at every court level, and the Assembly is responsible to encourage and promote the fulfillment of this mission by various courts.
3. The work of the Church as set forth in the Great Commission is one work, being implemented at the General Assembly level through equally essential committees.
4. It is the responsibility of every member and every member congregation to support the whole work of the denomination as they be led in their conscience held captive to the Word of God.
5. It is the responsibility of the General Assembly to evaluate needs and resources, to act on priorities for the most effective fulfillment of the Great Commission.
6. The Church recognizes the right of individuals and congregations to labor through other agencies in fulfilling the Great Commission.
7. The Assembly's committees are to serve and not to direct any church judicatories. They are not to establish policy, but rather execute policy established by the General Assembly.
8. The committees serve the church through the duties assigned by the General Assembly.
9. The Assembly permanent committees are Committee on Administration, Committee for Christian Education and Publications, Committee on Mission to the United States, Committee on Mission to the World, which consists of four classes of three men each.
10. The Assembly's committees are to include proportionate representation of all presbyteries, whenever possible.
11. The Committees are to be established on the basis of an equal number between Teaching and Ruling Elders.

Mission to the United States is an arm of the Presbyterian Church in America. The General Assembly of the Presbyterian Church in America has established this committee as one of its permanent committees.

The relationship of the committee to the presbyteries and sessions of the PCA is defined by the duties assigned to the committee by the General Assembly. Its role is to serve these courts and to coordinate General Assembly strategy and effort to build the Presbyterian Church in America into truly a national church used by God to fulfill His Great Commission throughout the U. S. and Canada.

The Assembly's Mission to the United States through its coordinative functions enables individual PCA churches to participate in a cooperative effort with prayer and financial support in the growth of Christ's Church throughout the nation. The primary responsibilities of the Committee on Mission to the United States as assigned by the General Assembly are as follows:

- I. Develop PCA Congregations in every part of the United States and Canada.
 - A. Establish mission churches outside the bounds of the church (existing presbyteries) consisting of Christians interested in the PCA.
 - B. Provide mission churches with an evangelist and/or an organizing pastor.
 - C. Provide program support as needed, helping mission churches to grow spiritually and in financial independence and to become a particular church of the Presbyterian Church in America, active in denominational life.
 - D. Help churches to obtain property and a building through the denomination's church building program.
 - E. Cooperate with and aid presbyteries in mission work within their bounds. This includes help for those presbyteries which cover areas so large that it is unable to maintain an effective witness in every part of its area without help from those in other presbyteries.

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- II. **Form Provisional Presbyteries**
Work with special effort to establish multiple PCA churches within specific geographic bounds thus forming provisional presbyteries for presentation to the General Assembly for formal reception.
- III. **Coordinate Special Ministries**
 - A. Coordinate the General Assembly's work in special ministries thus allowing the churches and presbyteries of the Assembly to cooperate together in ministries which should not fall as a burden on any one part. These ministries include:
 - 1. College and university campus ministries
 - 2. Military personnel ministries through the denominational chaplaincy program
 - 3. Inner city ministries
 - 4. Ministries to ethnic minorities
 - 5. Ministries to the poor
 - B. Coordinate and aid, when possible and advisable, the efforts of diaconal ministries in situation where a local church or presbytery has a special need because of natural disasters and other emergencies that surpasses its ability to respond.
- IV. **Act as Point of Contact for Non-PCA Churches**
Provide a point of contact for "homeless" individual churches that are evangelical and reformed in the Presbyterian tradition, helping them to become formally affiliated with the PCA.
- V. **Evaluate Mission Needs of the United States and Canada**
The General Assembly has given the Mission to the United States the specific responsibility to study and evaluate mission needs and resources in the United States and Canada and to inform the General Assembly of those needs, recommending priorities for the most effective fulfillment of the Great Commission in North America.

ORGANIZATION

Role, Structure and Operation

The Committee on Mission to the United States does not establish policy but rather implements policies established by the Assembly. Its denominational responsibilities fall under five headings.

- I. Developing PCA churches in every part of the United States and Canada.
- II. Forming provisional presbyteries for presentation to the General Assembly.
- III. Coordinating special ministries for the denomination.
- IV. Acting as a point of contact for non-PCA churches interested in affiliating with the PCA.
- V. Evaluating mission needs of the U. S. and Canada for the General Assembly.

The Committee on Mission to the United States consists of twelve members divided equally between ruling and teaching elders with two alternates. Committee members are proposed by their presbyteries, nominated by the Assembly's Nominating Committee and elected, by class, at each Assembly. Each class serves for a period of four years. If a vacancy occurs between Assemblies, the Committee will fill the vacancy by naming the appropriate alternate to complete the unexpired term. The members of the Assembly's Committee on Mission to the United States are not the official representatives of their

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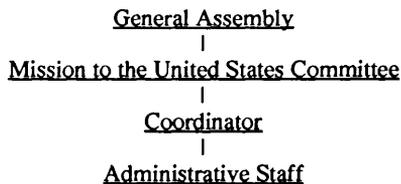
presbyteries or of the Mission to the United States Committees of their presbyteries, but rather are to represent the views and interests of the entire denomination.

Four Committee meetings will be held in each year. These meetings will usually be held in September, December, March and June. At the September meeting a Committee Chairman, Vice-Chairman and Secretary will be elected. In the December meeting the budget, to go into effect thirteen months later, will be approved for presentation to the Committee or Sub-Committee designated by the Assembly. At the March meeting all material to be presented to the Assembly will be approved. The June meeting will be held immediately preceding the Assembly, and Committee members will be available to the Assembly's Committee of Commissioners. The times of meetings will be announced to the Assembly and open to any observers from the Assembly except when in executive session.

The Committee will meet all the expenses of those members, alternates, staff members and invited guest attending the meetings of the Committee, its Executive or Sub-Committees. An exception is made only in the case of the June meeting which is generally tied to the date of the General Assembly. Those delegated to the Assembly from lower courts which meet their expenses will not be reimbursed by the Committee on Mission to the United States. In addition to carrying out its general areas of responsibilities listed above, the Committee on Mission to the United States as a corporate body is also responsible for:

1. Adopting or modifying operational procedures.
2. Recommending policies to General Assembly.
3. Annually adopting a budget and submitting it to the proper Presbyterian Church in America committee.
4. Nominating the M-US Coordinator.
5. Reviewing regularly the ministry of M-US to determine that it is both efficient and effective and communicating its conclusions to the Coordinator so that they are reflected in the ongoing ministry.
6. Assessing the response of the General Assembly to the ministry of M-US and communicating its conclusions to the Coordinator so that they are reflected in the ongoing ministry.
7. Organizing itself.
8. Choosing as the need requires, Assistant Coordinators to assist the Coordinator in his work and to develop particular parts of the overall ministry of Mission to the United States.

Administrative lines of responsibility may be visualized by the following organizational relationships:



In addition to the Committee, there will be an Executive Committee with the power of the Committee itself between meetings of the full Committee. It will meet at the call of the full Committee Chairman who will serve as Chairman of the Executive Committee. The actions of the Executive Committee will be reviewed at the next meeting of the full M-US Committee. The Executive Committee will normally be comprised of the Chairman, Vice-

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Chairman and the Chairman of each sub-committee. Exceptions can be made if deemed wise by the full committee.

Each Committee member and alternate will be assigned to a sub-committee of the full committee and will at all times be granted a vote on the sub-committee. Where there is need in a special area (e.g. finances, special ministries, etc.) the Committee on the Mission to the United States may co-opt additional members for its sub-committees. Each sub-committee will elect its own chairman and recording secretary. The actions of the sub-committees will always be recommendations to the full M-US Committee and will be acted upon at the next meeting of the Committee. All staff members, organizing pastors and others in the field will have the right of free access to the sub-committees without prejudice.

COORDINATOR-Professional Guidelines

Title: Coordinator - Mission to the United States

Reports to: The General Assembly and its Committee on Mission to the United States

Reporting directly to the Coordinator:

1. Assistant Coordinator - Church Development
2. Assistant Coordinator - Special Ministries
3. Director - Financial Programs
4. Business Manager
5. Executive Secretary
6. Others, as objectives, strategy and consequent organizational structure requires.

Objective:

To coordinate the expansion of the church in the United States and Canada so that the church development ministries of the local congregation, the presbytery and the Assembly work together as an agreeable whole.

Responsibilities:

1. Counsel already organized churches which have an interest in becoming a part of the Presbyterian Church in America and refer them to appropriate presbyteries.
2. Encourage local churches and presbyteries in evangelism and church planting.
3. Work with presbyteries in home missions and new church developments within their bounds when invited to do so.
4. Develop the work of the church outside the bounds of presbyteries so as to establish particular churches and organize provisional presbyteries.
5. Maintain liaison with the other General Assembly Committees and work closely with the coordinators of those committees in an effort to avoid confusion and duplication.
6. Present quarterly reports to the M-US Committee on achievements in the area of his general responsibility and recommend new ministries and changes in existing programs.
7. Render other services as directed by the Committee on Mission to the United States and the General Assembly.

Authority:

1. Execute programs approved by the General Assembly and the Committee on Mission to the United States.
2. Promote the M-US program throughout the Presbyterian Church in America.
3. Receive and disperse funds as authorized by the General Assembly and approved in the M-US program.
4. Establish an office, hire office personnel, purchase equipment and superintend the work of the Assembly's M-US office.

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5. Select and recommend to the General Assembly any assistant coordinators who will, after receiving the approval of the Committee and the Assembly, work under his general supervision.

CHURCH DEVELOPMENT GUIDELINES FOR ESTABLISHING CHURCHES

There are certain general but important steps that the Committee on Mission to the United States considers to be a part of its program for church planting.

1. A group of Christians interested in Bible study, prayer and fellowship, and with a growing interest in the Presbyterian Church in America are gathered to meet at regular intervals. Such a group is designated a "mission church".
2. When the mission church has grown to several families, has solidified, and male leadership is evident, the Committee may provide an evangelist or an organizing pastor. The seed group at that time must make its own sacrificial commitment of talent, time and treasure to be supplemented by the treasury of the Committee on M-US.
3. The Committee, as it is able, will also provide program support when needed, helping the group to obtain a meeting place, advertise, develop a Christian education program, etc., until it can grow to be self-supporting and become a particular church of the Presbyterian Church in America.
4. After the church has become organized, the Committee on Mission to the United States can help the church to obtain property and a building through the denomination's church building loan program.
5. The Committee should help the local church to develop its own resources for evangelistic outreach in its community and to participate with other churches of the denomination in the growth of Christ's Church throughout the nation and in all the world.

WHERE TO ESTABLISH CHURCHES

In order to make the greatest progress toward achieving the goals for Mission to the United States, as set forth by the General Assembly, it is imperative that we use the resources God has provided in the most strategic manner. This necessitates the setting of priorities which facilitate decisions involving the expenditure of time, resources, and effort. Mission to the United States has set forth the following consideration in setting its mission priorities and although not mandatory or rigid in application and practice, they do help maintain focus on the committee's purpose and strategy.

New churches should be started in any community, or city or area that lacks the Christian Church; but, not in a random or disorderly manner. Paul's efforts in establishing the churches of Asia and Europe were planned and strategic. By building churches in key cities and important geographic centers, he was able to influence and evangelize entire regions. Careful planning and effective use of his time and resources allowed Paul to say, after only 10 years, "from Jerusalem and round about as far as Illyricum I have fully preached the Gospel of Christ." (Roman 15:19)

As we examine the New Testament and Paul's methodology in establishing churches, we find several key principals applicable to the Presbyterian Church in America in its strategy to establish a truly national church. First, there was careful selection of centers in which to begin churches. Paul saw the world to be evangelized in terms of provinces or regions. Paul's strategy in evangelizing a region was to establish centers of Christian life in two or three key cities, and, from these cities have the knowledge of the Gospel spread throughout the region.

In establishing Presbyterian Church in America congregations through the United States, we use the following Biblical strategy:

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1. We call the entire denomination, including all constituent members, to prayer to the end that the Lord will reveal to us His will concerning the time and place for establishing Presbyterian Church in America congregations. We remember that "it is not enough for a church to be established where many are coming and going unless the people who come and go not only learn the Gospel, but learn it in such a way that they can propagate it."
2. We believe that viewing the country in terms of strategic areas or regions is a Scriptural methodology in seeking places in which to establish churches. In evangelizing these regions, vibrant, strong churches must be established in certain key cities, establishing flourishing churches in them, and from them reaching out to the entire United States and Canada.

It is evident that the General Assembly from the beginning, expected the goal of this Committee's church planting efforts to be the establishment of new presbyteries as well as strengthening existing presbyteries. In the minutes of the Second Assembly we read:

"That the General Assembly adopt as its policy that the Committee on Mission to the U.S. continue taking advantage of the many opportunities for the establishment of more presbyteries; and that these objectives be commended to the churches for prayer."

In applying the above principles, and achieving the goal of developing presbyteries, and maintaining our Presbyterian polity, careful consideration of how we expend our efforts and resources is critical.

It is important that we utilize the time and resources God has provided in the most strategic manner. A step in this direction is to set priorities in the geographic areas or regions that have the potential to develop multiple churches, and thereby establish new presbyteries. These presbyteries can, in turn, become responsible for developing churches in the outlying areas of their region.

However, should the Spirit of God, in His sovereign purpose, direct that a church be planted in a small, isolated location, it is incumbent upon this Committee to move with all speed to obey such a directive. Such a leading would be evident in several ways - perhaps by the spontaneous development of a large core group, or the reception of a church in the PCA from some other affiliation. This Committee would put a special effort into developing other churches in this area until a presbytery could be formed.

ESTABLISHING CHURCHES

The Presbyterian Church in America fully realized that "flesh and blood" cannot build a local branch of the true Church. There is no sufficiency in human calculation, cognition, or tradition upon which to establish the local church. Jesus Christ is "the Church's one foundation." (I Corinthians 3:11). As we contemplate how to begin a church, let us understand that it is Jesus Christ who owns and builds the Church universal and has providential concern for the Church visible.

There is "no revealed number" as to how many people are needed to form a group seeking to become a Presbyterian Church in America. Regardless of the number of people involved initially, whether only one or a group, each individual should personally be prepared for the challenge of having to begin a new church.

Each person committed to forming a Presbyterian Church in America must be:

1. Trusting completely in the sovereignty of God, knowing that He has His elect in every area, and that "as many as were ordained to eternal life" will believe.

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2. Relying on the biblical truth that it is Jesus Christ who builds His Church universal and has a providential concern for its visible development.
3. Praying for the direction of the Holy Spirit, realizing that the Apostle Paul who was used of the Lord to begin many churches was sent out in prayer, strengthened the churches in prayer, was faithful in his own prayer life, prayed in all circumstances, and repeatedly prayed for the local church.
4. Studying the Word of God, understanding that beginning a truly Reformed church is beginning a church which is truly evangelical. We of the Presbyterian Church in America are firmly persuaded, and desire those who wish to begin Presbyterian Church in America churches to be likewise persuaded, that the more thoroughly Reformed a church is the more evangelistic it will be. Far from rendering evangelism superfluous, the Reformed doctrines of the sovereignty of God, predestination, and election demand zealous evangelism. In fact, the Reformed doctrine of election guarantees that evangelism will result in genuine conversions and thus in the growth of the local church.

A new church can be organized only by the authority of presbytery. The presbytery may proceed with the organization directly, or through an especially appointed commission, or through an evangelist to whom the presbytery has entrusted the power to organize churches. In the organization of a church, whatever be the way in which the matter originated, the procedure shall be as follows:

1. The presbytery ordinarily shall receive and approve a petition subscribed to by those persons seeking to be organized into a congregation of the Presbyterian Church in America, appointing a time and a date for a service of organization.
2. At the service and following the preaching of the Word, testimonials shall be presented to the presbytery by such persons as are members of the Church, if there be any, and applicants for admission to the Church on profession of faith in Christ shall, on satisfactory examination, be received.
3. These persons shall in the next place be required to entered into covenant, by answering the following questions affirmatively, with uplifted hand: "Do you, in reliance on God for strength, solemnly promise and covenant that you will walk together as an organized church, on the principles of the faith and order of the Presbyterian Church in America, and that you will be zealous and faithful in maintaining the purity and peace of the whole body?"
4. The presiding minister shall then say, "I now pronounce and declare that you are constituted a church, according to the Word of God, and the faith and order of the Presbyterian Church in America. In the name of the Father, and of the Son, and of the Holy Ghost. Amen."
5. Action shall be taken to secure, as soon as practicable, the regular administration of the Word and Sacraments.

THE ORGANIZING PASTOR

The organizing pastor must be a member under the discipline of the presbytery in which the mission church is located. In those cases in which the potential organizing pastor is not a member of the presbytery in which the mission church is located, he will be presented to that presbytery for examination and reception, before any commitment is made with the man and the mission church. He carries the major responsibility from and to presbytery.

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DESIRED ATTRIBUTES FOR AN ORGANIZING PASTOR

Most solid churches are established because of the vision, spiritual burden, sacrifice, and perseverance of some individual who gave himself entirely to the task of church planting. Because of the unique and demanding task of an organizing pastor, certain desirable attributes are to be looked for in each candidate for this position.

1. Natural Attributes

- a. He should be socially and educationally acceptable to the people he seeks to reach.
- b. He must have an outgoing personality that would enable him to meet new people easily, and converse about spiritual things with all classes of people.
- c. He must be sincerely interested in people and have a deep concern for their personal problems and have the ability to apply spiritual truths for their solution. He should be able to trust God to give him needed insight into the problems of the people and manifest his deep concern, being willing to give the time and energy to help them.
- d. He must be a self-starter, must take the initiative and have the drive with commitment to work hard, long hours, without supervision.
- e. He must have self-discipline in all his personal habits.
- f. He must be in excellent health, and committed to keeping himself in good condition.
- g. His home, marriage and family must meet all the biblical criteria for a church leader.
- h. He must be able to manage his financial affairs in such a way that he will not be an embarrassment to the infant church in a watching community.

It is obvious that perfection can be found in no man. However, the possession of the attributes listed above will place the minister in a much better position to win his hearers to Christ.

2. Spiritual Attributes

- a. He must be a man of God with a deep sense of calling.
- b. He must have compassion for the lost, which provides a deep and abiding motivation.
- c. He must be a man of prayer, and given to the Word of God.
- d. He must have vision - he must see opportunities where others see only obstacles. He needs to be highly motivated and to persevere despite discouraging setbacks. His vision must be backed by a solid sense of call - that God has called him to this work and will see him through.
- e. He should have maturity developed through former experience.
- f. He should have the gift of preaching.

TRAINING

Because of the demands of the task of organizing a new church, training in the needed skills and practices is an important aspect of the overall job. The Mission to the United States will work with the candidate himself and the presbytery, under whose authority he serves, to assess his unique training needs and to establish a training program that will help him effectively accomplish his responsibilities. Such a program will incorporate seminars, time spent with experienced pastors, self-study and time spent with the M-US staff. Special attention should be given to evangelistic skills as well as the specific areas of performance for this task, as outlined in the M-US Procedures Manual for Organizing Pastors.

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Where advisable and needed, the organizing pastor will attend continuing education seminars provided by the Committee on Christian Education and Publications, and those sponsored by PCA approved seminaries.

The Committee on Mission to the United States will periodically bring all organizing pastors and their wives together for seminars on the particular needs of the organizing pastor and his family. Although these are scheduled yearly, the frequency and length of such seminars will depend on the Committee's ability to financially support them.

EVALUATION

1. The organizing pastor will be evaluated by the Mission to the United States, according to his diligence in the various aspects of his ministry, his accomplishment of the goals and objectives outlined in this manual, and the Procedures Manual for Organizing Pastors, as well as the specific measurable goals for church growth mutually arrived at by the various parties involved.

In addition, there will be continued evaluation of the location where the organizing pastor is ministering. If the M-US Committee determines, over a period of time, that a certain area is resistant to the Gospel and that is a major factor why certain church growth and development goals have not been reached, the M-US Committee may choose to move him to a different, more fruitful place of service.

2. The function of the Coordinator and his staff is to support, encourage and aid, according to the organizing pastor's need. But he also has the responsibility to report progress to the Committee at regular intervals. The following reports are required:
 - a. The Organizing Pastor's Progress Report will be completed by the organizing pastor, on a quarterly basis and forwarded to the Coordinator, with a copy to the office his presbytery may designate.
 - b. A companion financial report form will be completed by the organizing committee, or the session of the congregation served by the organizing pastor. Support will not be continued unless all sections of the progress report are received within 30 days of the close of the previous quarter.
 - c. A semi-annual report of progress from one of the following is applicable:
 - 1) The pastor who is providing oversight
 - 2) The presbytery Minister of Church Growth, or
 - 3) The presbytery M-US chairman.
 - d. An annual report from the General Assembly M-US staff or a Committee member based on a personal visit to the area of ministry.
3. The Committee on Mission to the United States will:
 - a. Receive a summary progress report from the Coordinator on each organizing pastor twice in each year (usually in March and September),
 - b. Suggest any remedial action that might be dictated by the report,
 - c. Determine any resulting changes in the terms of the "Call" to the organizing pastor of an unorganized congregation and send the revised call to the pastor and his presbytery.
 - d. Notify the organized church pastored by an "Organizing Pastor" and their presbytery of any changes in the Committee's financial support.

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PART I: PHILOSOPHY OF THE CHURCH'S MINISTRY TO COLLEGES AND UNIVERSITIES

The Presbyterian Church in America acknowledges before God and men its responsibility to minister to those who attend colleges and universities, as well as those who teach and work within such institutions. The nature and mission of the Church demand such a ministry and define the nature and purpose of our work. The following pages set forth the nature and mission of the Church and discuss the tasks of the church as they are related to Campus Ministry.

I. NATURE AND MISSION OF THE CHURCH

The church upon earth consists of all those who credibly profess faith in Christ as Savior and Lord (I Cor. 1:2; Acts 2:47; Acts 8:12) as well as their children (Gen 17:7; Acts 2:39,16:31). In the Old Testament this church is given visible expression and concrete organization under the worship and government of the covenant nation. In the New Testament,

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also, this church, though no longer identified with a nation, is a concrete and visible institution organized under the ordinances and government given by Christ. Our Lord used the term "church" only twice, and in both instances He conceived of an organization which carries on a definite ministry on earth (Mt. 16:18, 19; Mt. 18:15-20). The references to the church in the Acts and the epistles confirm that the church is such a visible and recognizable entity. Thus we find numerous references to the church in households, to the church in cities, to the church in a region, and to a universal, visible church.

This visible church belongs to Christ, who loved it and gave Himself for it (Eph. 5:25). As Head of the Church, Christ gives to the visible church its task and defines its mission (Mt. 28:18-20), which is primarily two-fold. First, the church is to proclaim the gospel to the whole world (Mt. 28:19-20, Lk. 24:47, Acts 1:8, I. Thess. 1:8). Second, the church is to gather the people of God into a community of faith in which they may be built up to maturity in Christ (Mt. 28:18-20; Acts 20:28, 32; Eph. 4:12-16). These two responsibilities are but two aspects of one all-encompassing mission (Mt. 28:18-20).

Christ not only has given to the visible church its mission, but also has equipped it to carry out that mission by giving to it the ministry of the Word and the sacraments (Mt. 28:18-20). He also has equipped the church with certain men, especially pastor-teachers, to be Christ's servants in enabling the church to fulfill its task (Eph. 4:11-16). He has given gifts to the whole church corporately as well as to certain individuals. These gifts are to be used for the fulfillment of the church's task (Eph. 4:7-16, Rom. 12:4-8, I Pet. 4:10-11). In addition, Christ has equipped the church with a government or organization so that the church may take the gospel to the world and nurture all of God's people (Mt. 16:19; Acts 13:1-3, 14:23, 15:2, 4, 6, 22; I Tim. 3:1-13, 15; Titus 1:5-9).

In summary, The Book of Church Order of the Presbyterian Church in America states that "the church, with its ordinances, officers and courts, is the agency which Christ has ordained for the edification and government of His people for the propagation of the faith, and for the evangelization of the world" (Part I, chapter 3-5). (See also the Book of Church Order Preface and Part I, 2 and 3; and The Westminster Confession of Faith, chapter 25).

II. TASKS OF THE CHURCH AS RELATED TO CAMPUS MINISTRY

A. Edification and Government of his people since the church is the primary earthly institution or organization to which God has entrusted the nurture and spiritual government of His people, it is the church's responsibility to carry out the pastoral care and oversight of its members and to ensure that their spiritual welfare is encouraged, enhanced, and promoted.

1. Edification

a. Biblical Imperative

At creation, God established the family and its importance. Subsequently, He confirmed His everlasting covenant with Abraham and his descendants "to be (his) God and the God of (his) descendants after (him)" (Genesis 17). The importance of the family in God's redemptive plan is seen in God's explicit instructions throughout Scripture (e.g., Deut. 6, Eph. 5), which remind us, as individuals and as a church, of our covenantal responsibility to raise our children in the most holy faith.

b. Means Ordained

For building up the body of Christ and preparing the saints for the work of service, Christ has given to His church "some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works of service, so that the body of Christ may be built up" (Eph. 4:11-12). Thus, those called as pastor-teachers and others in the body of Christ work beside parents, as well as with and through them, in the task of Christian nurture.

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c. Content and Extent

In nurturing our children, we must fulfill our Lord's directive to teach them to obey everything that He has commanded (Mt. 28:20). We are to follow the example of the Apostle Paul, who did not shrink from declaring the "WHOLE PURPOSE OF God" (Acts 20:27). The content of our teaching, then, is the whole range of Biblical truth, and its application is to every aspect of life.

d. Responsibility to College Students

The college years, when young people are moving through late adolescence into adulthood, are crucial for education in the faith. Yet, for the student, these years are heavy with pressure from without and within. Much that is set forth as final truth is taught without consideration of God's truth and often is in open contradiction to God's written Word. Within this context, students are formulating beliefs, patterns, relationships, and life-styles that will be foundational and directional for the rest of their lives. This is a time of change, of trying out different areas of study and new ways of thinking and living. It is a time of inner turmoil, of struggling with some of the most far-reaching decisions of life - decisions involving career, marriage, and the development of a value system. Separated from parents, and influenced more than ever by peers and teachers, each student is seeking to establish his own identity as a person and to understand his purpose in life.

Therefore, it is imperative that the church carry out its covenantal responsibility to edify members of the household of God within the university community. During the years when young people are largely separated from the influences of home and the local church, the church must fulfill in a special way the vow many of its members have taken to assist the parents in Christian nurture (*BCO* 57-5). The church must go to the campus with a Christian view of God and the world, as revealed in His written Word. The church, through campus workers called to that field of labor, must build up students in the faith and knowledge of the Son of God. Only as students are equipped with a Biblical world-and-life view will they be able to evaluate the philosophies, ideologies, and practices which confront them on the university campus and throughout life. Only as they are guided into the whole counsel of God will they be enabled to reach "maturity" and experience "the whole measure of the fullness of Christ" (Eph. 4:11-16).

In its constitution, our church acknowledges that it does not make up the whole body of Christ, but that the visible church includes "all those who make profession of their faith in the Lord Jesus Christ," regardless of their denomination. Therefore we recognize that other denominations and groups will be involved in ministries to those within colleges and universities. The presence of other ministries, however, does not in any way negate the responsibility of the Presbyterian Church in America.

The Presbyterian Church in America must carry out its responsibility to edify God's people in the university world upon as many campuses as practically feasible, and especially where significant numbers of our PCA covenant youth are located. If it does not, the void may be filled in the lives of students by individuals or organizations whose teaching, practice, and philosophies are in contradiction to God's holy Word.

2. Government

Christ has commanded the church not only to edify God's people but also to provide spiritual oversight, government, and discipline for their encouragement and correction. As Christ has given to His church various offices, He has with them delegated the responsibility for seeing that the church remain true to its mission and to God's Word. It is the church's task to provide oversight of all of its members, and, through its courts, to support and oversee those called and sent by God and the church to shepherd His flock. It is the church's duty to sound a clear call away from error and false teaching, as well as to proclaim clearly the Word of truth. The church's oversight must extend to church members and officers serving God on the

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university campus. In this melting pot of ideologies and mores, where subtle errors often gain their first foothold, it is especially incumbent upon the church to provide leadership, supervision, correction, and encouragement for its people.

B. EVANGELIZATION AND PROPAGATION OF THE FAITH

1. Biblical Imperative

Our Lord, as Head of His Church, after claiming all authority in heaven and on earth, said, "therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you" (Mt. 28:18-20). It is from the church that the gospel is proclaimed and it is to the church that the redeemed sinner is joined. As the church goes into the world (including the university world), the Lord has commanded it to make disciples, baptizing and teaching. Those saved by God are to be joined to the visible church as they are baptized "in the name of the Father and of the Son and of the Holy Spirit." Therefore, the Presbyterian Church in America acknowledges before God and man a responsibility to go to those who are in colleges and universities, to proclaim to them the good news of Jesus Christ, who is the only solution to the sin of man and the only Mediator between man and God.

2. Reasons to Evangelize the College Campus

The college campus is today a strategic target for evangelization, for at least two reasons. The university world is the marketplace of ideas, where great value is placed upon the wisdom, philosophies, and traditions of men. As these worldly concepts are taught without reference to the absolute truth of Scripture, the church is responsible to teach the message of one true God and His Son, Jesus Christ. We must converse, reason, and dispute with the philosophers and philosophies of our day, as the Apostle Paul did long ago in Athens. The student, entering upon his college career, faces challenges to his previously held thoughts and values. At the same time he is struggling to formulate his own understanding of life. The church must be there, at this crucial period in the student's life, holding forth God's truth and God's solution to the problems of the world. If we do not go, others will take our place, and either participate in the harvest God has provided or fill men's minds with the philosophies of our time.

For a second reason, the college campus today is important for the fulfillment of Christ's command to teach all nations. Our colleges and universities comprise students from around the globe. World evangelization includes going to other countries, but today other countries are coming to colleges and universities within our own country, and within walking distance of many of us. Therefore our failure to go to the university world, today more than ever, means that we do not only fail to go to "our Jeruselems" and into "our Judeas and Samarias," but that we fail to go to the ends of the earth as well, since they have been brought to our very doorsteps. The church, then should recognize and capitalize on the fact that some countries which have placed restrictions on the entrance of American missionaries nevertheless allow people from their country to come to our schools for education.

If the church neglects its responsibility to the university world, some of those who believe may not rightly be joined to the visible church. They may be denied or have a distorted appreciation of certain means of grace (such as the sacraments and discipline) and thereby have a misconception of what it means to be a disciple of Jesus Christ. Our task is great. We go to proclaim the good news, to make disciples, to see those whom God calls to Himself united with the visible church, and to teach them all that Christ has commanded.

III. CONCLUSION

The Presbyterian Church in America accepts its responsibility to plan churches throughout the geographical limits of our land as well as in other subcultures of our society. We

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also affirm our responsibility to send campus workers to the subculture of the university world. Our two-fold mission is to carry out our covenantal duties to nurture and edify members of the household of God and to proclaim the gospel of Jesus Christ to the lost.

Part 2: PHILOSOPHY AND APPROACH OF PCA CAMPUS MINISTRY

I. RESPONSIBILITY FOR CAMPUS MINISTRY

The Presbyterian Church in America affirms its responsibility to send campus workers to the university world (see Part 1, "Philosophy of the Church's Ministry to Colleges and Universities"). Our two-fold mission is to carry out our covenantal duties to nurture and edify members of the household of God and to proclaim the gospel of Jesus Christ to the lost.

II. DOCTRINAL COMMITMENT OF CAMPUS MINISTRY

The doctrinal basis for the campus ministry is the system of truth set forth in the Westminster Standards (Confession of Faith and the Larger and Shorter Catechisms) of the Presbyterian Church in America. We believe that the doctrines summarized therein are those taught in God's Word. The Scriptures of the Old and New Testament are our absolute authority, and from them we derive not only our doctrinal standards but also our principles of discipling.

Staff personnel must subscribe to the Westminster Standards. Students who are members of the executive body of a campus fellowship group are not required to subscribe to the Standards, but are, like non-ordained members in a local church, expected only to make a profession of their faith in Jesus Christ as Lord and Savior. They must also approve of the purpose and objectives of the ministry and subscribe to a basic statement of Christian doctrine.

III. CAMPUS SERVED

Normally, each campus staff member will work on one campus, and will not itinerate from campus to campus.

IV. CAMPUS STAFF

A. SENT BY THE CHURCH

The campus staff member is under the guidance and supervision of the church and is sent by the church not as its representative only, but primarily as a servant of God bearing the name of Jesus Christ. The term "church" here may mean either a local church or churches, a presbytery or presbyteries, or church(es) and presbytery(ies) working together to carry out their responsibilities (see Part 2, XI).

B. PRIMARY RESPONSIBILITY

The campus staff member's primary responsibility is to minister to the students on campus. This responsibility is worked out particularly in two areas:

1. Equipping students for the work of the ministry (Eph. 4:12).

The staff member is not to carry on a ministry alone, but is to equip the students to live out their obligations to God on the campus and in all of life, and to involve them in the total ministry as far as possible. This implies a teaching and discipling ministry in various personal contacts.

2. Setting the Biblical direction for the work and providing goal-oriented leadership.

The staff member is to see that the work is carried out in a manner consistent with the doctrinal basis as set forth above. The staff member, as a

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shepherd, must provide the leadership necessary to see that the work is carried out in line with the purpose and objectives as set forth in this paper.

C. THEOLOGICAL UNDERSTANDING NECESSARY

The staff member must have a basic understanding of doctrine, as set forth in the Westminster Standards. This does not mean that he must have received formal theological training in a seminary. He must, however, possess sufficient knowledge and understanding to have a "theological perspective" or frame of operation that will enable him to offer a balanced teaching ministry and to deal correctly and effectively with the philosophies set forth in this paper.

D. CAMPUS STAFF MEMBER'S ROLE

The staff member is sent by the church to teach, equip, and shepherd students on the university campus. This does not mean, however, that he is to carry out formal discipline, which is a matter for the local church. In dealing with students who are church members, the staff member does have a responsibility to the local church. If special problems arise, the campus staff member may work with the pastors and/or sessions of local churches in the Christian nurture and training of a student who belongs to their congregation.

V. STUDENTS SERVED

A. STUDENTS' CHARACTERISTICS

Students attending college today are in their late adolescence and moving into adulthood. Within the university context, students are formulating beliefs, patterns, relationships, and life-styles that will be foundational and directional for the rest of their lives. This is a time of change, of trying out different areas of study and new ways of thinking and living. It is a time of inner turmoil, of struggling with some of the most far-reaching decisions of life - decisions involving career, marriage, and the development of value systems. Usually separated from parents and home church, and influenced more than ever by peers and teachers, each student is seeking to establish his own identity as a person and to understand his purpose in life.

B. STUDENT INITIATIVE

In starting a group and in carrying out an ongoing ministry on a campus through a fellowship group, the staff member will seek out students who show "initiative". The student initiative to be sought is a "heart response" rather than "activity orientation." What is sought is spiritual initiative, that is, a desire to grow in the faith. Student initiative is not to be measured by activity production (setting up of meetings, contacting of speakers, attendance at certain functions, etc.), but by true heart responses (prayer, concern for sin, fruit of the Spirit, hunger after righteousness and the Scriptures, concern for those of the household of God and for the lost around them, etc.).

C. STUDENTS' ACADEMIC TRAINING

The student is at college to prepare himself for his future years in some field of labor. The staff member must see that the student does not lose sight of his major calling at that point in his life, which is his academic training. In this connection, and in light of the student's characteristics at this age, the staff member will seek to help the student determine before God what his calling is. He will help the student develop a Biblical world-and-life view by which he can evaluate the philosophies, ideologies, and practices which confront him, particularly in his own field of study, on the university campus and throughout life.

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D. STUDENT LEADERSHIP

If the group is to function on campus in a manner that will enable students as individuals and as a group to reach others, the campus staff member must seek out and develop those students who show not only spiritual initiative but also leadership ability and potential. These students must be trained and encouraged to develop and use the abilities and gifts God has given to them.

IV. CAMPUS CHRISTIAN FELLOWSHIP GROUP

A. A CHRISTIAN FELLOWSHIP GROUP

The campus ministry is carried on for and through students who participate in a Christian fellowship. By its very name the campus Christian fellowship group claims that its unity and focus are faith in the Lord Jesus Christ. It must be emphasized that the campus ministry is not carried out as a social organization. Its only rallying point, initially, is the Lord Jesus Christ. Justification of individuals by the accomplished and applied work of Christ is the only sufficient cornerstone for a campus work and group. We presuppose, therefore, that the campus staff member works primarily with Christian students whom he is teaching and training in the Christian life, especially in the context of the college or university campus. This in no way bars association with non-Christians, and the exclusion of non-Christians from group activities is never suggested. Just the opposite is the case, since one of the purposes of the ministry is to reach non-Christian students for Christ.

B. NOT THE CHURCH

The campus Christian fellowship group is not the church. While the church includes persons from all age groups, the campus group generally includes only those from the ages of eighteen to the mid-twenties. Thus the group is not made up of a cross-section of society, nor does it have officers (deacons or elders). Therefore it is not proper for a campus group to administer the sacraments.

C. THE EXECUTIVE BODY

A structure is essential if the student group is to function effectively in building up students in the faith and reaching out to those around them who are lost. The staff member will have the responsibility to appoint to an executive body those students who show spiritual initiative, insight, and leadership ability. This executive body (core group or board), under the staff member and with the staff member, will make the decisions relevant to the ministry of the group on the campus, as they carry out the ministry in line with the purpose and objectives set forth in this paper. The students who make up the executive body must approve of the purpose and objectives of the ministry and subscribe to a basic statement of Christian doctrine.

VII. SCOPE OF THE MINISTRY

A. TEACHING MINISTRY

The primary responsibilities of the campus staff member are set forth in Part 2, IV, B. As noted, equipping and leading imply a teaching ministry. Teaching should take place at various levels - large groups, small groups, and one-to-one (see VIII below). Students may be involved in leading Bible studies or meetings, but such student leaders should first be learning from the regular teaching of the Word. This teaching should take into consideration the needs of the students peculiar to their environment and age group. Bearing in mind the changes through which the students are going and the development of new thoughts and ideas, the staff member will seek to provide the students with a Biblical frame of reference from which they evaluate all of life, including interpersonal relationships and careers.

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B. A MINISTRY TO ALL STUDENTS

The campus staff member will make efforts to contact Presbyterian students and involve them in the ministry. For various reasons, however, it is recognized that not all Presbyterian students will be involved in the ministry. Moreover, although the ministry is a work of the Presbyterian Church in America, the campus staff member will not work with Presbyterian students only. As a servant of God, his primary responsibility also includes any students, regardless of their religious or denominational backgrounds, who show an interest in the ministry carried out on the campus. The staff member also has a responsibility to evangelize and lead the group in evangelization on the campus.

VIII. GENERAL APPROACH TO THE MINISTRY

The campus ministry will be carried out on three levels. These levels serve as a structural framework for the ministry. The place, function, and purpose of each, as well as their differences and how they interact, must be understood and kept in mind by the staff member. The three levels and some of the various forms they can take will now be given.

A. LARGE GROUP

1. Teaching and praise time

Regular large group meetings will provide times for the campus staff member to offer solid Bible study and instruction for the students. These meetings will also include time for singing, sharing of needs and concerns, and prayer.

2. Times of celebration

Periodically, it is appropriate for the students to gather for the purpose of giving thanks and praise to God for His blessing in their lives and that of the group. This will be a time for sharing, singing, and prayer.

3. Group activities

Social outlets for the group should be provided. These activities offer a time for Christian students to have fun together. They also provide an opportunity for non-Christian friends to observe and to participate, as Christians, enjoy life to the glory of God in a setting that the non-Christian would not consider "religious."

B. SMALL GROUPS

1. Staff-led

The staff member should be leading small groups, which will take on a number of different forms. They may be Bible studies, topical studies in some area of particular interest to the students (Evangelism, How to Study the Bible, etc.), or book studies. Usually it is best if the students participating in such small groups studies have done prior preparation.

2. Student-led

Students should be encouraged to lead small groups. To do so properly they will need training and direction. These small groups may be dormitory Bible studies that are either evangelistic or for Christian growth.

3. Prayer Groups

Students should be encouraged to gather regularly to pray for their own needs, the needs of the campus, and the ongoing of the church and the expansion of the Kingdom of God.

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4. Executive Body

The campus staff member should meet regularly with the student leaders for special planning, preparation, training, evaluation, and prayer.

C. ONE-TO-ONE

1. Discipling

The staff member, in obedience to the Lord's command to make disciples should be working closely with selected students. This will involve him directly on a one-to-one basis in teaching, encouraging, correcting, rebuking, leading, modeling, and sharing. Individual attention is essential to establish within the student the basics of the faith, as well as to teach him all that Christ has commanded. At the same time, we should recognize that one-to-one contact is only one part of what is involved in discipling. Discipling also takes place whenever a staff member or student teaches others what Christ has commanded.

2. Contacting new students

As members of the campus fellowship come in contact with other students, new students will be participating in the ministry at various levels. The campus staff member will be aware of such new students and will seek to be in touch with them where feasible. Some contacts will be of an evangelistic nature. Others, with Christian students, will aid the staff member and group in meeting the spiritual needs and welfare of these members of the body of Christ.

3. Counseling

The staff member will have opportunities to provide counseling and guidance to students, either as they seek him out for help, or as he is aware of their needs and problems. Such opportunities will vary and can cover such areas as career (major field of study and classes to take); dating, sex, and marriage - related concerns; relationship with parents, friends, and contacts; self-image and personality development; and relating faith to academic work and all of life.

IX. PURPOSE AND OBJECTIVES OF MINISTRY

A. PURPOSE

Our two-fold mission is to carry out our covenantal duties to nurture and edify members of the household of God and to proclaim the gospel of Jesus Christ to the lost. We may restate this mission by explaining that it is our task to equip Christian students to serve and to reach non-Christian students for Christ.

1. Equipping students to serve

Christ has given to the church certain officers for building up the body of Christ and preparing the saints for the work of service. In nurturing its members of college age, the church must fulfill our Lord's directive to teach them to obey everything He has commanded. The church must aid student in their spiritual growth by helping them understand what it means to obey the Lord in every aspect of life, and, especially at this time, as students on a college campus. It must teach students what it means to be disciples of Jesus Christ. Part of this responsibility involves recognizing, encouraging, and seeking to strengthen student initiative, with a view toward developing responsible student leaders who can serve Jesus Christ and His church not only on the campus, but also throughout life.

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2. Reaching students for Christ

Our Lord, as Head of His Church, commanded, "Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you" (Mt. 18:18-20). It is from the church that the gospel is proclaimed and it is to the church that the redeemed sinner is joined. As the church goes into the world, including the university world, the Lord has commanded it to make disciples, baptizing and teaching. The gospel must be proclaimed in the marketplace of ideas. We must converse, reason, and dispute with the philosophers and philosophies of our day, as the Apostle Paul did long ago in Athens. As college students are formulating an understanding of life, we must be there, holding forth God's truth and God's solution to the problems of the world.

B. OBJECTIVES

The purpose of the campus ministry is to equip Christian students for the service of the Lord and to reach non-Christian students for Christ. The focal point of this two-fold purpose is faith in the Lord Jesus Christ. It is the purpose of the ministry that sets it off from social organizations. The rallying point is Christ alone. This introductory stipulation must be emphasized in order to make plain that justification by the accomplished and applied work of the Lord Jesus Christ is the only sufficient cornerstone for a campus ministry and is the acknowledged foundation upon which the following objectives are built.

1. Growth in grace

The campus ministry aims to help students acquire the skills necessary for employing the means of grace which God has provided for Christian growth. This includes, for example, training in Bible study, memorization of and meditation on Scripture, development of a prayer life, understanding of worship, and dependence on the Holy Spirit for mortification of sin and growth in righteousness. As students grow in grace they will be better able to reach out to others whom God is calling to Himself.

2. Evangelism and missions

The campus ministry must proclaim the good news of Jesus Christ to the university community. A vital part of this evangelistic effort is equipping students to share the gospel. This involves helping students see and grasp opportunities to share their faith, helping them better to understand their faith and to answer questions that non-Christians ask, and training them to use various means to reach those around them who are lost. While giving students practical training in the task of evangelism, we seek to develop in them a dependence upon the Holy Spirit to draw others to trust in Christ as Savior and serve Him as King. The student's responsibility in the local situation must be clearly held before him. In addition, the students must be informed about needs and opportunities throughout the world and encouraged to participate in the worldwide mission of the church by praying, giving, and considering where God would have them serve.

3. Fellowship and service

Because Christians are united to Christ, they are also united to other believers. Through fellowship, Christians are to learn to minister to each other's needs and reach out in sacrificial service to those around them. As Christians learn to participate in each other's gifts and strengths, the body of Christ is built up. This means that the campus ministry must help students identify and develop their God-given gifts and encourage them to cultivate the fruit of the Spirit. Only in such a context can they share in each other's joys and sorrows and bear with each other's weaknesses. Only in such a context can they rightly follow Christ's example by showing love for one another, ministering to one another, and giving of themselves in sacrificial service to those around them.

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Since the campus fellowship is not a church, each student should be encouraged to be a responsible member of a local church in order to enjoy the benefits and to be under the discipline of that larger fellowship. In addition, it should be anticipated that some students, who have not previously been baptized, will come to know Jesus Christ as their Lord and Savior through the campus ministry. In such cases the students should be urged to be baptized and seek membership in a particular church.

4. Biblical world-and-life view

The ministry must go to the campus with a Christian view of God and the world, as revealed in His written Word. The revealed truth of God is the integrating principle for all knowledge. Only as students are equipped with a Biblical world-and-life view will they be able to evaluate the philosophies, ideologies, and practices which confront them on the university campus and throughout life. Students must be taught to think and act according to Biblical principles, which provide them with a frame of reference for all of life.

X. FLEXIBLE METHODOLOGY

A. FACTORS AFFECTING METHODS

The purpose and objectives of the campus ministry do not dictate a particular method or methods. In working to accomplish the purpose of the ministry, different methods can be used and are appropriate. All methods employed, however, must be consistent with the basic doctrinal standards to which the work is committed. At least three factors will cause variation in the methodology to be used. Because these factors change, methods that may be used one year may not be used another year. Methods may be varied even within a given school year. The three factors are as follows:

1. Staff member

Each staff member brings with him certain gifts and abilities and a certain personality. These factors, combined with his previous experiences in life and his maturity and experience in the Christian life, will affect the method(s) to be used at a particular time.

2. Personality of the college or university

All colleges and universities have certain similarities, but there are also many differences from school to school, which give each institution its own personality. Some of the factors that affect and determine the personality of a school at a particular point in time are: the types of students attending, the particular emphases of the school, the professors, the educational opportunities offered both within and outside the classroom, the physical layout of the campus, its size and location, and the rules and regulations affecting students and organizations on the campus.

3. Status of the campus Christian group

The composition of the group of students involved in the ministry will have much to do with the methods that may be used on a campus at any particular time. The number of students involved, their spiritual maturity, their leadership ability, and other factors, all come into play at this point.

B. EXAMPLES OF VARIATION IN METHODOLOGY

1. Small group studies

Small groups may take various forms, each having a distinctly different purpose and objective. Small groups can be action groups, evangelistic Bible studies, Bible studies for Christian growth, share groups, fellowship groups, or discussion groups.

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2. Evangelistic efforts

Many methods are legitimate means for evangelism - for example, large group meetings with speaker, multi-media presentations, singing groups, evangelistic Bible studies, dorm discussions, book tables, literature distribution, "knocking on doors," individual contacts and relationships with roommates, individuals "down the hall" or in a class, or with friends or acquaintances in day to day activities.

These examples should help to show various methods that can be used while remaining within the framework of the philosophy of the ministry and while taking into consideration the three factors (mentioned above) that determine what method should be used in a specific situation at any one point in time.

XI. STRUCTURE OF CAMPUS MINISTRY

A. GENERAL ASSEMBLY SUB-COMMITTEE ON CAMPUS MINISTRIES

The General Assembly's Mission to the United States Committee shall appoint a Sub-Committee on Campus Ministries to implement the philosophy and approach set forth in this Manual. The Sub-Committee, working with the Coordinator of the GA MUS Committee, will employ a Coordinator of Campus Ministries, who will be responsible for the day-to-day execution of the Sub-Committee's supervision of campus work. The sub-committee will report to the MUS Committee on at least an annual basis. Its responsibilities will be as follows:

1. To supervise campus ministry in the PCA in accordance with the policy manual and in cooperation with presbytery MUS committees and local churches.
2. To inform local churches, presbyteries, and the church-at-large of the campus ministry - its purpose, progress, and needs.
3. To work with the Coordinator of the GA MUS Committee to obtain a Coordinator of Campus Ministries and to oversee his work.
4. To assist churches and presbyteries by providing advice, resources, training, and supervision for the carrying out of a campus ministry.
 - a. To assist churches and presbyteries in determining the need for a campus ministry within their boundaries, informing the proper bodies, and determining priorities for new works.
 - b. To assist churches and presbyteries in promoting and raising prayer support and funding for a campus ministry.
 - c. To assist churches and presbyteries in determining the qualifications for campus staff members and to assist them in finding and training staff members who meet these qualifications.
5. To organize new works on campuses that are in strategic locations that fall outside the bounds of any presbytery.
6. To determine job descriptions for and to employ campus staff members, administrative staff, campus intern staff members, and part-time staff members, as needed in cooperation with the permanent GA MUS Committee, presbytery (ies), and/or church(es).

B. COORDINATOR OF CAMPUS MINISTRY

The Coordinator of Campus Ministries is responsible to the GA MUS Sub-Committee on Campus Ministries. The Coordinator, working under the Sub-Committee on Campus Ministries, is responsible for the day-to-day execution of the Sub-Committee's supervisory plan for campus work. His primary duties fall into three categories:

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1. Administration and Assistance

The Coordinator will administer the PCA campus ministry in consultation with presbyteries and local churches. He will assist presbyteries and churches in carrying out the ministry according to the principles and policies set forth in this Manual.

2. Development

The Coordinator will supervise the development of new campus works. He will assist in the recruitment, training, and replacement of staff members for new and established ministries. He will develop resource materials for the implementation of this Manual.

3. Public Relations and Finances

The Coordinator will be responsible for informing the presbyteries, local churches, and friends of the ministry of the purpose, progress, and needs of the work. He will assist the Church, at the General Assembly, presbytery, and local levels, in promotion and in obtaining financial support for the work.

C. PRESBYTERIES AND CHURCHES

Local church(es) and presbytery(ies) can work together or separately to carry out a campus ministry.

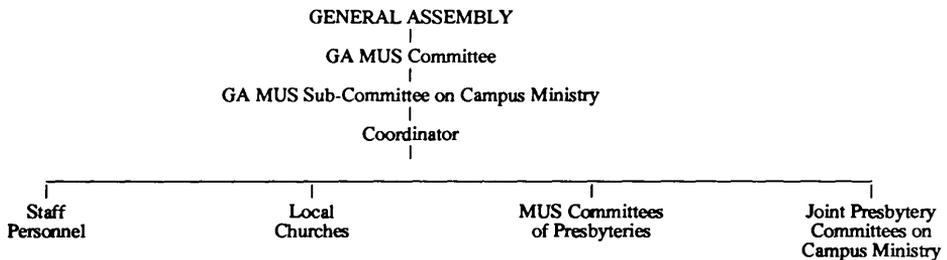
The calling and sending body for a staff member is either a local church, a presbytery, or the GA MUS Sub-Committee on Campus Ministries. The calling and sending body is the commissioning, ordaining, or installing body, as the case may require. In the case of an unordained staff member, the local church will be the commissioning body. The calling and sending body assumes a particular responsibility for prayer and financial support. The sending body, in consultation with the GA Sub-Committee on Campus Ministries, provides training and oversight for the ministry.

A presbytery involved in a campus ministry within its bounds should carry out this work through its MUS Committee.

It is possible for, and, in some situations, advantageous for presbyteries to join together in a ministry to campuses within their bounds. This is particularly true when a state comprises more than one presbytery, since the people of one state often feel a special responsibility for colleges and universities in that state. In such cases, the most effective and efficient approach is the creation of a joint committee, composed of members appointed by the MUS Committee of each presbytery. The joint committee will then work through the MUS Committee of each presbytery in the operation of the campus ministry. Their responsibilities will be in line with those listed for the GA Sub-Committee on Campus Ministries (see above).

D. ORGANIZATIONAL CHART

Lines of administrative responsibility may be shown by the following organizational chart:



PART 3 DEVELOPMENT OF A CAMPUS MINISTRY BY A LOCAL CHURCH

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I. DEVELOPING A COLLEGE MINISTRY WITHOUT PAID STAFF

A local church desiring to develop a college ministry without paid staff can obtain assistance from the GA MUS Sub-Committee on Campus Ministries, which can provide advice, resources, and training. Additional information may be obtained from the GA MUS Committee.

The appropriate sessional committee should see that the following suggested steps are implemented.

- A. Choose a mature male or married couple, with a heart for college students, to lead a program.
- B. Begin to develop a roll of students currently associated with the church, and make contact with them.
- C. Begin a college age Sunday School class, with a male teaching who is Biblically sound and as exciting and relevant to students as possible.
 1. Develop a Sunday School roll. Place emphasis on drawing new students.
 2. Begin to develop programs that spin off of the Sunday School, such as:
 - a. Monthly lunch after church
 - b. Some type of social
 - c. Spring retreat
 - d. Adopt-a-student
 - e. Service projects
- D. Strive to develop student leaders who can share responsibility for group activities and the generation of enthusiasm and group identity.
- E. Teach and train students, using as a guideline the four objectives of the PCA Campus Ministry; growth in grace, evangelism and missions, fellowship and service, and a Biblical world-and-life view (see Part 2, IX).
- F. As the group grows, begin a weekly fellowship group for students. A meeting in someone's home appeals to the student. A possible format would be:

Singing	15-20 minutes
Testimony	5 minutes
Announcements	5 minutes
Speaker	20 minutes
- G. Begin to use leaders to develop discipleship program for students. It is often advantageous to have separate groups for men and women.
- H. Continue to develop depth and breadth to the ministry, according to the gifts, abilities, and means within the local church.

II. DEVELOPING A COLLEGE MINISTRY WITH PAID STAFF

The appropriate committee of the session should seek out and recommend to the session a qualified campus worker (see Criteria in Part 2, IV), who will work under them to implement the program. Assistance can be obtained from the GA MUS Sub-Committee on Campus Ministries (see Part 2, XI). The sessional committee should carefully consider the advantages of its campus ministry being a part of the PCA campus ministry through association with the program of the GA MUS Sub-Committee on Campus Ministries, which can provide advice, resources, training, and supervision. Additional information may be obtained from the GA MUS Committee.

The following steps are suggested avenues for the development and expression of a campus ministry by a local church.

- A. Determine the purpose of the ministry (see Part 2, IX).
 1. To share the gospel (to reach students for Christ).
 2. To build disciples (to equip students to serve).

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- B. Develop a strategy for the campus.**
1. Spend time on the campus and with the students to determine the spiritual climate and the needs of that particular campus.
 2. On the basis of the information gathered, develop a strategy (plan of action) for accomplishing the major purpose of the ministry (See A above).
 3. Determine objectives that will enable you to carry out your strategy and move toward the fulfillment of your purpose (Part 2, ix).
 - a. Note that various methods may be used. For example:
 - (1) In sharing the gospel (evangelism) - dormitory parties and/or discussions; evangelistic programs given in campus organizations (e.g., sororities and fraternities); evangelistic messages to campus fellowship meetings; everyday contacts of Christian students; and others.
 - (2) In building disciples - group Bible studies; prayer groups; group and individual instruction in use of the means of grace and in how to disciple others; fellowship activities; building relationships with students by spending time one on one.
 - b. Make the developing of spiritual leaders one of your primary objectives.
 - (1) Spend quantity and quality time with students who are potential leaders.
 - (2) Provide leadership training to give direction and vision to the student leaders.
 - (3) Build a ministry that encourages students to share leadership responsibilities.
 - (4) If possible, find a leader in each organization and each dorm to represent and develop the ministry in his particular area.
- C. Use the resources of the local church.**
1. Challenge the people in the existing church program to help in the ministry on campus.
 2. Involve the students in the programs and activities of the church.
 3. Have the church support the ministry with prayer and counsel.
 4. Use the church as a resource for speakers, music, and materials that are needed for student functions.
- D. Be aggressive. Take the gospel and the ministry to the students. Do not expect the students to come to you.**

PART 4 THE LOCAL CHURCH WORKING WITH PARA-CHURCH ORGANIZATIONS

I. RECOGNIZE THE CHURCH'S RESPONSIBILITY AND OPPORTUNITY TO WORK WITH CAMPUS GROUPS

Churches located in college communities with no PCA work on campus can have a ministry. Students attending the local church will often be participating in some campus Christian group. The church should reach out to include under its pastoral care and influence individuals working on the staff and students participating in the programs of such para-church organizations.

A. SEE THE CHURCH AS AN INFLUENCE FOR REFORMED THINKING

Many participants in para-church organizations, including staff people, have never had a meaningful experience in a church. Many were converted outside the church, often through

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the organization of which they are now a part. Our goal should not be to pull them away from that group in which they have found a source of personal discipleship and ministry.

By seeking to include such people in the life of the church, however - especially in its worshipping opportunities - we may begin or continue the process of deepening their commitment to Biblical teaching and help to foster in them a meaningful concept of the church. As they grow, they will bring Biblical and Reformed content to bear on their ministries.

B. SEE PARA-CHURCH ORGANIZATIONS AS EXTENSIONS OF THE CHURCH'S MINISTRY.

Students and staff do not need to leave their service in a para-church group in order to identify with a congregation. The local church should see the para-church organization as an aid in reaching out into the university sub-culture. Slowly, help the staff people worshipping in the church to appreciate a higher view of Christ's Church than they may have had. Send students to them for counsel and discipleship. Remind them that new converts and other Christians need to be an integral part of a local church and encourage them to guide students into the church. Affirm and encourage those students who are involved in discipleship and evangelism ministries with a para-church group.

C. VIEW THE CHURCH AS A PASTOR OF PARA-CHURCH STAFF PEOPLE.

Para-church staff are leading others into discipleship to Christ, yet they are often unpastored themselves. Our churches should extend a loving and pastoral hand to all such people. Pastors need to be available as a warm source of spiritual encouragement and nurture. Pastors should be alert to the fact that many para-church staff have had little formal training and therefore need and welcome guidance in their own Biblical and theological studies and development.

II. EMPHASIZE YOUR CHURCH'S ABILITY TO PROVIDE WORSHIP, TEACHING AND FELLOWSHIP WITH FAMILIES FOR STUDENTS.

The local church has the opportunity to meet certain needs of college students. Some of these are:

A. NEED FOR CORPORATE WORSHIP

Para-church groups will not ordinarily hold meetings on Sunday morning. If students are not in church, they are probably in bed. Provide the best possible service of worship, teaching on the meaning and centrality of worship, and guide students to see that without corporate worship they are missing an important element in the Christian experience.

B. NEED FOR INSTRUCTION

Welcome students to participate in any teaching form existing in your church. Work especially on an adult curriculum which is appealing as well as doctrinally sound. Provide a college class taught by a person or persons who can apply Biblical truths to the life situations of the students.

C. NEED FOR FULL-ORBED FELLOWSHIP

Emphasize and encourage contacts between students and families. Most students long for time with others than their own peer group. Our churches can provide such relationships in ways which the para-church groups cannot. Perhaps develop an "adopt-a-student" plan, in which willing families care for students away from home by inviting them home for Sunday meals, special picnics, or other occasions. Certainly any student left at college during a vacation (especially family-oriented times such as Thanksgiving and Christmas) should be "adopted" by a family.

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III. SEE YOUR CHURCH AS A UNIFYING FORCE FOR CAMPUS CHRISTIANS.

Worship should bring together those who may not be together for other reasons. Through activities of the church, Christian unity can be expressed among those working in different groups. Invite staff people to a monthly luncheon together. Do the same with the student leaders of the campus Christian groups (even if they do not all attend your church). Be sure that students and staff people know of special conferences and speakers in your church. If people experience the unity that should exist in Christ's Church, they will have a better picture of the church.

IV. OVERSEE CHURCH MEMBERS DESIRING TO BECOME CAMPUS STAFF WORKERS WITH PARA-CHURCH ORGANIZATIONS

If a member of a local church desires to join the staff of a para-church organization, the church should consider him/her for financial support. In such cases, the church session is encouraged to carry out its responsibility to exercise oversight (*BCO* 9-4, 13-5). The session should consider the following:

- A. The session is encouraged to examine and determine the individual's qualification and fitness for such a position.
- B. The session should become familiar with the purpose, objectives, and doctrinal standards of the organization.
- C. The session, in approving one of its members for labor with an organization, assumes a particular responsibility for his prayer and financial support.

V. CONSIDER REQUESTS FROM PARA-CHURCH STAFF MEMBERS DESIRING LOCAL CHURCH SUPPORT.

Staff people from para-church organizations may contact local churches concerning prayer and financial support. In such cases, the session and its appropriate committee (e.g., mission committee) may take the matter under advisement. Suggestions A and B (above) should help the session in its consideration of such a request. Requests by para-church staff members for financial support are matters for local church consideration.

**PRESBYTERIAN AND REFORMED JOINT COMMISSION
ON CHAPLAINS AND MILITARY PERSONNEL**

1984, p. 323, App. J, Addendum A

(As amended by the 14th GA, 1986, p. 116, 14-43, III, 12)

CONSTITUTION

ARTICLE I - NAME

The name of this organization shall be the Presbyterian and Reformed Joint Commission on Chaplains and Military Personnel.

ARTICLE II - PURPOSES

The Commission is an agent of its member denominations (not an ecclesiastical commission in the technical sense), created by them to assist in carrying out their ministries to members of the Armed Forces and other institutions. Since the primary structure for such ministries is through formal chaplaincies, the principal activity and concern of the Commission shall be involved with chaplains.

In carrying out its mission, the Commission functions in the following ways:

1. By maintaining liaison with the appropriate contact point of each member denomination, and through their various presbyteries, to:
 - (a) Provide current information regarding criteria, policies and procedures for the appointment of ministers as chaplains
 - (b) Provide a technical service to the presbyteries by recommending qualified candidates to the chaplaincy.
2. By maintaining cooperative relationships with the Armed Forces Chaplain Board and the leadership of military and other institutional chaplaincies by:
 - (a) Certifying to the proper agencies the ecclesiastical endorsement and approvals granted by the member denominations through their various presbyteries.
 - (b) Serving as a representative body for problems referred by or concerning chaplains, both individually and collectively.
3. By maintaining contact and liaison with individual chaplains serving in the Armed Forces and other institutions through regular reports, newsletters, written correspondence and personal visits as authorized by the commission. Ordinarily personal visits shall be made only in consultation with the presbytery involved.
4. By establishing and maintaining methods of liaison with individual congregations of the member denominations to assist them in providing adequate ministry to their members while they are separated from the particular church during periods in the Armed Forces and other institutions.
5. By keeping member denominations informed on significant developments, trends, issues and problems concerning chaplains and members of the Armed Forces and other institutions, and to report annually on the activity of the Commission to each member denomination through the proper agencies.
6. By assisting the presbyteries in the promotion of the chaplaincy to the member denominations and their particular churches.

BYLAWS, MANUALS AND GUIDELINES

ARTICLE III - MEMBERSHIP

The Commission is made up of the following member denominations:

1. Orthodox Presbyterian Church
2. Presbyterian Church in America

Any member denomination may withdraw from the Commission by act of its General Assembly/Synod. Any denomination seeking membership in the Commission shall:

1. Submit a letter of application for membership to the Commission no later than 1 January of the year in which it desires membership.
2. Be approved by vote of all current member denominations at their General Assembly/Synod.

Each member denomination or its responsible committee shall elect its representatives to serve as voting members of the Commission, with qualifications and terms to be set by the member denomination.

Each denomination shall be entitled to three Commission members for its first fifty thousand members or portion thereof. One Commission member may be added for each additional fifty thousand members or portion thereof.

The Commission may serve as the endorsing agency for applicants of non-member denominations which are in doctrinal agreement with the standards of the member denominations. Formal applications from non-member denominations will be handled on a case by case basis and will be subject to approval at the next meeting of the Commission.

ARTICLE IV - INCORPORATION

The Commission shall be Incorporated under the Corporation laws of the State of Colorado relating to non-profit, religious corporations.

ARTICLE V - RULES OF ORDER

The Commission shall regulate its own proceedings in accordance with its Articles of Incorporation, Constitution, By-Laws, and *Robert's Rules of Order* (current edition). Any portion of the By-Laws and their rules of order, except Article VII of the By-Laws, may be temporarily suspended by two-thirds vote.

ARTICLE VI - FINANCIAL SUPPORT

The financial support of the Commission shall be primarily the responsibility of the member denominations, and shall be on a fair share basis, as recommended by the Commission. Each denomination will be responsible for all expenses incurred by its representatives at any meetings of the Commission or its sub-committees. Each denomination shall be asked to contribute a set amount per year per full time/active duty chaplain endorsed by the Commission. Each chaplain endorsed, both full and part-time, active duty and reserve, shall be asked to contribute an appropriate amount per year, if able. Amounts of contributions will be recommended by the Commission for the approval of the member denominations annually. In addition, the Commission shall be free to receive donations from individuals and churches, both within and without the member denominations.

ARTICLE VII - STAFF

This Commission shall have as its chief operating officer an Executive Director, and may hire such other personnel as it may determine.

ARTICLE VIII - AMENDMENTS

This constitution may be amended only by written submission of proposed amendment by the Commission to each of the member denominations and by subsequent approval of each member denomination at their annual General Assembly/Synod.

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BY-LAWS

1984, p. 323, App. J, Addendum A

ARTICLE I - THE OFFICERS

The Commission shall have the following officers to be elected annually: chairman, vice-chairman, and secretary.

ARTICLE II - MEETINGS

The Commission shall meet each year at a time set by the Commission. Special meetings of the Commission may be called by the chairman or by petition of at least one third of the membership, representing at least two member denominations.

ARTICLE III - FINANCIAL POLICY AND PROCEDURES

The financial policy and procedures shall be proposed by the Executive Director and approved by the Commission. The fiscal year for the Commission shall be the calendar year.

ARTICLE IV - ELECTION AND EMPLOYMENT OF STAFF

The executive staff of the Commission shall consist of the Executive Director and such other members as the Commission may from time to time authorize. Members of the executive staff normally shall be elected for a term of one year. Should the Commission desire, for cause, to terminate the services of such staff, or such staff desire to resign, sixty days' notice shall be given unless waived by mutual agreement. Non-executive personnel shall be employed by the Executive Director in accordance with the personnel policy approved by the Commission.

ARTICLE V - DUTIES OF EXECUTIVE DIRECTOR

The Executive Director shall function as the executive of the Commission and shall give supervision to all other personnel. He shall have responsibility and authority for the general direction and oversight of the total program of the Commission. He shall be responsible and accountable to the policies and actions of the Commission at all times. He shall function as the treasurer for the Commission.

ARTICLE VI - QUORUM

For either regular or special meetings of the Commission, a quorum shall consist of more than one-half of the representative members of the Commission, with at least one representative from each member denomination present.

BYLAWS, MANUALS AND GUIDELINES

ARTICLE VII - AMENDMENTS

The By-Laws of the Commission may be amended at any regular meeting of the Commission by a three-fourths vote of the voting representatives present, provided that written notice of such action shall have been sent out in connection with the notice of the meeting at least 10 days prior to the date of the meeting.

1987, p. 126, 15-60, III, 24. That the General Assembly approve the recommendation from the chaplains' commission that the Reformed Presbyterian Church of North America (RPCNA) be received as a member of the Presbyterian and Reformed Joint Commission on Chaplains and Military Personnel, and that the three representatives to which the by-laws entitle them be seated on the commission.

25. That the General Assembly urge our churches to "adopt a chaplain" and his family, for prayer support and correspondence and that this be coordinated through the MNA office.
26. That the General Assembly encourage sessions, missions committees, and presbyteries to invite chaplains to speak in their worship services, missions conferences, and before their presbytery meetings.

MANUAL
THE PRESBYTERIAN AND REFORMED
JOINT COMMISSION ON CHAPLAINS
AND MILITARY PERSONNEL
OCTOBER 28, 1983
1984, p. 323, Appendix J

I. PURPOSE AND DUTIES OF THE COMMISSION

1. To serve as the liaison between our denominations and the offices of the Chiefs of Military Chaplains, of the Chief of the Veterans Administration chaplains, and of the other agencies or organizations to which our chaplains are assigned.
(Commission Constitution 11.2.)
2. To keep these offices appropriately informed as to developments in, and growth of, our denominations. (Commission Constitution 11.2.)
3. To keep member churches informed concerning the chaplaincy programs, and to encourage prayer support for chaplains.
(Commission Constitution II.1.a. and 11.4,5,6.)
4. To assist with the recruitment of well qualified individuals in order to meet various chaplain procurements goals, such as those established by the Department of Defense.
(Commission Constitution 11.2.)
5. To provide the official technical endorsement necessary for an applicant approved by his presbytery, providing he meets all of the necessary requirements of his denomination and of the chaplaincy to which he is being endorsed.
(Commission Constitution 11.1.b and II.2.a.)
6. To encourage and assist our chaplains by every means possible, such as by maintaining contact, by serving as a liaison and representative body, by promoting the ministry of the chaplaincy, etc
(Commission Constitution II.2.b. and 11.3,4,6.)
7. To meet at least once per year and at other times when needed for the purpose of transacting the business of the Commission.
(Commission By-Laws II.)

II. COMPOSITION OF THE COMMISSION

1. Members are elected by such denomination's General Assembly or by its authorized committee. (Commission Constitution III.)
2. The Commission annually elects its own Chairman, Vice-Chairman, and Secretary. Its chief operating officer, the Executive Director, is also elected by the Commission normally on an annual basis.
(Commission Bylaws I; IV; and Commission Constitution VII.)

III. DUTIES AND RESPONSIBILITIES OF THE OFFICERS AND EXECUTIVE DIRECTOR

1. The Chairman shall preside at all Commission meetings. In his absence the Vice-Chairman shall preside.
2. The Secretary shall keep the minutes of the Commission meetings, making them available to the members.

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3. The Executive Director shall administer the affairs of the Commission, with the assistance of the Commission members, in accordance with our Constitution and Bylaws.
4. The Executive Director shall process all applications for endorsement, working as much as possible with the Commission members. He shall attempt to interview each applicant personally, and if this is not possible or feasible, he shall designate another person to conduct the interview, such as a member of the Commission or a chaplain (full-time, part-time, or retired) endorsed by the commission. Upon full satisfactory completion of the application, and with the approval of the applicant's presbytery, and the approval of the person conducting the personal interview or, if the interviewer's report is negative, the lull Commission, the Executive Director shall prepare the official endorsement for the applicant.
5. The Executive Director shall keep in touch with each endorsee by correspondence, telephone, and personal visits.
6. The Executive Director shall keep accurate files and records of all chaplains holding Commission endorsement.
7. The Executive Director shall prepare an annual report for the member denominations and shall provide information and news releases on chaplaincy programs as desired by our churches, denominational agencies, and publications.
8. The Executive Director shall be the primary representative of the Commission, particularly in meetings of endorsing agents in Washington or elsewhere, and in the offices of the chiefs of Military Chaplains, or the Chief of the Veterans Administration chaplains, and of the other agencies or organizations to which our chaplains are assigned.
9. The Executive Director shall keep a record of all expenses of the Commission, and he shall provide an annual written report of these expenses.

IV. THE REQUIREMENTS FOR ECCLESIASTICAL ENDORSEMENT

1. The applicant shall meet all the requirements of his presbytery for membership as a man under care, a licentiate, or fully ordained member. and he must be in good standing.
2. The applicant must be approved by his presbytery to the commission.
3. The applicant shall have a minimum of two years of practical ministry experience or internship, or its equivalent, such as preaching, youth work, evangelism, teaching, missionary work, counseling, etc. This requirement will be waived in the case of endorsement for the military chaplaincy's program for seminarians, or in extraordinary circumstances if both the individual's presbytery and the Commission approve.
4. The applicant shall give evidence that he is able to adjust to the chaplaincy, and that he is able to work within the system without feeling that he is compromising his personal convictions.
5. The applicant shall give evidence that he is able to minister appropriately to military personnel and their families, to hospital patients and those attending or related to them, or to whatever constituency is served by the chaplaincy to which he is seeking endorsement.
6. The applicant shall give evidence that he is able to submit to military authority or whatever lawful authority he is going to be serving under, and he must be willing to honor and abide by the requirements and guidelines of his denomination as far as chaplains are concerned.
7. The applicant must meet all of the requirements of the chaplaincy of which he is applying. In the case of military chaplaincy, for example, this would include at least 120 hours of undergraduate credit, the M.Div. degree (or equivalent) or 90 credit hours of graduate seminary study and ordination

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8. The applicant shall submit to the Commission a completed application form, with references as requested.
9. Ecclesiastical endorsement may be withdrawn by the Commission upon the request of the individual chaplain's presbytery, or for cause. In the case of withdrawal for cause, the appropriate denominational provisions for discipline shall have been followed.

V. WHAT THE ENDORSEE MAY EXPECT FROM HIS DENOMINATION AND THE COMMISSION

1. The endorsee may expect the official approval and endorsement of his denomination and the Commission as long as he meets the military or other requirements of his chaplaincy, and as long as he remains a member in good standing of his presbytery.
2. The endorsee may expect official representation with his chaplaincy's leadership, such as with the Chief of Chaplains of the service for which he is endorsed if he is a military chaplain.
3. The endorsee may expect of the commission appropriate information and counsel through its Executive Director, its individual members, or other chaplains endorsed by the Commission.
4. The endorsee may expect the prayers and support particularly of his presbytery and denomination, and of local churches within his denomination.

VI. WHAT THE COMMISSION EXPECTS FROM THE ENDORSEE

- I. The endorsee shall maintain regular contact with his presbytery.
2. The endorsee shall keep the Executive Director of the Commission informed on such matters as assignment, change of status, promotion, etc. Upon change of station or any other change of address, the endorsee shall provide both the Executive Director and the presbytery (of which the endorsee is a member) with the new address and telephone number(s)
3. The endorsee shall make a quarterly report to the Commission and shall provide any other information relative to his ministry when requested by the Commission or his presbytery.
4. The endorsee is expected to contribute to the Chaplain Fund of the Commission on a regular basis. In certain areas, such as if he is a military chaplain on active duty or in a reserve forces by billet, a minimum amount is set for these regular contributions.
5. The endorsee shall support his denomination wherever he may be located by attending local presbytery meetings and by visiting area churches and mission stations of the denominations.
6. The endorsee shall support and participate in General Assembly activities when at all possible.

VII. EXCEPTIONS

Exceptions to the guidelines set forth in this manual shall be made only with the approval of the Commission. Exceptions shall be considered either at the request of member denominations or at the initiative of the Commission itself. In either case the Executive Director is to inform and normally secure the approval of each member denomination's missions coordinator, chaplaincy committee chairman, or other official who is charged with the leading responsibility for chaplaincy affairs.

VIII. SUMMARY

In view of our responsibility to God, the Church, and institutions including the government of the United States, the Commission cannot and must not look lightly upon a man holding the Commission's endorsement as a matter of convenience and demonstrating little interest in the principles, practices, and ministry of his

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denomination. The members of the Commission are obligated to maintain a constant vigil to see that mutual responsibilities indicated in this manual are being fulfilled in a manner that is pleasing to God.

POLICY STATEMENT ON MILITARY CHAPLAINS

The Armed Forces of the United States do not generate religious ministry. They receive ministries from the churches and religious bodies of America in accordance with the religiously pluralistic pattern of American society. The United States Code provides that: "An officer of the Chaplain Corps may conduct public worship according to the manner and format of the church of which he is a member." (10 U.S.C.603 1 (a))

Inasmuch as all liturgical, sacramental, and pastoral acts are performed on the basis of ecclesiastical rather than military credentials, it follows that the ultimate responsibility for the substantive nature of chaplains' religious ministry rests with their churches.

The religious context of the Armed Forces, like that of American society at large, is one of religious pluralism, in which independent churches and religious bodies coexist in mutual respect. Because of the impracticality of providing clergy of every faith or denomination at every military command, the Armed Forces and the churches of America have evolved jointly a pattern of cooperative ministry. The principle of cooperative ministry places on every chaplain the obligations to: (a) make provision for meeting the religious needs of those in the command who are adherents of other churches, and (b) cooperate with other chaplains and commands in meeting the religious needs of members of the chaplain's own faith group.

Inasmuch as the churches represented by this Commission are confessional churches which seek to adhere to their standards at all points, each chaplain must be guided in his ministry not merely on an individual interpretation of Scripture, but by the theology and ecclesiology set forth in the *Westminster Standards* and the denominations' *Book of Church Order*.

These policies, therefore, will be followed by chaplains endorsed by this Commission

1. A chaplain shall have liberty in the full and free presentation of the whole counsel of God as contained in the Scriptures and summarized in the *Westminster Confession of Faith* and *Catechisms*.
2. Since the churches represented by this Commission hold that the office of Teaching Elder or Minister is given to men only, it would be inappropriate for a chaplain to share in the administration of the sacraments where women ordained by another body were participating. This in no way prohibits a chaplain from working with ordained women chaplains in other appropriate professional areas of ministry.
3. Since the sacraments, Baptism and the Lord's Supper, are given to the church in particular, chaplains must exercise caution in their administration by assuming that
 - (a) The sacraments are always administered in conjunction with the faithful preaching of the Word.
 - (b) An appropriate and clear 'fencing of the table' is made each time the sacrament is administered.
4. Marriage is a divine ordinance and therefore careful attention to the Biblical principles, as they are defined in the *Westminster Confession of Faith* must be followed by all chaplains.

October 23, 1983

POLICIES FOR THE DISASTER AND DIACONAL FUND

(change name from "Disaster Relief and
Emergency Diaconal Fund")

1987, p. 361, Appendix K, Attachment E

I. Purposes

- A. For disaster relief in the United States and Canada.
 - 1. The fund may be used for direct aid to victims. In such cases, it is our purpose to care for the needs of those who are members of the PCA, then for other Christians, and, finally, for those outside the church as we are able.
 - 2. Secondly, the fund will be used for the expenses of PCA on-site coordinators and volunteers working in disasters.
- B. For personal economic and physical emergencies within PCA churches which cannot be met by the local church or presbytery. In such cases, it is our purpose to care first for the needs of PCA members, then for other persons to whom a local PCA church is ministering in word and deed.
- C. For endorsed service agencies and approved local diaconal projects
 - 1. Para-church service agencies may be endorsed by the General Assembly. In such, cases, the Disaster and Diaconal Fund may receive designated gifts for the agency and provide receipts good for tax purposes.
 - 2. Local churches, presbyteries and PCA individuals may receive grants for beginning mercy ministries.
- D. As funds remain, for the administration of mercy ministries.

II. Disbursements

- A. Disaster Relief
 - 1. Expenditures up to \$1,000 in any one disaster may be made with the approval of the Disaster Response Coordinator and the Director of Mercy Ministry, and with the assurance that funds are available from the Business Manager, GA MNA.
 - 2. Expenditures over \$1,000 must be approved by the Chairman of the Subcommittee on Mercy Ministries/MNA, the Coordinator of MNA, and the Director of Mercy Ministries.
 - 3. The need for disaster funds in any presbytery must be verified by the Chairman of the MNA Committee of that presbytery or someone else the presbytery designates as contact person. GA funds will be sent to the presbytery designated person.
 - 4. Contributions from churches in the presbytery where disaster relief funds are being used do not need to be sent to GA MNA but may be forwarded directly to the presbytery designated person.
 - 5. Surplus funds designated for specific disasters will remain in the GA MNA fund to be used for other disasters or for other approved diaconal ministries.
- B. Emergency diaconal needs
 - 1. Ordinarily, a local church should approach presbytery or other local PCA churches before it applies to the GA MNA Disaster and Diaconal Fund.
 - 2. A written application should be made to the GA MNA office, attention: Disaster and Diaconal Fund. The application should briefly describe:

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- (a) The parties in need; (b) the nature and extent of need; (c) a list of other sources approached (family, friends, other local churches), and (d) how the money will be used. In emergencies where quick action is essential, the written application may be waived.
 - 3. The board of deacons of the local church must approve the request, or, where there is no functioning diaconate, the session should approve the request.
 - 4. Expenditures must be approved by the Chairman of the Subcommittee on Mercy Ministries/MNA, the Coordinator of GA MNA, and the Director of Mercy Ministries.
 - C. Endorsed service agencies and approved local diaconal projects
 - 1. Endorsed service agencies
 - a. Meaning of "endorsement"
 - (1) Endorsement includes accreditation. The agency is declared a valid and worthy ministry. Endorsement goes beyond accreditation, however.
 - (2) Endorsement of an agency is a statement that the General Assembly will not duplicate the agency's service and will seek to actively support it from its resources.
 - (a) Individual donor level: an endorsed agency shall have access to the denomination's mailing list on a schedule approved by the Committee on Administration which shall also approve the content of the mailing with the concurrence of GA MNA.
 - (b) Local church level: The GA MNA Committee shall formally recommend that the endorsed agency receive support from local churches and presbyteries.
 - (c) General Assembly Level: develop a plan of cooperation with the endorsed agency to aid its expansion in areas of PCA strength.
 - b. The criteria for an endorsed agency shall be:
 - (1) National scope (otherwise presbyteries should determine endorsement).
 - (2) Governorship by a voluntary board of directors.
 - (3) Policy manual in accord with PCA theology and policies.
 - (4) Fiscal health.
 - (5) Provision of a needed ministry which would otherwise be provided by a committee subject to the General Assembly.
 - (6) Willingness to submit annual financial and progress reports and report any changes in its bylaws immediately to the PCA.
 - c. The Disaster and Diaconal Fund will receive designated gifts for endorsed service agencies and may either provide receipts good for tax purposes or channel gifts to the endorsed agency which will provide such receipts.
 - 2. Approved local diaconal projects
 - a. The General Assembly will not directly fund local diaconal programs for indefinite periods of time.

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- b. The General Assembly will fund local diaconal programs and ministries under these conditions:
 - (1) The diaconal ministry must be under the supervision of:
 - (a) A presbytery diaconal association or some other committee of the presbytery.
 - (b) A board or steering committee which is approved and preferably supported financially by the presbytery.
 - (2) The financial grant will be for one, two, or three years, or daily on a decreasing basis.
 - (3) The local group must recognize that there are no extensions for the grant. It must do everything necessary to localize and establish financial support for the work.
- c. Application shall be made to the GA MNA Committee through its Subcommittee on Mercy Ministries. Grants shall be approved by the full GA MNA Committee.

III. Development

- A. A yearly letter will be sent to boards of deacons explaining the purpose and use of the Disaster and Diaconal Fund and asking for a gift or special offering (as prescribed in the minutes of the 10th General Assembly).
- B. In times of special need or disaster, bulletins and requests for donations can be sent to every PCA church.

IV. Reports

All income and expenditures of the Disaster and Diaconal Fund shall be reported to the GA MNA Committee as a part of the monthly financial statement.

**GUIDELINES GOVERNING THE RELATIONSHIP OF
MISSION TO
THE U. S. WITH ALL UNORDAINED AND LAY
WORKERS**

(As Requested by the 5th General Assembly)
1979, p. 89, 7-29, III, 7.; Appendix G, Attachment B, p. 203

A. Definitions

1. There shall be two categories of personnel;
 - a) Unordained men preparing for the Gospel Ministry
 - b) Lay workers with special skills and training necessary to the support of our mission as defined by the General Assembly. (Page 44, *Minutes of the First General Assembly*)
2. Those in the first category (1.a. above) are fulfilling a dual role in their ministries with MUS.
 - a) They are receiving training necessary to their future ministries.
 - b) They are supplementing and supporting the ministries of others.
3. Those lay men and women (1.b. above) may be doing any one of the following:
 - a) Providing a program support either to a ministry of MUS or to a mission with which MUS has a cooperative agreement.
 - b) Serving as a lay missionary in an evangelistic or teaching capacity where ordination is not necessary.
 - c) Ministering in what might be called a Diaconal ministry.
4. In this context we will speak of "unordained" and "lay worker" as representing the two categories (1.a. and b).

B. Support

1. The support of the unordained will be looked upon as bare maintenance. Basic living needs will be met. It is understood that the support of such personnel must be a cooperative effort of MUS, the Presbytery and the local church. The primary benefit to the unordained is the training and experience received.
2. The support of the lay worker will not be materially different from that of the organizing pastor, except that education and experience will be considered.

C. Supervision and Assessment

1. The unordained will always be assigned under the supervision of an organizing pastor, a minister of the PCA in the vicinity of his service, a presbytery evangelist, a member of the MUS staff, or the Presbytery MUS Committee.
2. The minister charged to supervise will also be asked to make assessments of the unordained worker's ministry and progress at regular intervals.

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3. The lay worker will be supervised and evaluated according to the procedures already in force or those that will be later established to affect organizing pastors and UPM missionaries.

D. Ministries for the Unordained

1. The unordained may be theological students on summer vacation or students who are participating in a clinical year. They may also be men who are in a second year of post-M.Div. training under the more direct responsibility of Assembly or Presbytery MUS Committee.
2. They might be used in any of these ways:
 - a) To survey an area, gathering data, developing interest and ministering from house to house, in hope that a PCA church will be established.
 - b) Participate in a team ministry with an evangelist, organizing pastor, a UPM missionary, or other unordained men and lay workers.
 - c) Serve as a short-term assistant to the pastor of an established church as a part of the training process.
 - d) Serve as a short-term assistant of an evangelist in a mission church.
 - e) Work in some specialized ministry of benefit to the PCA, as in a summer conference, youth ministry, rehabilitation center, etc.

E. Ministries for the lay worker are mentioned under A.3. above.

F. Cooperation

1. The Committee on MUS will cooperate with those seminaries approved by the Assembly in giving practical experience of benefit to the PCA as well as the unordained.
2. The Assembly's Committee will cooperate with presbyteries and local churches in assigning the unordained so as to support their ministries.

G. Qualifications for Employment

1. Only those unordained or lay workers that are members of a local PCA church or mission will be eligible for employment under these guidelines.
2. Before appointment to a ministry the unordained and lay worker must have a positive recommendation from the session of the local church. In addition, the unordained should have a letter of recommendation from the applicable department of the seminary in which he is enrolled or from which he has been graduated.

**GUIDELINES GOVERNING THE RELATIONSHIP
MISSION TO THE U.S.
WITH ALL LAY WORKERS**

1981, p. 237, Appendix F

DEFINITION

Lay workers may be any unordained individual with special skills and training needed to support the mission of Mission to the United States.

SUPPORT

The support of the lay worker will not be materially different from that of the organizing pastor, except that education and experience will be considered.

SUPERVISION & ASSESSMENT

The lay worker will be supervised and evaluated according to the procedures already in force or those that will be later established to effect organizing pastors and Special Ministry missions.

MINISTRIES FOR LAY WORKERS

Those men and women serving as lay workers may be involved in any activity which will promote the purpose of the church. Some possible roles are as follows:

- a) Providing program support either to a ministry or M-US, or to a mission with which M-US has a cooperative agreement.
- b) Serving as a lay missionary in an evangelistic or teaching capacity where ordination is not necessary.
- c) Ministering in what might be called a Diaconal ministry.

QUALIFICATIONS FOR EMPLOYMENT

1. Only those lay workers that are members of a local PCA church or mission will be eligible for employment under these guidelines
2. Before appointment to a ministry the lay worker must have a positive recommendation from the session of the local church.

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GUIDELINES GOVERNING THE RELATIONSHIP OF MISSION TO THE U.S. WITH ALL UNORDAINED WORKERS

1981, p. 238, Appendix F

DEFINITION

Unordained may be theological students on summer vacation, students participating in a clinical year, men who are in a second year of post-M. Div. training, or any man in the process of preparing for service in the Gospel ministry.

They are fulfilling a dual role in their ministries with M-US, in that they are receiving training necessary to their future ministries, and, they are supplementing and supporting the ministries of others.

SUPPORT

It is understood that the support of the unordained worker must be a cooperative effort between the M-US, the presbytery and the local church. Basic living expenses will be met, but that aspect of support, normally construed as benefits (insurance, pension, etc.), will be the sole responsibility of the worker himself.

SUPERVISION & ASSESSMENT

The unordained will always be assigned under the supervision of an organizing pastor, a minister of the PCA in the vicinity of his service, a presbytery evangelist, a member of the M-US staff, or the presbytery M-US committee.

The minister charged to supervise will also be asked to make assessments of the unordained worker's ministry and progress at regular intervals.

MINISTRIES FOR THE UNORDAINED

Unordained workers may be used in a number of ways, some of which might be:

1. To survey an area, gathering data, developing interest and ministering from house to house, in hopes that a PCA church will be established.
2. Participate in a team ministry with an evangelist, organizing pastor, a Special Ministries missionary, or other unordained men and lay workers.
3. Serve as a short-term assistant to the pastor of an established church as a part of the training process.
4. Serve as a short-term assistant of an evangelist in a mission church.
5. Work in some specialized ministry of benefit to the PCA, as in a summer conference, youth ministry, rehabilitation center, etc.

COOPERATION

The Committee on M-US will cooperate with those seminaries approved by the Assembly in giving practical experience of benefit to the PCA as well as the unordained worker.

The Assembly's Committee will cooperate with presbyteries and local churches in assigning the unordained so as to support their ministries.

QUALIFICATIONS FOR EMPLOYMENT

Only those unordained workers that are members of a local PCA church or mission will be eligible for employment under these guidelines.

Before appointment to a ministry, the unordained worker must have a positive recommendation from the session of the local church. In addition, the unordained should

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have a letter of recommendation from the applicable department of the seminary, in which he is enrolled, or from which he has been graduated. Such a letter may be forgone in the case of Special Ministry workers, and missionaries where deemed appropriate by M-US.

FINANCE

PROVISION FOR MISSION TO THE UNITED STATES

The First General Assembly of the Presbyterian Church in America enacted the following:

"Each committee shall be responsible to raise the financial support for its own work and distribute its funds through its own treasurers elected by each committee."

The Assembly then added this statement:

"No committee of the Assembly is precluded by an act of the Assembly from having direct access to all of the churches of this denomination by direct mail." (*MIGA*, pp. 45-46, Par. 5)

Thus, while giving M-US the responsibility to fund its own programs, the Sixth Assembly cautioned its committees:

"not to lose the vision of the overall work of the church so necessary to her welfare: to direct the staff to maintain such vision even when pursuing the objectives of their particular areas of responsibility, and to so conduct their promotional and fund raising efforts as well as the development of their budgets in a manner that will also promote and consider the needs and responsibilities of other committees as charged to them by the Assembly; to the end that we will move forward in unity and harmony under our Lord's banner to be used mightily in His work." (*M6GA*, p. 79, II, Par. 6)

The General Assembly has also called to the attention of its presbyteries the need to develop ministries outside their bounds and to help finance these ministries. Thus, the Assembly has consistently called upon its member churches to support Mission to the United States in order that the Gospel of Christ may be proclaimed through America.

The 6th General Assembly stated that donors to M-US may designate a particular ministry to receive their contributions provided that the donations are marked for PCA work or work approved by any church court. Funds so designated which meet these criteria must be disbursed according to the wishes of the donor. The Committee on Mission to the United States treasurer is instructed by the Assembly to receive such funds and to transmit these funds to the approved and designated individuals and/or programs.

GUIDELINES FOR MISSION TO THE UNITED STATES SUPPORT

The Assembly's Committee on Mission to the United States will, at the beginning of a new ministry, usually provide no more than two-thirds of the organizing pastor's personal support. A common support situation is one in which one-half of the organizing pastor's support comes from at least ten seed families while the other half comes from the Assembly's Committee on Mission to the United States, from the presbytery or a combination of both.

From the beginning, the seed families in a church development should be expected to apply at least one-half of their total offerings toward the support of the organizing pastor. As the group grows in size and commitment, it might provide a great proportion of its offerings for the support of the organizing pastor; but the group should not give less than one-half of its total income for the pastor's support, until the pastor is fully supported by the congregation.

Until self-support has been achieved, no more than 10 percent of the budgeted offerings in a mission church, that is being supported by the Assembly's Committee, should go toward

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benevolences. Congregational giving over what is provided the pastor and benevolences should apply toward general operating expenses and a future building program.

From the beginning, the goal of the mission church should be to achieve self-support within two years. Some ministries will develop more rapidly; and there is no guarantee that the Committee on Mission to the United States of the General Assembly will continue for the entire two-year period, simply because it is a beginning goal. Each ministry receiving support from the Assembly's Committee will be reviewed at the end of each six-month support period, support being subject to reduction at that time. When it is perceived that a mission can fend for itself, the Assembly's Committee will withdraw its support. Some ministries must, because of location or the economic conditions within the congregation, be subsidized for three years. Only in rare instances, and because of adverse circumstances developing after the M-US Committee has become involved, will the Assembly's Committee on Mission to the United States support the mission for more than three years. It is not expected that the Committee will continue its support of a mission or church after the fourth year under any circumstances; and if the church or mission continues in need, alternate methods of support should be undertaken.

**POLICY FOR MISSIONARIES UNDER
THE COMMITTEE ON MISSION TO NORTH AMERICA
WORKING WITH INTERNATIONAL STUDENT
MINISTRIES
AND ETHNIC CHURCH DEVELOPMENT**

1986, p. 373, Appendix J, Attachment F

1. *Background*

In a rapidly changing world, North America--the United States and Canada--has grown to be a mission field (in the historic sense of the word) of gigantic proportions. If the Presbyterian Church in America is to be a national church, reaching all segments of the American population as well as guests who are temporarily within our borders, the Committee on Mission to North America will need to address these new challenges in a consistent and orderly way. Our policy should apply to all those who are missionaries under MNA, for they should be administered with evenhandedness. These policies should not be greatly divergent from those which control the ministries of the Committee on Mission to the World for we are committees of one assembly. The policies stated here have been discussed with the responsible persons in Mission to the World and among the various departments of the Committee on Mission to North America.

The present impetus to establish a set of policies is the growing concern and commitment of the Presbyterian Church in America to ethnic ministries and to ministry with international students. The sheer weight of numbers has demanded denominational action.

a. For instance, consider the growth of student guests from abroad.

<i>Year</i>	<i>Number of Students</i>
1954-1955	34,000
1966-1967	100,000
1977-1978	268,940
1980-1981	+300,000
1982-1983	336,990
1985-1986	500,000

Seventy colleges and universities in the United States have more than 1,000 international students with 18 of those colleges having more than 2,000. Approximately one of every six international students in the United States is seeking a master's degree, and one in twelve is working toward a doctorate. Lawson Lau has written in *The World at our Doorstep*, a handbook for international student ministry (IVP): "In the next 25 years these students could occupy one-half of the world's top leadership positions in government, business and education. It is hard to imagine a more strategic group to evangelize."

Concern for international student ministries is already seen in the PCA in the following ways:

- (1) Miss Jean Lappin is working with international students under the Committee on Mission to North America in the Atlanta area, and her reports to churches, particularly in Georgia, Alabama and South Carolina, have stirred great interest.
- (2) A ministry to international students was begun at Tenth Presbyterian Church in Philadelphia, Pennsylvania, and this was enlarged by Mr. Bruce McDowell. This has had considerable success and has become an example of what a local church and a committed pastor can do.

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- (3) Mr. Jim Gearing was approved by the Presbytery of North Georgia as a missionary to international students in the Atlanta area, and has wished to come under the aegis of the Assembly's committee.
 - (4) There has been great interest expressed by seminary students who would direct their attention toward ministries with international students if there were the proper denominational vehicle under which they could work.
 - (5) Some other PCA churches already have a regular outreach effort toward international students and are wanting to increase their efforts within a denomination-wide system.
- b. As an example of ethnic developments which call for PCA ministries and a policy to govern them, consider the influx of Latin immigrants in southern California. The 1980 census indicated four million of Latin origin in the area, but conservative estimates of the total in 1986, (including undocumented) suggest seven million. It is believed that there may be 1,200 Hispanic churches averaging 100 members each, which means that only 1.7 percent of southern California's Latin population is related to an evangelical church. The PCA must minister in this American Latin community!

2. *Recommendation*

The following policies and procedures are to be established for those desiring to do cross-cultural ministry with the help and supervision of the Committee on Mission to North America, whether that ministry is with international students (a campus ministry) or under the department of Ethnic Church Development.

- a. The missionary is to be a member of a congregation or presbytery of the Presbyterian Church in America. If the applicant is a member of a church he or she will need the recommendation of the appropriate session for the projected ministry. (An ordained teaching elder may be recommended for missionary service by the Presbytery MNA Committee and/or the MNA Committee of the General Assembly.)
- b. Each candidate must go through an application and assessment process established by the Committee on Mission to North America. When approved by the Committee for missionary service it will also issue a "call" which, in the case of the unordained will be sent to the church in which the candidate has membership in order that the candidate may be commissioned. In the case of the ordained the call will be sent through the MNA Committee of presbytery for the approval of the call by the presbytery itself.
- c. The candidate will continue in candidate status until presbyteries, churches and individuals have promised sufficient support for the ministry projected at which time the candidate will become a missionary.
- d. The financial support of a particular missionary will consist of:
 - (1) Salary package to include base salary, housing, health insurance, death and disability insurance and retirement annuity.
 - (2) Program budget which will include training, itineration, support services provided by the Committee on Mission to North America and field-related program expenses.
- e. The amount of financial support for a particular missionary will be determined by the Committee on Mission to North America and will be recommended by way of a call given to presbytery or a letter of recommendation to the missionary's home church.
- f. The missionary candidate, while in candidate status, will normally be involved full-time in building a support base for his/her future ministry; support building will ordinarily be completed within 18 months. During this time the missionary candidate can be involved also in training, language school (if applicable) and a part-time ministry, if approved by MNA.
- g. The missionary candidate will receive a portion of his/her monthly salary in addition to health insurance beginning when it is financially possible as determined by the

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Committee on Mission to North America. The portion of monthly salary received will be adjusted by MNA in consultation with the missionary candidate as funds accumulate in his/her support account. The goal is to see that the full support of the missionary candidate is received and paid as soon as possible and that all expenses for itineration are reimbursed as they are incurred.

- h. MNA will determine what the allowable deficit in a missionary's account will be, and this may be determined in part by the type of missionary work to be performed and the department under which the missionary will eventually work. A deficit, normally, should result only from expenses for monthly health insurance premiums and for itineration-related expenses.
 - i. The missionary candidate's itineration will be coordinated by the appropriate MNA department.
 - j. The missionary candidate's funds will be applied to an account under the missionary's name and ministry (e.g., International Students--Bill Jones or southern California Hispanic team--Joseph Smith). The goal is to build support from churches and individuals for a ministry as well as for a missionary.
 - k. Whenever a missionary leaves a ministry to which he has been called, for whatever reason, the support funds remaining in that missionary's account will be placed in an account which will continue to support ministries of like kind.
3. The policies above will apply to all "missionary" ministries under the review and control of the Committee on Mission to North America.

**GUIDELINES FOR MISSION TO THE UNITED STATES
LOANS TO CONGREGATIONS**

1981, p. 239, Appendix F

A loan may be available to a PCA congregation in the United States or Canada, provided that its application meet the following conditions as a prerequisite for consideration:

1. Loans will be made only to organized congregations. Such congregations must be members of a Presbytery or the Presbyterian Church in America.
2. In instances where land only is to be purchased, then, ordinarily, the amount of the loan will be an amount which, when added to the amount raised by the applying congregation, will permit purchase of the land without the necessity of borrowing additional funds by the applying congregation. A copy of the land purchase contract should be furnished with the application.
3. In instances where the loan is to be used in connection with the building of a facility, or the acquiring of a facility that has already been constructed, then ordinarily the amount of the loan will be an amount which, when added to the amount raised by the congregation, will permit the applying congregation to have sufficient equity to borrow the needed funds from an outside lender to construct or acquire the contemplated facility. A copy of the construction contract, if the new building is to be built, or a copy of the purchase contract on an existing building, should be furnished with the application.
4. All loans will be unsecured and will be interest free (until maturity or default).
5. All loans will be represented by a promissory note to Mission to the United States, Presbyterian Church in America. The borrowing congregation will be expected to furnish Mission to the United States the following, on an annual basis:
 - a. Copy of the financial statement of the congregation;
 - b. Copy of the operating statement of the congregation for the preceding year;
 - c. A repayment schedule shall be agreed upon by the Mission to the United States Committee, and the borrowing congregation, prior to the time the loan is funded. A copy of the congregation's budget shall be submitted annually. Any change in the repayment schedule must be approved by the Mission to the United States Committee.

It is understood that, should the borrowing congregation be dissolved or voluntarily withdraw from a Presbytery, which is part of the Presbyterian Church in America, that the Committee on Mission to the United States, Presbyterian Church in America, will be expected to make demand that the outstanding balance of the note be paid.
6. Loans will be made only to a congregation that is recognized as a legal entity under the laws of the State in which such applying congregation is located.
7. Ordinarily any loan application must be submitted to the Presbytery in which the applying congregation is a member, and forwarded to the Mission to the United States, Presbyterian Church in America, by the Presbytery with its recommendation.

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8. The Mission to the United States, Presbyterian Church in America, reserves the right to make an independent investigation of any application for a loan to accept, reject or delay action on any such application. In addition, the Mission to the United States, Presbyterian Church in America, reserves the right to reduce the amount requested by such applying congregation.
9. In the event funds have been contributed to the Mission to the United States, Presbyterian Church in America, by an individual, church or Presbytery, or any other party, and the donor places restrictions or designations on the use of such funds so contributed, then, if such funds are accepted, by the Mission to the United States, all such funds are accepted by the Mission to the United States, in accordance with the restrictions or designations placed thereon by the donor.

MTW POLICY MANUAL
1979, p. 241, Appendix H

NOTE: Originally presented to the 4th General Assembly, 1976, p. 158, Appendix G.

1. INTRODUCING MISSION TO THE WORLD

Section

- 1.01 BASIS OF MISSION TO THE WORLD POLICY
- 1.02 MISSION TO THE WORLD ORGANIZATIONAL STRUCTURE
- 1.03 FIELDS OF SERVICE
- 1.03.1 Primary Fields of Service
- 1.03.2 Cooperative Fields of Service

1. INTRODUCING MISSION TO THE WORLD

1.01 BASIS OF MISSION TO THE WORLD POLICY

The Committee on Mission to the World (MTW Committee)* is a committee of the Presbyterian Church in America (PCA)*. The General Assembly of the Presbyterian Church in America has established this Committee as one of its permanent committees. Membership on the Committee is through election by the General Assembly, which itself has received nominations from the constituent presbyteries.

The relationship of the Committee to the presbyteries and sessions of the denomination is defined by the duties assigned to the Committee by the General Assembly. Its role is to serve and offer coordinating facilities to these church courts. It seeks to aid these courts in the search for candidates for mission service overseas, in processing candidates, maintaining essential services for, and communication with, missionaries on the field, and in keeping the home church aware of and supportive of the ministries of such missionaries.

Its broad task is, then, to provide leadership and consultation to the Church in developing a missionary program, seeking to develop and strengthen the missionary spirit across the denomination.

The doctrinal position of Mission to the World (MTW)* is that of the Presbyterian Church in America, of which it is a committee. This position begins with affirmation of confidence in the Scriptures as the infallible written Word of God. The teachings of the Scriptures are set forth in the constitution of the PCA, in the Westminster Confession of Faith, and the Larger and Shorter Catechisms.

Based upon the absolute authority of the Scriptures, distinctive features of the system of doctrine set forth in the Confession of Faith (a system known as Calvinism) include: the

* Editor's Note: For ease in reading and space constraints, the following abbreviations and shortened forms will be used:

- 1. MTW = Mission to the World
- 2. MTW Committee = Committee on Mission to the World
- 3. PCA = Presbyterian Church in America

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sovereignty of God, focused in His sovereignty in salvation; the covenant relation between God and His chosen people; and the compatibility (though still a mystery) between God's sovereign will and man's responsibility, both in salvation and in the life of obedience on the part of those who are saved.

Obedience to the Great Commission involves missions as an essential task of the visible church; namely, proclaiming the gospel and making disciples at home and around the world, to the glory of God, as the church is commissioned to do in such passages as Matthew 28:18-20 and Acts 1:8. Further motivating factors, in addition to desire for the glory of God and obedience to our Lord's commission, are an awareness of the redemptive love and purpose of God and Christlike compassion for lost sinners.

Since a primary goal of the Great Commission is to make disciples, MTW is committed to working toward a growing church in every field of missions as God in His sovereign grace gives the increase. While MTW is concerned for both quantitative and qualitative growth, the church in and of itself cannot accomplish either. Disciple-making is wholly dependent upon the sovereign grace of God. Yet the Lord of the harvest, who prepares the harvest and thrusts forth the laborers, has stated specifically that He came to seek and to save the lost. He is pleased to call redeemed men to use His appointed means of grace and thus to share in bringing others to saving faith and to edify the body of the redeemed.

As the MTW Committee approaches the task of providing leadership and coordination to the denomination's obedience to the Great Commission, it is also committed to the kind of flexibility of working field patterns demanded by the various fields of service. Maintaining the unchanging characters of the Scriptures and the gospel, and adhering without wavering to the Reformed faith as expressed in the denomination's constitution, MTW seeks to be open to better application of traditional methods and to such innovative methods as are in accord with scriptural principles.

Another area of this flexible approach is to provide strategic financial help to projects which may have crucial impact upon world evangelization. The MTW Committee will utilize such opportunities in limited areas where it is judged that world evangelization and/or the Reformed faith would be significantly enhanced. The MTW Committee will have the authority, after prayerful consideration and review, to approve participation in such opportunities, although they may not be generated by organizations that adhere to the Reformed faith.

Flexibility is evidenced in the two-pronged approach of relating missionaries to fields of service. The primary purpose of MTW is to plant the church of Jesus Christ in those countries where particular need and our ability to meet that need most closely coincide.

The primary thrust will be in the familiar denominational pattern of developing a mission work in particular countries that is completely Presbyterian and Reformed in character, with all the missionaries on such fields being missionaries of the PCA, though some may be serving on a cooperative basis as having come from sister churches in the Reformed family of denominations.

Such cooperative possibilities serve to focus attention upon the secondary thrust of MTW in relating missionaries to fields. The General Assembly has approved the establishment of working relationships with other evangelical missionary agencies that welcome the services and teaching of missionaries holding the Reformed faith and polity. We are thus enabled to send candidates through them, as it may seem best for the greatest effectiveness in proclaiming the

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gospel. These missionaries work under their auspices while at the same time maintaining full relationship to the PCA.

It is understood that the primary thrust will emphasize the planting and strengthening of Presbyterian and Reformed churches. The secondary thrust may also produce Presbyterian and Reformed churches. Such would be the case where cooperation was with other Reformed mission agencies or denominations. It could also be the case when broadly evangelical mission agencies open areas of service where Reformed churches would be the pattern of church development. Often, however, cooperation with broadly evangelical agencies would not center upon church-planting ministries by PCA personnel. They would be engaged in support ministries and specialized tasks.

In every case of cooperation, however, agreements developed as a basis of field work together with PCA missionaries on a full membership or a loan basis, would be governed by the principle set forth in the following statement:

With full appreciation of the effective work of evangelical missionary enterprises, we of the Presbyterian Church in America are committed to a distinctive theology. Therefore, when we enter into working relationships with other agencies, written agreements must safeguard that PCA missionaries under the joint program be assured of their liberty in the full and free presentation and practice of the whole counsel of God as contained and understood according to the Westminster Confession of Faith and the Catechism. In all other matters, the missionaries on the fields shall be subject to the rules of the agencies under which they serve. Final discipline as relates to theology and morals rests in the proper court of the Presbyterian Church in America.

It is the duty of every Christian to bear witness to the truth according to the gifts that have been given him (Matthew 28:18-20; Romans 12:16-18). There are in mission work fields of labor such as education, medicine, translation, administration, evangelism, and others, where persons who are not ordained can be of great service in accordance with biblical guidelines (Acts 18:18, 24-28; I Timothy 2:12). MTW seeks to channel to appropriate places of service candidates with such gifts who are commended to us by sessions and presbyteries.

1.02 MISSION TO THE WORLD ORGANIZATIONAL STRUCTURE

The membership of the Committee is composed of twelve elders, six teaching and six ruling. They are elected by the General Assembly in four classes, each class serving four years and consisting of two teaching elders and one ruling elder or one teaching elder and two ruling elders.

Administrative lines of responsibility may be visualized by the following organizational chart:

General Assembly

Committee on Mission to the World

Coordinator

Administrative Staff

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The Committee itself chooses a chairman, a vice-chairman, a secretary, and a treasurer. Each committee member is appointed to an administrative subcommittee and to a field interest subcommittee.

Meetings of the Committee are set according to need. A quorum of seven members has been established. Alternate members, elected by the General Assembly, may serve to constitute a quorum, in which case they serve as voting members (otherwise they participate in discussion but do not vote).

Administrative staff positions, job descriptions and actual employment are determined by the Committee, in consultation with the Coordinator. The Coordinator and administrative staff are responsible for employment and management of office staff.

1.03 FIELDS OF SERVICE

MTW's two-pronged thrust regarding missions leads to two types of mission field designations: Primary and Cooperative.

1.03.1 Primary Fields of Service. Primary fields of service are countries in which a specific PCA work is being conducted, with missionaries sent and coordinated by the Committee. The present fields are:

Australia	Korea
Chile	Mexico
Ecuador	Peru
France	Portugal
India	Taiwan
Japan	Venezuela
Kenya	

New primary fields may be entered after the Committee undertakes careful study of the needs and opportunities in specific countries.

1.03.2 Cooperative Fields of Service. Cooperative fields of service are countries in which missionaries from the PCA are serving directly in cooperation with and coordinated by another missions agency. The present fields are:

Argentina	Haiti	North Africa
Austria	Hong Kong	Papua New Guinea
Bangladesh	India	Peru
Belgium	Indonesia	Philippines
Brazil	Ivory Coast	Seychelles Islands
Chile	Jamaica	Sudan
Colombia	Japan	Taiwan
East Malaysia	Jordan	Truk (Micronesian Islands)
Ecuador	Kenya	Uganda
England	Korea	Venezuela
France	Liberia	West Germany
Ghana	Mexico	Zaire
Guatemala	Nigeria	

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Additional countries may be entered on a cooperative basis as candidates from the denomination go to specific countries through a cooperating missions agency.

2. REFORMED THEOLOGY AND PRACTICE OF MISSIONS

Section

- 2.01 TOWARD A REFORMED THEOLOGY OF MISSIONS.
 - 2.01.1 Biblical Models of Missions
 - 2.01.1(1) Old Testament
 - 2.01.1(2) New Testament
 - 2.01.2 Priority and Urgency of Planting and Strengthening Presbyterian Churches Overseas
 - 2.01.2(1) Priority and Urgency of Planting and Strengthening Churches
 - 2.01.2(2) Priority and Urgency of Planting Presbyterian Churches

 - 2.02 TOWARD A REFORMED PRACTICE OF MISSIONS
 - 2.02.1 Sending Bodies
 - 2.02.1(1) Recruitment
 - 2.02.1(2) Examining
 - 2.02.1(3) The Call to a Particular Work
 - 2.02.1(4) Powers entrusted to a Missionary
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 - 2.02.1(6) Support
 - 2.02.1(7) Commissioning
 - 2.02.1(8) Contact
 - 2.02.1(9) Furlough
 - 2.02.2 Enabling Committee
 - 2.02.3 Receiving Bodies and Coordinators
 - 2.02.3(1) Mission to the World
 - 2.02.3(2) Reformed Missions
 - 2.02.3(3) Evangelical Missions

 - 2.03 CONCLUSION
 - 2.03.1 Footnotes
- #### Exhibit
- 2-1 Diagram of Organization
 - 2-2 Example of Cooperative Agreement
 - 2-3 Example of Cooperative Agreement

2. REFORMED THEOLOGY AND PRACTICE OF MISSIONS

The two main divisions of this section are: "Toward a Reformed Theology of Missions" and "Toward a Reformed Practice of Missions." The word "toward" is important. We recognize the tentative nature of what is written here. This is not a final statement. It cannot be, since our denomination and MTW are both in their infancy, but more importantly, because our theological heritage demands that we maintain our life as a Reformed and reforming church. We desire to be more and more shaped in our theology and practice by the Lord of the church, who is also the Lord of the harvest, through His Word. We pray that increasingly our belief and our action will reflect adequately, if not perfectly, that source of life. We recognize that the

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work of missions is the work of the whole church. We will listen to our church as it speaks in its various ways and we will obey as it speaks through its highest court. It is our earnest desire that in this way the PCA will move toward a more biblical theology and practice of missions.

The order of the division is important. The first part of the section deals with theology and the second with practice. Theology must always judge practice. It can never be reversed. When practice judges or manipulates theology, it means the death not only of theology but also of missions. Theology cannot live under the domination of practice, but practice can and must live under the domination of theology. We commit ourselves to be a theological mission. We reject pragmatism as a guide for our action. We deplore a superficiality which seeks biblical grounds for positions already taken for other reasons. We recognize, however, that in missions we must operate as elsewhere: gaining insight biblically and finding our way. Often this insight is not prior to experience but is given in and after experience. This means that we will not have all the answers to the theological questions before we move in practice. We have the directions, but our findings and expression will often be tentative, judged continually by an increasing understanding of God's Word in the concrete situations in which God places us.

2.01 TOWARD A REFORMED THEOLOGY OF MISSIONS

2.01.1 Biblical Models of Missions. Two controlling facts guide our search for a biblical theology and practice of missions. First, the entire Bible concerns itself with missions. It is not a matter of finding an occasional missionary text but of understanding the covenant purpose of God expressed in His Word from Genesis through Revelation, and the work of God in bringing to Himself those whom He chose in Christ before the foundation of the world and forming them into a people for His possession whom He commissions to proclaim the excellencies of Him who has called them out of darkness into His marvelous light. (See Ephesians 1:3-14; I Peter 2:9-10.) Secondly, the Bible does not give us a missions manual as such. It gives us the material from which we must draw our missions theology, on which we must build our missions practice, but we must work diligently and openly with all the Scripture, seeking to do justice to the whole will of God and not bending or ignoring any word in the interest of a theory.

The biblical data for missions which are presented here are some of the guides which have inspired and directed the church in its mission to the world.

2.01.1(1) Old Testament

God who created man in His own image for fellowship with Himself and for dominion over His creation did not abandon His creature to the consequences of his sin when man fell. Rather, in the words of the Shorter Catechism, "God, having out of His mere good pleasure, from all eternity, elected some to everlasting life, did enter into a covenant of grace to deliver them out of the estate of sin by a Redeemer." (Q.20)

The covenant promise of a Redeemer is found in Genesis 3:15 as it was given to our first parents. The covenant of grace comes to fuller expression in God's declarations to Abraham, for example, assuring him, "I will establish my covenant between me and you and your descendants after you" (Genesis 17:7), but assuring him also, "And in you all the families of the earth shall be blessed" (Genesis 12:3). The election of Abraham had the nations in view. Through Abraham, his family, and then Israel, God made His love and power known before the nations with a view to reaching the nations. Israel was called by God to be a preacher and example for the nations. The specific form of Israel's missionary activity was primarily to attract and draw the attention of the nations to the God of Israel, but there was also the outward going to the nations, as implied in such passages as Isaiah 49:6 and stated in the book of Jonah.

"I will also make you a light of the nations so that My salvation may reach to the end of the earth" (Isaiah 49:6). Israel was called out from the nations to be a witness to the nations; we are sent into the nations to witness to the nations. God's people of all times and places join in the prayer of the Psalmist: "God be gracious to us and bless us, and cause His face to shine upon us, that Thy way may be known on the earth, Thy salvation among all nations" (Psalm 67:1-2).

2.01.1(2) New Testament

Christ - His life

Twice Matthew gives a description of Jesus' ministry: "And Jesus went about all Galilee, teaching in their synagogues and preaching the gospel of the kingdom and healing every disease and every infirmity among the people" (Matthew 4:23 and 9:35). Luke summarizes Jesus' ministry as doing and teaching, and implies that this pattern will be continued by the risen Christ and His church. (Acts 1:1, "All that Jesus began to do and teach.") Following the compassionate Christ today means involvement in the very same pattern. We must both proclaim and demonstrate the salvation of God. As J. H. Bavinck said, "The church is not only God's mouth but also His heart."¹

His Preaching

The proclamation of the kingdom of God forms the heart of the evangelistic ministry of Jesus: "Repent, for the kingdom of heaven is at hand" (Matthew 4:17). He says: "I must evangelize about the kingdom of God in other cities also; for I was sent for this purpose" (Luke 4:43). Jesus Himself is the most important and central element of the kingdom: "Today this Scripture has been fulfilled in your hearing" (Luke 4:21). The kingdom's deepest nature is spiritual: "Unless one is born anew, he cannot see the kingdom of God" (John 3:37). The new spiritual life, however, will make itself felt in all spheres of a person's life (Matthew 5:13-16).

His Death

Jesus said of Himself, "The Son of Man did not come to be served, but to serve, and to give His life a ransom for many" (Matthew 20:28). He said, "As Moses lifted up the serpent in the wilderness, even so must the Son of Man be lifted up, that whoever believes in Him should not perish, but have eternal life. For God so loved the world, that He gave His only begotten Son, that whoever believes in Him should not perish, but have eternal life" (John 3:14-16). Jesus said again, "And I, if I be lifted up from the earth, will draw all men to Myself." And the Apostle John adds the explanatory comment, "But He was saying this to indicate the kind of death by which He was to die" (John 12:32-33). In His Good Shepherd discourse Jesus also said, "I am the good shepherd; the good shepherd lays down His life for the sheep...And I have other sheep, which are not of this fold; I must bring them also, and they shall hear my voice; and they shall become one flock with one shepherd" (John 10:11, 16).

His death on the cross as a substitutionary atonement for the sins of His people coupled with His resurrection provides the basis, the message, and the motivation for missionary outreach in search of the "other sheep." In a sermon on John 10:17-18, entitled "The Sacrifice of Christ, the Type and Model of Missionary Effort," James Henley Thornwell said that the supreme reverence for the glory of God which prompted Jesus to regard not His life dear unto Himself must be the dominant principle of action in missions. He said, moreover, "As Jesus by His sacrifice purchased redemption, we by ours must make it known..."

¹ Quoted by Paul Schrottenboer in "Toward Catholicity in Missions," *International Reformed Bulletin*, Winter/Spring 1974, p. 49.

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His Resurrection and Ascension

Between His resurrection and His ascension--and linked to both--Jesus gave the "Great Commission" (Matthew 28:18-20; Mark 16:15; Luke 24:45-49; John 20:21). As Matthew 6:9-13 was given as a model for prayer, so Matthew 28:19-20 has been given as the model for missions.

Jesus begins the Great Commission with the statement: "All authority in heaven and earth has been given to me." Missions then is the summons of the Lordship of Christ. It is carried on in the name of, and under the control of, the One who has all authority in heaven and on earth. It cannot be done hesitantly, fearfully or despairingly. It is triumphant work because it is the King's work.

Jesus then charges his disciples: "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you." There is now a great thrust outward to all nations. This is anticipated and to some extent begun in the Old Testament; it is indicated and prepared by earlier statements of Jesus (Matthew 13:38, 22:1-14; 24:14, etc.). Going, they are to make disciples, baptizing and teaching them. We must witness, preach and live to make disciples; we must incorporate them into the body of Christ, the church, as responsible, functioning members; we must teach them all Christ's instructions, all His Word, with its implications for life in our world.

Jesus then concludes with the promise: "And, lo, I am with you always, to the close of the age." The disciples' mission is supported by both His authority and His presence. He charges them to mission, but He does not delegate it to them. He continues all He began to do and teach. He continues it through them--through us. He has not turned over His work to us. He has called us to His work, and His presence is His great gift to us. Therefore, "We are not standing in the world bearing witness to Christ, but we are standing in Christ bearing witness to the world."²

Pentecost

The unique way in which the risen Christ carries on His work through His body, the church, was instituted and demonstrated at Pentecost. It is solely by the authority of the Holy Spirit that the disciples were in a position to be witnesses of Christ to the uttermost parts of the earth, Acts 1:6-8 (cf. Luke 24:47 and John 20:21). The church's work of mission is bound both to the Resurrection and to Pentecost. The Resurrection message can be brought to the nations only by the reality of Pentecost.

Acts

The whole structure of the Acts of the Apostles is determined by the course of the gospel through the world. The pattern is given in Acts 1:8, "But you shall receive power when the Holy Spirit has come upon you; and you shall be my witnesses in Jerusalem and in all Judea and Samaria and to the ends of the earth." The book of Acts then traces the outworking of the pattern through the witness of the early Christians, guided and empowered by the Holy Spirit, with the repeated direct intervention of God (a characteristic of the book of Acts) to keep missions thrust outward and onward. The account runs from the preaching of the gospel in Jerusalem to preaching in Samaria to the connecting links of the baptism of the Ethiopian, Peter's being sent to Cornelius, the preaching of the Jewish Christians from Cyprus and Cyrene to the Greeks, to the church at Antioch separating Barnabas and Paul and sending them out, the actual beginning of missionary work among the nations--"to the end of the earth." Acts then

² Attributed to A.J. Gordon.

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traces the ministry primarily of Paul and his companions in the spread of the Gospel in Asia and Europe.

Epistles

Numerous models for missions could be presented from New Testament epistles. In fact, Paul's epistles were missionary epistles. Not only is missions an essential part of the life of the church, but it also feeds the church. By giving, it receives. We will note here only one passage from the epistles, Romans 9:11. The great doctrines of sovereign grace--the truth that God saves men--are foundational in any biblical theology of missions. Neglect of this truth which is found in Paul and summarized in our Confessional Standards cripples missions and reduces it to a human enterprise, seeking the help of God. Missions is a divine enterprise in which God commands, empowers, and uses the obedience of His servants.

The position of Paul in Romans 9:11 is that, apart from the transforming power of God's call of grace, all men are dead in sin and resistant to Him. Paul quotes Isaiah's words of God concerning the Gentiles: "I have been found by those who did not seek me; I have shown myself to those who did not ask for me" (Romans 10:20). It was not because of their responsiveness that God found them; because God found them, they were responsive. From among the rejecting Gentiles as well as among the rejecting Israelites, God has chosen His people. Far from discouraging missions, this truth is the only real ground for missions, and the guarantee of the success of missions.

We have looked at some of the material out of which we must create our theology of missions. What we do with these biblical data and with other related parts of God's Word will determine what we do in missions. The triune God who has sent the prophets, Jesus Christ, the Holy Spirit, and the apostles also sends the church. He sends us, and our task is to do the will of Him who sends us.

2.01.2 Priority and Urgency of Planting and Strengthening Presbyterian Churches Overseas

2.01.2(1) Priority and Urgency of Planting and Strengthening Churches

The church is both the agent and the goal of missions. From the beginning Jesus Christ did not envisage individual followers and witnesses creating additional followers, but a church united by Him both to Himself and to one another, growing by enlarging and multiplying congregations.

Church growth must not be defined too narrowly. Biblical church growth includes at least three dimensions. The church grows by evangelistic proclamation with the goal of multiplying Christian congregations. The great concern of the early church was to tell the good news about Jesus and the resurrection, but proclamation was not an end in itself. The biblical pattern is to form new converts into local congregations. The church grows by the building up of the saints. The church grows by the exercising of spiritual gifts. The important discussions of spiritual gifts in Romans 12, I Corinthians 12-14 and Ephesians 4 all place gifts in the context of the community life of the church. Therefore, total church growth involves numerical, spiritual, and functional or organic growth.

Foreign missions is necessarily concerned with the establishing of the whole ministry of the church. This includes instruction and service as well as evangelization--church strengthening as well as church planting. Neither evangelization nor "perfecting" can become ends in themselves. They must continually lead to each other.

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If the chief work of missions is "the planting, propagating and perfecting of congregations," church planting and strengthening must remain the priority of our mission to the world.

2.01.2(2) Priority and Urgency of Planting and Strengthening Presbyterian Churches.

It is no accident that we are Presbyterians. We acknowledge that we have much in common with evangelicals in every church but we remember that we also have certain important distinctives. We hold our Reformed doctrine and Presbyterian polity as valued treasures because we believe they are biblical. We hold them gratefully and humbly, recognizing that they are gifts of God and not of our "works." At our first General Assembly we affirmed this basic conviction in our "Address to All the Churches." As a Church, we consciously seek to return to the historic Presbyterian view of Church government. We reaffirm in the words of that earlier "Address to All Churches" the following:

"The only thing that will be at all peculiar to us is the manner in which we shall attempt to discharge our duty. In almost every department of labor, except the pastoral care of congregations, it has been usual for the Church to resort to societies more or less closely connected with itself, and yet logically and really distinct. It is our purpose to rely upon the regular organs of our government and executive agencies directly and immediately responsible to them. We wish to make the Church, not merely a superintendent, but an agent. We wish to develop the idea that the congregation of believers, as visibly organized is the very society or corporation which is divinely called to do the work of the Lord. We shall, therefore, endeavor to do what has never been adequately done--bring out the energies of our Presbyterian system of government. From the session to the Assembly, we shall strive to enlist all our courts, as courts, in every department of Christian effort. We are not ashamed to confess that we are intensely Presbyterian. We embrace all other denominations in the arms of Christian fellowship and love, but our own scheme of government we humbly believe to be according to the pattern shown in the Mount, and, by God's grace, we propose to put its efficiency to the test."

Therefore, the priority and urgency of planting and nurturing churches overseas and our God-given Reformed doctrine and Presbyterian polity mean that our mission to the world must, through our own efforts and in cooperation with compatible Reformed churches overseas and Reformed missions at home, be engaged primarily in the work of planting and strengthening true Presbyterian churches.

In the event that PCA missionaries are working with independent agencies in a church-planting capacity, they must be at liberty to establish churches which are thoroughly Presbyterian and Reformed in both theology and government.

2.02 TOWARD A REFORMED PRACTICE OF MISSIONS

Our practice of missions is based on our theology of missions. Theology is not a preliminary activity; it is the controlling force in all our activity. It must constantly judge, correct and reshape our missions practice. But just as missions without theology cannot be true missions, theology without missions cannot be true theology. Theology without missions is dead. Our theology must be theology in action.

The plan for a Reformed practice of missions presented here discusses the sending bodies (session and presbytery); the enabling Committee (Mission to the World); and the receiving

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bodies (the Mission to the World Field Committee) and other Reformed missions and evangelical agencies.

2.02.1 Sending Bodies. The Great Commission and related New Testament passages make it clear that every believer has been called to make disciples of all nations. This involves him in a vital witness in his own community and in an outreach to other places--either personally or through his representative, and by his prayer and support. He discharges his missionary responsibility in and through the church.

The Book of Acts sets forth the scriptural role of the church--the local church--as the sending authority and as the prayer and financial base for world evangelism. In our Presbyterian system, the proper sending bodies, therefore, are the session of the local church for laymen and the presbytery for ministers. The Book of Church Order says: "The church is responsible for carrying out the Great Commission." "The initiative for carrying out the Great Commission belongs to the church at every court level..." (Chapter 15-1).

The responsibilities of these sending bodies, in consultation with the General Assembly's Committee on Mission to the World, include recruitment, examining, training, support, commissioning, contact, and furlough.³

2.02.1(1) Recruitment. It is significant that in the sending of missionaries in Acts, the emphasis is upon the initiative of others. The congregation of Jerusalem selected and sent Barnabas to Antioch (11:22). Barnabas took Saul to Antioch (11:25-26). The Church at Antioch, in obedience to the Holy Spirit, set apart Barnabas and Saul for missionary work (13:1-4). In Chapter 15, Barnabas took Mark (15:39) and Paul chose Silas (15:40). Later, Paul wanted Timothy to go with him; the congregations in Lystra and Iconium were consulted and involved in Timothy's going out ("He was well spoken of by the brethren who were in Lystra and Iconium," 16:3.)

Sessions and presbyteries should actively seek God's wisdom in laying before persons in whom they recognize gifts a missionary call. This call, of course, will either follow or create the individual's own call to missionary service (*BCO* 17-1). The church, by its challenge and discernment, must take seriously its role to motivate those of its own number to serve God overseas.

The MTW Committee is to keep presbytery MTW committees informed of MTW fields of service with their particular missionary needs and strategies for these fields so that presbytery MTW committees and local sessions may intelligently seek out missionaries for these MTW works.

2.02.1(2) Examining. It is the responsibility of the sending body to examine each missionary candidate thoroughly in the areas of call, life and doctrine. It should seek to evaluate his gifts, and calling and fitness for the missionary task and give him counsel and guidance as he seeks God's will in missions. The session or presbytery will maintain basic oversight for his doctrine and morals and will seek ways of effectively carrying out this responsibility while the missionary is overseas.

2.02.1(3) The Call to a Particular Work. After the presbytery has called, examined and approved a man for missionary service as an ordained minister, a recommendation for

³ For a helpful, brief discussion of some of these topics see *Who Really Sends the Missionary?* by Michael C. Griffiths.

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missionary service should be sent to the MTW Committee. The MTW Committee, through its staff also may extend an official call to a particular work to the candidate following his being approved for missionary service by the Committee. On the basis of this call, the presbytery should proceed to ordain and commission the candidate.

2.02.1(4) Powers Entrusted to a Missionary. When a teaching elder is approved for missionary service, the Presbytery may entrust to him as an evangelist for a period of twelve months the power to organize churches, until there is a session in the church so organized, to instruct, examine, ordain and install ruling elders and deacons therein (*BCO* 8-6).

2.02.1(5) Powers Entrusted to a Church-Planting Team. When there are three or more teaching elders (missionaries) on the field, they will have power to constitute a provisional presbytery for the purposes of examining and receiving candidates for the Gospel ministry, and receiving organized churches into its membership. When there are two national teaching elders and two or more congregations with at least three national elders, the provisional presbytery will give way to the national presbytery and the missionaries will cease to be members thereof.

2.02.1(6) Support. It is clear that the sending churches in the Book of Acts were involved in the support--prayer and financial--of their missionaries. When a session or presbytery encourages an individual to mission service, it accepts the responsibility to back up that person by prayer and giving.

2.02.1(7) Commissioning. The commissioning of missionaries should be done by the sending body--the session or the presbytery.

2.02.1(8) Contact. Following the above procedure, the church at home will feel far more involved in the missionary's work. He came from them; he is supported by them; in a real sense his work is an extension overseas of their own local or presbytery ministry. There should be maintained a vital contact between the missionary and the sending body. The session or presbytery should arrange to receive regular reports from its missionary on the field. It should evaluate his work and seek to offer advice and encouragement. It must take seriously its basic oversight for his doctrine and morals.

2.02.1(9) Furlough. It is significant that when Paul and Barnabas returned from their first term of service in Cyprus and Galatia to the church "from which they had been commended by the grace of God for the work that they had accomplished, they gathered the church together and began to report all things that God had done with them and how He had opened the door of faith to the Gentiles" (Acts 14:26, 27). "They remained no little time with the disciples" (14:28). This can form an appropriate pattern for furlough missionaries. Their main responsibility is to the church or presbytery which sent them out. The MTW staff, in cooperation with the session or presbytery, will provide the opportunity for the missionary to share with the whole denomination his work--and thus serve to enlarge the mission vision of the whole church. Itineration will be coordinated with the General Assembly's MTW Committee, through its staff.

2.02.2 Enabling Committee. The MTW Committee serves as an "enabling" committee. It was created by the General Assembly to encourage and enable the PCA at every level to function as a missionary church. The Book of Church Order, Chapter 15, defines the role of the General Assembly and its Committees. "The Assembly is responsible to encourage and promote the fulfillment of this mission (the Great Commission) by the various courts." "The work of the church as set forth in the Great Commission is one work, being implemented at the General Assembly level through equally essential committees." "It is the responsibility of the General Assembly to evaluate needs and resources, and to act out priorities for the most

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effective fulfillment of the Great Commission." "The Assembly's committees are to serve and not to direct any church judicatories. They are not to establish policy, but rather execute policy established by the General Assembly." "The committees serve the church through the duties assigned by the General Assembly." The Book of Church Order sets forth the role of the committees as that of important but limited servants of the whole church. Within this description, the MTW Committee promotes missions throughout the church, encourages the various courts of the church in their missionary responsibility, and coordinates the work of missions throughout our denomination.

The role of the MTW Committee is to serve the General Assembly and all the courts of the church, to obey fully the directives of the General Assembly, to be sensitive to its mood and style, and to maintain humbly its role as servant.

Foreign missions is not the special preserve of the MTW Committee; rather, the Committee acts representatively for the whole church, which is inherently the missionary community. It is not the Committee which sets missionary policy. The church--the whole church in its General Assembly--must take this responsibility.⁴ The Committee is an "enabling" committee. It seeks to enable the churches and the presbyteries of the PCA to fulfill their obligations to God in missions. It seeks to bring a mission vision to the whole denomination. It seeks "to encourage and promote" foreign missions in churches and presbyteries by sharing resources, ideas and personnel.

It assists churches and presbyteries in the recruitment of missionary candidates. It also recruits in a broader setting--challenging students in colleges and seminaries and those persons outside the PCA who desire to serve God in biblical missions. In some cases, persons are brought into the PCA through contact with MTW.

It examines and processes missionary candidates. In this important area, MTW works with sessions and presbyteries. The examination by these sending bodies is primary and basic. MTW examines further, especially in the areas of missiology and cross-cultural concerns (such as linguistic ability, etc.).

It works with the missionary candidate and his church or presbytery in planning for further training or experience where it is necessary. It assists churches and presbyteries in the matter of support. It does not replace the sending bodies in this responsibility but can and will assist congregations and presbyteries desiring assistance in the matter of support for their missionaries who do not have large support from their churches or presbyteries to find interested churches. It recommends fields of service and assignment of candidates. ("It is the responsibility of the General Assembly to evaluate needs and resources, and to act on priorities for the most effective fulfillment of the Great Commission" *BCO* 15-1.) In our highly complex world, with its political problems, cultural complexity and denominational confusion, it is necessary for the church to give considerable care to the matter of establishing works and ministries overseas. It is necessary that the General Assembly enter into its mission commitments in a careful, prayerful and skillful manner, not carelessly and haphazardly.

It recommends salary and benefit levels, assists the missionary in itineration (in cooperation with the session or presbytery) and helps him in the technical matters related to his going overseas.

⁴ See Acts 15 where the church through its representatives dealt with a theological issue which arose in the context of missions.

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It relates the missionary to the receiving body, assists the churches and presbyteries in evaluating his performance, and assists the missionary in maintaining contact with the sending body and the denomination. It assists the missionary and his church or presbytery in planning for the use of his furlough time.

The MTW Committee exists to enable the PCA--the whole church--to be a mission church and to enable each church and presbytery to fulfill its mission obligation. We believe that fulfillment of this mission is based on harmony, mutual trust and effective, creative cooperation between the MTW Committee and the churches and presbyteries of our denomination.

2.02.3 The Receiving Bodies and Coordinators. There are three⁵ different models for mission work which are currently being used or considered by MTW. The first two are related to "The Priority and Urgency of Planting and Strengthening Presbyterian Churches Overseas" (see 2.01.2) and the third to "The Propriety of Cooperative Work With Evangelical Mission Agencies in Service and Support Ministries" (see Chapter 2, Exhibit 3).

2.02.3(1) Mission to the World. It is of greatest importance that the PCA find Reformed churches overseas to which it can relate its mission work and create such churches through its own witness where these do not exist. There are problems and difficulties in establishing such relationships. Considerable time may be required. There must be care and caution.

In areas where there is no church with which we can work or where there is such a church but factors prevent (at least temporarily) our developed relationship, MTW will carry on directly its own work, with a view to establishing Presbyterian churches in that country and/or strengthening the Reformed witness.

The coordination in this model will be the responsibility of the MTW Committee or the MTW Field Committee in that country, as detailed in the Manual.

2.02.3(2) Reformed Missions. There are many places where we can work in closest cooperation with other distinctly Reformed denominations or mission agencies. We can thereby avoid duplication and overlapping, give visible demonstration of our unity and greatly further our major goal of planting and strengthening Presbyterian churches overseas. The cooperation in this model will be the responsibility of the field committee of the Reformed mission. Our relationship to each mission is defined in signed agreements. (See Exhibits 1 and 2 for sample copies.)

2.02.3(3) Evangelical Missions. The above two models relate specifically to the planting and strengthening of Presbyterian churches overseas. The third relates to support and service ministries and other mission endeavors in cooperation with evangelical missions and to a Reformed witness in deed and word overseas. This model is (1) secondary to the task of planting and strengthening Presbyterian church overseas, and (2) limited by the definition of the General Assembly and by MTW's policy.

Propriety of Cooperative Work With Evangelical Mission Agencies in Service and Support Ministries. There are many evangelical Christian agencies serving the Lord in a variety of ways

⁵ There are other models which may be considered, for example, the non-professional missionary. There are 2.5 million Americans overseas. For every missionary overseas from the U.S. today, it is estimated that there are 105 other Americans serving in self-supporting positions. American Christians overseas need orientation, prayer support and guidance in ministry. See "Missionaries: How to Bring Them In," by Phillip Butler in Christianity Today, July 4, 1975, p. 16.

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in world missions. Many PCA congregations and members have had long and close associations with a number of agencies. The personnel of these agencies and their support are drawn from various denominations. Although many such missionary agencies are one with the PCA in recognizing the Bible as the very Word of God and as the infallible rule of faith and practice and in adherence to many of the basic doctrines of the Word of God, some of them do not hold to those distinctives of Presbyterian and Reformed theology and polity which we hold dear because we believe they are biblical. However, such organizations with which we have working agreements do give absolute confirmation of the liberty of the PCA missionaries as stated and clarified in other places in this document.

Church planting of Presbyterian congregations usually must be done through distinctly Presbyterian and Reformed sending agencies. We believe, however, that there are areas of mission endeavor in which, with proper safeguards for the theological integrity and freedom of our PCA missionaries, MTW may work with such agencies in terms of carefully drawn cooperative agreements.

The 1974 General Assembly of the PCA adopted the following statement:

"That the General Assembly authorize the Committee on Mission to the World to establish relationships with other evangelical missionary agencies that welcome the services and teaching of missionaries holding the Reformed faith and polity, so as to enable it to send candidates to them, as it may seem best for the greatest effectiveness in proclaiming the gospel, to work under their auspices while at the same time maintaining full relationship to the PCA; also to receive and forward to the agencies concerned financial support needed by them. Such missionaries shall be responsible to the sessions or presbyteries in matters of doctrine and moral conduct, but at the same time subject to the rules of the agencies under which they serve. Such missionaries shall be considered missionaries of the PCA, and as such they will send news and reports of their work to MTW, the presbytery and supporting churches and individuals in the PCA. Details as to itineration while on furlough, pensions and other matters needing definition or adjustment would be worked out with the agencies concerned. Careful evaluation will be made at the 1975 General Assembly to be certain that our missionary efforts under the program provide full and free presentation of the gospel as contained in and understood in the Reformed view."

Agreements, which protect the interests of the General Assembly, are signed by MTW and the evangelical mission. (See Chapter 2, Exhibit 3 for sample copy.) No missionary is sent to work with another mission without this signed agreement. Each new cooperative agreement will be presented annually to the Committee of Commissioners with the doctrinal statements of each agency for review.

These additional guidelines and limitations will be followed by MTW: (1) Mission to the World ordinarily enters into discussions with evangelical mission boards only at the request of a PCA church member, minister, session, or presbytery. The initiative for such a cooperative venture must come from a church court or church member. MTW does not recruit missionaries for evangelical missions. It responds to requests from its constituency--the PCA.⁶ (2) MTW does

⁶ Note that the Book of Church Order states that "the church recognizes the right of individuals and congregations to labor through other agencies in fulfilling the Great Commission" (15-1). MTW acts in

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not participate in any way in its planning function in cooperative effort with independent mission agencies. (3) Only funds specifically so designated will be transmitted to evangelical mission agencies for missionary support or project use. (4) In keeping with our stated priority of planting and strengthening Presbyterian churches overseas, it is expected that the larger portion of our missionary force will serve in that category (the first of two models).⁷ (5) The missionary with an evangelical mission must report to his sending body and to MTW at least once a year concerning his liberty in the full and free presentation and practice of the whole counsel of God as contained and understood in the Westminster Confession of Faith and Catechisms.

The coordination in this model will be the responsibility of the field committee of the evangelical mission.

Relations to Church Councils. In dealing with such as the World Council of Churches, the MTW Committee of the PCA shall operate under the policy set forth by the Third General Assembly (C.2, p. 123, Minutes of the Third General Assembly), "that the PCA shall maintain separation from the National and World Council of Churches, and that the Committee on MTW (will) continue to interpret and apply this instruction subject to the review of the General Assembly, so that the Church may continue to further the spread of the gospel throughout the world and not surrender any mission field as long as the gospel is not compromised.

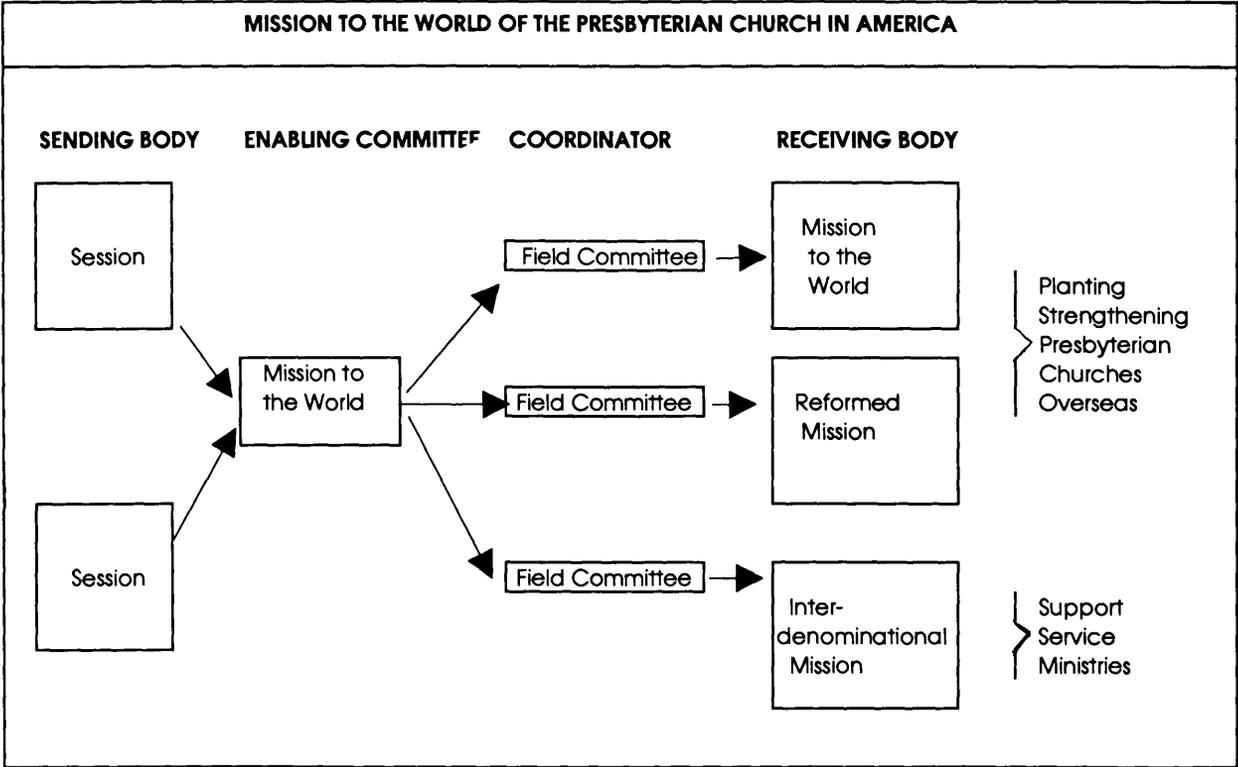
2.03 CONCLUSION

The MTW Committee commends this plan to the PCA. We believe that it represents serious and careful treatment in theology. The major applications have been tested in practice. We believe that it is in the interest both of the peace and the purity of the church. It presents a program of mission which is in the best Reformed tradition and one that all our churches can accept and support. Because of the insistence on the scriptural role of the church and presbytery as the sending bodies and because of the variety of models, the conscience of no individual church members, minister, session or presbytery is violated. This program can maintain the peace and purity of our church and it can unite us in the great work of world missions.

the spirit of the statement when it seeks to respond to and guide individuals and congregations who wish to use their right in laboring through other agencies in fulfilling the Great Commission.

⁷As of August 1, 1975, there were 47 missionaries, either on the field or approved. Six are working with evangelical missions and seven are assigned to such missions, pending completion of the agreement between the mission involved and MTW. Seventy-two percent (72%) of our total missionary force, as of August 1, 1975, was involved in, or assigned to, work in the first three 7 models--"planting and strengthening Presbyterian churches overseas."

CHAPTER 2 - EXHIBIT 1



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CHAPTER 2-EXHIBIT 2

COOPERATIVE AGREEMENT

between

The Committee on Mission to the World of the Presbyterian Church in America
and
World Presbyterian Mission of the Reformed Presbyterian Church,
Evangelical Synod

This agreement concerns missionary personnel who are members of the Presbyterian Church in America, as to denomination, but members of both mission organizations.

1. The appointment of the missionary shall be by both agencies in accordance with the standards established by each agency.
2. In the event that the one agency requests confidential materials gathered by the other, such materials shall be shared with the understanding that the materials shall be kept confidential by that agency.
3. The missionary shall participate in the full training program of World Presbyterian Missions, Inc.
4. All deputation work shall be coordinated by the Committee on Mission to the World both within the churches of the Presbyterian Church in America and for World Presbyterian Missions within the churches of the Reformed Presbyterian Church, Evangelical Synod, in order that adequate prayer and financial support can be realized.
5. World Presbyterian Missions, Inc. shall supervise the securing of visas and make other arrangements needful for beginning field work.
6. The Mission to the World shall be the primary sponsoring agency for financial and prayer support of the missionary.
7. World Presbyterian Missions, Inc., in consultation with Mission to the World concerning major assignments, shall be the directing agency in relation to missionary activities on the field.
8. Final discipline as relates to theology and morals rests in the proper church court of the Presbyterian Church in America. Administrative discipline is the prerogative of World Presbyterian Missions but it shall be exercised only after consultation with Mission to the World.
9. While on the field and while traveling to and from the field, the missionary shall be under the jurisdiction of World Presbyterian Missions.
10. While on the field the missionary shall be an integral part of the field staff, sharing equally in privileges and responsibilities as other World Presbyterian Missions missionaries and being subject to the policies and direction of World Presbyterian Missions.
11. The Mission on the field will initiate furlough planning. Approval shall be by World Presbyterian Missions after consultation with the Mission to the World.
12. While on furlough, the missionary shall be under the jurisdiction of Mission to the World. Among the missionary's furlough responsibilities, consideration will be given by the Mission to the World to the possible for the missionary to have additional training or study suggested by World Presbyterian Mission, Inc.
13. While on furlough the missionary shall be expected to carry on a deputation ministry for the Mission to the World within the constituency of the Presbyterian Church in America, and for World Presbyterian Missions within the constituency of the Reformed Presbyterian Church, Evangelical Synod. Each agency shall assume local arrangements and the expenses of deputation when the member is doing deputation for either agency. Primary deputation responsibilities will be within the Presbyterian Church in America with Mission to the World acting as coordinator for both churches.

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14. The missionary shall not solicit homeland constituencies of either agency for personal funds or field needs without the permission of the respective agency and under the policies of World Presbyterian Missions.
15. In reference to the financial relationship, the Mission to the World shall receive and receipt all of the missionary's funds and transfer them to World Presbyterian Mission, Inc. World Presbyterian Mission, Inc. shall have the responsibility to transmit the funds to the field. This shall be done monthly.
16. The missionary shall be under the hospitalization, retirement, and insurance plans provided by the Mission to the World. Other financial arrangements shall be as determined by the World Presbyterian Missions Manual.

Signed: Nelson K. Malkus, General Secretary,
World Presbyterian Missions, Inc.
Arthur L. Herries, President,
World Presbyterian Missions, Inc.

Date: July 25, 1975

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CHAPTER 2 - EXHIBIT 3

COOPERATIVE AGREEMENT WHEREBY MISSION TO THE WORLD MISSIONARIES OF THE PRESBYTERIAN CHURCH IN AMERICA WORK WITH THE WORLD RADIO MISSIONARY FELLOWSHIP, INC.

THE TERMS OF THIS AGREEMENT RELATE TO THE CATEGORY OF A MEMBER MISSIONARY RELATIONSHIP

1. The missionary shall have dual membership status with both the Mission to the World and The World Radio Missionary Fellowship, Inc.
2. The appointment of the missionary shall be subject to the approval of both agencies in accordance with the standards established by each agency.
3. In the event that the other agency requests confidential materials gathered by the other, such materials shall be shared with the understanding that the materials shall be kept confidential by the agency.
4. The missionary-candidate shall participate in the full candidate and training program of The World Radio Missionary Fellowship, Inc.
5. Time shall be allowed at the proper time for the candidate to properly do itineration or deputation for the candidate coordination of the Mission to the World within Presbyterian Church in America churches in order that adequate prayer and financial support can be realized.
6. The World Radio Missionary Fellowship, Inc., shall supervise the securing of visas and make other arrangements needful for beginning field work.
7. The Mission to the World shall be the sponsoring agency for financial and prayer support of the missionary.
8. The World Radio Missionary Fellowship, Inc., shall be the directing agency in relation to missionary activities on the field.
9. Final discipline as relates to theology and morals rests in the proper church court of the Presbyterian Church in America.
10. The Mission to the World missionary is to have liberty in the full and free presentation of the gospel as contained in and understood in the Reformed view.
11. While on the field and while traveling to and from the field, the missionary shall be under the jurisdiction of The World Radio Missionary Fellowship, Inc.
12. While on the field, the missionary shall be an integral part of the field staff sharing equally in privileges and responsibilities as any other member and being subject to the policies and direction of The World Radio Missionary Fellowship, Inc.
13. The missionary's field director will initiate furlough planning in consultation with the Mission to the World and also with The World Radio Missionary Fellowship, Inc.'s Associate North American Director.
14. While on furlough the missionary shall be under the jurisdiction of Mission to the World. Among the missionary's furlough responsibilities, consideration will be given by the Mission to the World to assignments, projects, additional study or training requested by The World Radio Missionary Fellowship, Inc. Progress and activity information during furlough will be provided for The World Radio Missionary Fellowship, Inc.
15. While on furlough the missionary shall be expected by Mission to the World to carry on a deputation ministry for the Mission to the World within the constituency of the Presbyterian Church in America congregations. Each agency shall assume the arrangements and expenses of deputation when the member is doing deputation for

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- either agency. Primary deputation responsibilities will be within the Presbyterian Church in America under Mission to the World coordination.
16. The missionary shall not solicit homeland constituencies of either agency for personal funds or field needs without the permission of the respective agency.
 17. The financial relationship of the missionary with The World Radio Missionary Fellowship, Inc., shall be the same as that for all other members including the assessment and the support quotas, except that during any portion of furlough under Mission to the World, the quota may be set by that agency. Mission to the World shall receive and receipt the missionary's funds from Presbyterian Church in America and transfer them to The World Radio Missionary Fellowship, Inc., monthly to be transmitted to the field by that agency. The World Radio Missionary Fellowship shall inform the Mission to the World of funds designated for the missionary from other sources.
 18. The hospitalization, retirement, and insurance plans provided by the Mission to the World shall be available to the missionary by mutual agreement of both agencies.

Signed:

Abe C. Van Der Puy, President,
The World Radio Missionary Fellowship, Inc.
C.L. Wilson
Associate North American Director,
The World Radio Missionary Fellowship, Inc.

Date: July 2, 1975

MTW 1993 -- A PICTURE OF PURPOSE

1984, p. 346, Appendix K

MTW's purpose statement adopted in 1979 reads as follows:

To reach the world's unreached responsive peoples with God's Good News through the testimony of church-planting teams and strategic technical and support personnel. Success in observable church growth will be an important means of evaluation.

MTW recognizes that this "Picture of Purpose" is but one part of the total "Picture of Purpose" for the whole Church. We reaffirm our Book of Church Order's statement that the "work of the church is one work." In God's purpose for the Church, MTW's task is but one facet toward the fulfillment of the Great Commission. MTW acknowledges that the General Assembly has assigned other important facets to other Committees. It is our purpose to enable each member of PCA to catch a vision of his or her individual part in the work of the whole church--whether it be building the Church at the local, national or international level, making disciples, teaching the faith, or carrying out the administrative functions of organization. The same Christ who sent us forth to preach the Gospel in our local communities has commanded us to make disciples of all nations.

INTRODUCTION

For MTW "vision" is a mental picture of "purpose" realized. It is the description of what MTW may look like in the future and it provides for us a series of themes which we can use in goal-setting and the development of strategy in order that under God we can make the purpose statement a future reality.

VISION

Project yourself to 1993 and rejoice in that which God may enable us as a church and mission to accomplish, if we but trust Him.

- * 800 missionaries
- * 360 church planters in 24 church-planting teams (60% of our career missionaries)
- * We have a glossary defining those terms as a part of the appendix.
- * 240 technical and support personnel in strategic ministries and 200 SIMA (two-year volunteers)
- * Field Resource Division providing technical staff support around the world
- * \$23 million budget--\$18 million career, \$4 million SIMA, \$1 million designated for projects strategic to world evangelization
- * The PCA one of the top five in denominational per capita giving to foreign missions

While the purpose statement forms the frame, vision is the substance which fills it. However, before we further define the vision here are some underlying presuppositions upon which the narrative is based.

- I. SITUATION--the environment in which we minister.
 - A. Within the PCA
 1. The PCA will double its size in the next ten years. This seems eminently realistic based on past history and future trends.

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2. There is a potential of increased financial involvement by PCA churches. Our per capita giving for foreign missions is about \$49, the RPCES was \$67, and several denominations have a per capita giving to foreign missions in excess of \$100.
 3. MTW has the responsibility to offer to the General Assembly a vision of world evangelization which will galvanize her to renewed action.
 4. We are joyfully subject to the General Assembly and wish to serve her.
- B. In the world around us
1. There is an acceleration of change due primarily to a revolution in electronic communications technology.
 2. The demographic trends of movement to large cities is unrelenting and the creation of new cities provides new opportunities for ministry.
 3. The rise of non-Western centers of world influence and the emergence of Christianity as a worldwide religion allows for new alliances in world evangelization. The basis for these alliances will be obedience to the whole counsel of God as it is mandated in Scripture.
 4. The maturation of biblical Presbyterian and reformed churches around the world allow for a fuller expression of the Body of Christ before a watching world.
 5. With the rapidly swinging doors of official approval and disapproval of missionary enterprises, nontraditional arrangements between government agencies and missionaries will emerge as well as new nonprofessional missionary approaches.
 6. The decrease in the influence of large power blocks in favor of smaller people-oriented units force us to consider new mini-and micro-strategies.
 7. The need of deeper human relationships in an increasingly technological society make the Christian community all the more necessary.
 8. The large post-World War II missionary force is reaching retirement age at an alarming rate, depleting the ranks of traditional boards.

Amidst these and other world changes MTW and the PCA hold a unique position.

II. MTW DISTINCTIVES THAT ENABLE US TO BE USED OF GOD TO EXPLOIT SITUATIONS THAT HE HAS CREATED

1. We proclaim and give testimony to the whole counsel of God to the whole of society. We will minister to the whole man. A sovereign God is in control. Obedience to the Scripture is our supreme quest. The growth of the church is our concern and will be a direct result.
2. Our primary focus is to those unreached people groups who have not had the opportunity to hear this kingdom message in a relevant way.
3. We concentrate the bulk of our efforts on such peoples as the Lord appears to be calling to Himself.
4. We give special attention to the emerging cities on our planet. By 2000 the majority of the world's population will be in these cities.
5. We purpose to work according to biblical models of missionary outreach. A primary method which we've adopted is teams. The biblical unity of the Body is testified to as our people minister in cooperation with others of like faith.

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6. We are involved in challenging and training nationals in the areas where we work to involve themselves in cross-cultural missions inside and outside their own homeland. Some of these men will minister in MTW multi-national teams.
7. MTW leads the way in applying solidly biblical but new and innovative approaches in a changing world. The results are more relevant and effective ministry.
8. The majority of our missionaries are young. When many missions are posting a net loss and some only marginal gains, we at Mission to World can look forward to many years of missionary service by our young people and continued growth in our missionary force as long as we remain faithful to the Word of God.
9. Because of the unique factors of organizational age we remain flexible and our structures pliable. This allows us to enter into the next decade with a degree of flexibility necessary to take advantage of opportunities and better able to handle crises.
10. As an elected committee, subject to the General Assembly, we are able to translate the desires and commitments of our Church into missionary action. This grass roots relationship enables us to avoid the alienation which affects so many ecclesiastical organizations.

III. OVERVIEW

A. Geographic Scope

In 1993 Mission to the World will be comprised of 24 church-planting teams--9 in Europe and Africa; 5 in South and Central America; 10 in the Far East and Australia. Five of these teams will be involved in ministering to Islamic peoples.

Though Islamic peoples are normally not considered responsive, there are indications around the periphery of the Islamic world that God is bringing about increased openness. We want to be in the highest priority areas for that opening door (North Africa represents only 120 million of the 800 million Muslims in the world).

Five projects will have been successfully completed and their teams redeployed together with local Christians committed to cross-cultural evangelism. The presbyteries that have been formed will each have a plan and the potential for developing a new presbytery within the next ten years.

We recognize that no methodology is universally applicable. However, we want these five successful experiences to be documented as written case studies so that lessons learned can be shared with the whole Body of Christ preoccupied with and interested in the urban challenge.

Our missionary force will be increasingly mobile, both geographically and professionally, working as practicing church planters, then shifting to share the knowledge gained as scholars, consultants, and communicators in order that new missionaries can be trained and lessons learned shared.

B. Field Personnel

To staff an organization of this type we will need 800 missionaries; 600 career and 200 in SIMA's revolving two-year program. Of the 600 career missionaries, 360 of them will be church planters serving with 24 teams; 240 missionaries will be technical and support personnel serving under cooperative agreements. Fifty (50%) percent of these will be in leadership positions; i.e., they will be serving in supervisory roles so that the PCA's influence in their organizations can be felt.

We further envision teams committed to the enrichment of existing indigenous churches which are generally untrained theologically. We will accomplish this through teaching and discipling national leaders in biblical principles according to our Reformed commitment.

Since severe change will be a reality we will need teams of singles and married couples who will commit themselves to a principle of rapid deployment. These missionaries will be a

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part of other resident teams, but when unusual opportunities or disasters occur these missionaries will be available to be sent to that area with other missionaries from various teams who have made this same commitment.

See Growth Patterns on following page

C. Field Resource Division

MTW will have a Field Resource Division to serve our own teams and missionaries as well as the whole church. This will be a staff division. The division will be made up of 20 men and women who have been successful on the field and also who have academic and professional credentials which will give ready acceptance on the part of professional missionaries. They will be specialists in such areas as:

- Urban church planting
- Team development
- Theological education
- Communications
- Counseling
- Administration
- Evangelism
- Discipleship
- Management
- Leadership development
- Urban community development
- Medical ministries

These 20 men and women will not necessarily be committed to consulting full time nor will they be stationed in the U.S.

The Field Resource Division will provide a parallel career path to those with technical expertise who may not have the outstanding leadership gifts necessary to occupy positions as team or area coordinators.

The Coordinator of the Field Resource Division will also oversee the six part-time area consultants. These are men and women of broad field experience and advanced missiological degrees. They are usually assigned to missions teaching posts.

The final area of responsibility for field resources will be the oversight of institutions belonging to the PCA. This will be done utilizing the specialized abilities of those missionaries assigned to this division.

The Research Department will be comprised of three people with field experience who will be professional researchers. They will coordinate the assessment of new opportunities for ministry as well as relate knowledge resources in the U.S. to field applications. They will seek to evaluate methodologies and approaches in such a way as to make the findings helpful to our own and other missions. Their mission will be concentrated on applied missiology, not upon acquiring and verification of merely interesting facts.

IV. STRUCTURE

A. MTW COMMITTEE

The key structure in Mission to the World's ability to carry out the will of the General Assembly will continue to be the MTW Committee. Hopefully, the General Assembly will devise a process for committee selection which will permit it to elect the most qualified men from across the Church, men with a variety of skills who have proven their commitment to

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world evangelization at the local and presbytery levels.

This committee will have the respect of the missionaries on the field and the Presbyterian Church in America both because of their proven abilities and knowledge of world missions as well as their piety and obedience to God's Word. These men will deal knowledgeable with major policy and strategy areas, applying their spiritual gifts and technical expertise. There will be an organized program for committee orientation and during their term of service a plan for developing missions expertise and internal leadership.

B. MTW OPERATIONS

MTW will be organized into two major divisions--foreign operations and U.S. operations. We will have a senior management team of seven consisting of three area coordinators, the field resource coordinator, administrative director, coordinator of church relations, and coordinator of personnel, in addition to the coordinator. Those members who have specific responsibility for Europe/Africa, Far East, and South/Central America will live in their geographic regions. This team will meet at least two times each year and all leadership (team coordinators, resource division, U.S. senior staff) once every two to three years.

MTW will be typified by an economy of organization. There will be few levels, little bureaucracy, and what bureaucracy there is will be field oriented, and institutionalized staff positions will be discouraged.

The majority of administration will take place on the field where there will be three area coordinators living within their geographic regions. These men will have the responsibility for oversight and administrative control. They will answer to the Coordinator of Mission to the World.

Having area and field coordinators overseas and creating the Field Resource Division will enable us to develop men rapidly in the areas of their gifts as these gifts surface and personnel mature. Developing men with the capacity to assume additional responsibility will be a key result area for management.

V. U.S. OPERATIONS

A. Church Relations Division

Church relations will handle the mechanics of MTW's relations with the PCA churches and presbyteries. It will be occupied primarily with education and fund raising.

One of the marks of this program will be a (geographic) decentralized regional approach, utilizing the existing network of churches that work together and cultivating key men within those geographic areas. This will supplement the present presbytery structure.

Church relations will have developed a furlough support network for missionaries covering such areas as housing and transportation on a regional basis.

MTW will have developed a large donor or investor program and be involved annually with a meeting for those large investors. Ten to fifteen percent of MTW's income should come from these sources.

Church relations will handle a summer conference for 1500 to 2000 PCA members. This conference will be a missions and evangelism conference held in conjunction with MNA and will provide a denominational rallying point for those two emphases. It will bring together missionaries, candidates, committee, presbytery chairmen, and interested leaders. The prime focus of the conference will be education and motivation.

One of the important functions of the church relations program is communications and this goes in two directions. Church relations will be responsible for editing the network and developing it further, Minutemen, and all of the outgoing audio-visual areas. In addition, it will also be responsible to communicate to the staff and Committee any information coming from

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the grassroots so programs can be developed on the field and at home which will meet their aspirations and needs.

The church relations department will have developed in conjunction with the Christian Education arm of our denomination a curriculum for foreign missions education within the Sunday school.

B. Administrative Division

The administrative division will be divided into three categories. Finances which will have the responsibility to receipt and transmit in an orderly fashion those funds coming to Mission to the World. Logistic support has to do with the supplying of those needs for missionaries which they cannot take care of for themselves here in the United States as well as supporting the needs of the headquarters operations, in terms of personnel and staff services.

The third department within the administrative division is data processing. This will become increasingly important as we have data links with all of our church-planting teams as well as increased donor segmentation here at home and a direct mail program focusing especially upon those donors who are non-PCA in church affiliation. This represents at present 35% of our individual donors.

It would be our goal to keep administrative costs for Mission to the World to an absolute minimum.

C. Personnel Division

Personnel is also organized into three departments--recruiting, training, and SIMA.

Recruiting -- in the area of recruiting we anticipate that a major part of our recruits will come from the SIMA program (20-30% of the graduates). The rest of the recruiting will be done by field coordinators visiting institutions and churches, and especially we will involve area consultants who serve on the faculties of most of the institutions where PCA students will be attending. We also will have involved the interest and commitment of key pastors; i.e., pastors in the strategic churches through a referral program. It is a fact that the majority of mission candidates come from a relatively small number of churches.

Lastly, on at least four seminary campuses there will be teams in training together preparing for foreign missionary service.

Within the personnel program there will be a special emphasis on training.

We will have developed the ability to plot a career path for each missionary and his family based upon his spiritual gifts and interests. The continued education program of the missionary will tie into this preparation.

We wish to be able to implement a program of strong pastoral care at home and abroad for our missionary staff.

In conjunction with family development, a program will be worked out with MNA whereby missionaries can work in their culture and language group in the urban U.S. during that period of time of family stress when children are in the latter years of high school and college or at such times as families in the U.S. need attention.

The personnel department will be responsible for leadership development training. We will endeavor to spot leadership potential at an early stage of missionary involvement and incorporate these people into a leadership training program.

In Atlanta or another center of the Southeast, we will have developed a cross-cultural urban training center geared to prepare people for church planting in the cities. This program will be for a minimum of three months and will operate under the personnel department.

Additional responsibilities for personnel will be internal communications among missionaries, staff, and committee members. This will be done through a communications process including the Mission Link and other written or audio-visual communication.

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SIMA

Within SIMA we expect that 40% of the 200 will be positioned with church-planting teams; 60% will be in technical and support roles. We are anticipating that 25% of the SIMA graduates will become career missionaries. Under SIMA will also be developed such things as a summer program for 200 young people each year. This program will be administrated by two-year people serving with church-planting teams. Thus providing leadership training for them and freeing the career missionaries from the necessity of covering all of the detail work necessary in summer programs. The summer program will feed both the two-year SIMA program and the career missionary effort with high priority tested candidates. We will also have summer work programs for teens.

Also within SIMA will be developed a professional department channeling medical and professional personnel overseas (two to three weeks) to make evangelistic contacts with professionals in church-planting target areas. These professionals will be developing cooperative ministry exchanges in the areas of their expertise. By the year 1993 we will expect that at least 200 medical and professional people have been through this program including orientation prior to and upon return to the U.S.

A further development in the SIMA program will be in the area of non-professional missionaries; i.e., tentmakers. There will be a training program both for closed countries but more especially that will enable the deployment of nonprofessional missionaries to urban areas where we have church-planting teams to work with them. It will be expected by 1993 we will have 50 to 100 people out in such programs.

It is anticipated that SIMA will have an internship program and we will be able to plot a missionary career path for young men of two years with SIMA, one-year residence in a seminary, four years overseas, followed by a second year in a seminary. That would lead men to ordination as professional missionaries. This would function in addition to the normal PCA internship program.

We expect that SIMA will be a model among churches of our size in the utilization of the graduates from the SIMA program for the sharing the missionary vision in local churches and presbyteries. By 1993 SIMA graduates will occupy positions of leadership as chairmen of 75 church missions committees and will be MTW representatives in ten presbyteries.

VI. FINANCIAL SUPPORT

We envision this as part of general increased giving to all agencies of the church. In the area of finances we pray that God will dramatically increase our denomination's per capita giving for foreign missions.

If we are to field a missionary force of 800, we'll spend about \$18 million on career missionaries and about \$4 million on SIMA missionaries. This represents an estimated annual cost per missionary of \$30,000 and \$21,000 respectively. (We are presently spending about \$15,000 and \$10,000.)

If per capita giving reaches a \$90 level and we have 260,000 members, that would produce \$23.4 million. At its present rate of growth (9 percent per year), per capita giving to Mission to the World should pass by a sizeable margin the \$100 mark by 1993.

We wish to concentrate the missionary support base in churches within a radius of a four-hour drive. This support base would constitute 80 percent of the missionary's support. Further, we would like to see 80 percent of the support of a MTW missionary coming from ten churches.

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An important part in our financial package would be \$1 million per year designated for strategic projects in world evangelization, such as:

- * Churches
- * Evangelistic Centers
- * Theological Education
- * Congresses
- * Interchurch cooperation among evangelicals
- * Relief

These funds would be raised from designated giving and from such efforts as Minutemen Appeals.

CONCLUSION

Let the word of the Lord to Israel be our challenge and assurance.

"Enlarge the place of your tent,

And let them stretch out the curtains of your habitations;

Do not spare;

Lengthen your cords,

And strengthen your stakes.

"For you shall expand to the right and to the left,

And your descendants will inherit the nations,

And make the desolate cities inhabited" (Isaiah 54:2-3, NKJV).

**MISSION TO THE WORLD
VISION 2000-PARTNERING IN WORLD MISSIONS**

1990, p. 424, Appendix L

The Apostle Paul wrote to fellow believers in Philippi:

"... I always pray with joy because of
your partnership in the gospel
from the first day...
being confident...that He who began a
good work will carry it on to completion..."
(Philippians 1:4-6)

MTW's theme for the 1990's is:

**WORLD EVANGELIZATION
BY BUILDING THE CHURCH
THROUGH PARTNERSHIP
IN THE GOSPEL.**

**INTRODUCTION
THE PRESBYTERIAN CHURCH IN AMERICA**

What follows is our vision for the next decade; but because true vision is 360 degrees in scope, we begin by looking back to 1973. When the PCA unfurled its banner to the world as one of the true churches of Jesus Christ, it committed itself to the following principles:

- * To be true to the Scriptures as the only infallible, inerrant rule of faith and practice.
- * To be faithful to the reformed faith as the most accurate summary of the doctrine taught in scripture.
- * To be obedient to the Great Commission of Jesus Christ.

Mission to the World has sought to be faithful to these commitments. We reaffirm the statement from our Book of Church Order that the "work of the church is one work." We recognize that our task is but a part of the total work of the whole Church, and we acknowledge that MTW's task is but one part of the fulfillment of the Great Commission.

During the past decade, the average annual growth of the PCA has been as follows (adjusted for joining and receiving RPC,ES):

PCA churches	4.0%
Total membership	6.6%
Total contributions	17.1%
Total contributions to denominational ministries	11.3%
Total contributions to benevolences	14.7%
Per capita contributions to benevolences	7.0%

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Mission to North America, our sister committee with responsibility for the U. S. expansion of the PCA, has set a goal of 2,000 churches by 2000 A.D., an average annual growth of 8.2% from the current 1,150. Using the rate of growth for the past 10 years, we project that by the year 2,000, PCA's membership of 455,000 will give \$294 million per year to benevolent causes. An MTW budget of \$66 million will maintain PCA benevolence giving to MTW at the current level of 22.5%.

This document reflects the MTW Committee's aggressive response to that portion of the task assigned to it. It is our purpose to envision the next decade as we present MTW's role in fulfilling our Lord's Great Commission in the 1990's.

MISSION TO THE WORLD/SERVANTS IN MISSIONS ABROAD

We praise our God for His tremendous blessings upon MTW during the 16 years of its existence. One of the fastest-growing mission agencies in the world, MTW is the largest missionary-sending agency among reformed churches. Mission executives and agencies around the world have acclaimed MTW as being on the cutting edge of missions work.

As pleasing as is the acclaim of men, it is the Lord Jesus Christ who is the Head of the Church and Whom we serve. We pray our efforts have advanced His kingdom, have brought glory to His name, and have deserved the favor of His approval.

Achievements

Through God's grace, MTW has achieved the following significant accomplishments:

- * Our missionary force has grown to 557 missionaries in 59 countries around the world.
- * In fiscal 1988-89, contributions totaled \$12,155,000, as compared to MTW's first-year contributions of \$565,842, representing a growth of 2,048% during the past 17 years.
- * Based on research conducted on 40 major cities of the world, MTW has selected 25 for church-planting teams and deployed teams to 18 of these cities, ministering primarily to middle- and upper-class people.
- * MTW has been a leader in cooperating with specialized mission agencies so that PCA personnel may exercise those gifts the Lord has given them. Presently we have cooperative agreements with 54 different agencies.
- * The first church-planting work has now been completed in Acapulco with the formation of a new presbytery which includes five churches, 3 mission churches, and 1 preaching point, with an average Sunday attendance of more than 1,000. Subsequently, missionaries have been redeployed to other areas. We expect that four additional teams will have completed their church-planting assignments within the next four years and will be redeployed.
- * Short term missions (SIMA), which began in 1981 with a handful of two-year missionaries, has grown to 986 missionaries who spent from two weeks to two years in cross-cultural service during 1989.

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Because it is a young, flexible organization, MTW has had a unique advantage over most other mission agencies, both denominational and interdenominational. MTW continually redefines its focus in response to the changing world to which it ministers. Let us look at that world today.

The Challenge

We live in an age of revolution. The last decade of our century will be marked by increasingly rapid change. Technology, travel, communications, people movements, political upheavals, growing cities, mass movements of refugees, and internationalization of business are some areas of radical change in human society. The following issues present formidable challenges to MTW.

- * By 2000 A.D., a significant percentage of the world's unreached people will be living in countries closed to traditional missionary activity.
- * Christians are a minority in the global population. Islam the largest non-Christian world-view of today, claims one of every five people.
- * The masses are moving to the cities. In 1980, 260 cities world-wide had populations of more than 1 million. By 2000, more than 500 cities will have populations exceeding 1 million.
- * The population continues to grow, so that the world's people are becoming both younger and older simultaneously. For example, Mexico City has a population under the age of 14 equal to the entire population of New York City!
- * Ten million refugees live in the world today-victims of war, revolution, oppression, and economic exploitation.
- * Almost 1 billion people live in extreme poverty.
- * The West has become so secularized that the traditional Christian world view is no longer the primary influence.
- * The center of Christian activity has moved to the Far East and the Southern Hemisphere. In Africa the Christian population is growing 500% faster than the population. In Latin America the growth is 20,000% faster. In Seoul, Korea alone there are 6,000 churches, and it is estimated that more than 50 million Christians currently worship in "house churches" in China today. Consequently, the two-thirds world is now sending out 25% more missionaries each year, and will, if the present trends continue, be sending out more missionaries by the year 2000 than the western world.
- * The many divisions of the evangelical church worldwide call for an effort toward accomplishing the common task of world evangelism.
- * Working with other evangelicals requires uncompromising commitment to the Reformed Faith.

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How are we to be involved in missions in this world?

The world MTW is called to penetrate with the Gospel demands new strategies in missions. Like the "... men of Issachar, who understood the times and knew what Israel should do" (I Chronicles 12:32), so must we understand the times and know what we should do. Our strategy must be designed to permeate a world characterized by increased urbanization, poverty, hunger, millions of refugees, a secularized, nominally Christian world, and billions yet unreached by the Gospel.

Mission To The World: VISION 2000

Purpose

Mission to the World will advance world evangelization with greater emphasis on developing and strengthening partnerships+ to plant and build the Church. Success will be determined by our faithfulness to God's word and can be measured by the qualitative and quantitative growth of that part of the Body of Christ to whom we are ministering.

+ Definition: Partnership is a broad term encompassing non-compromising working relationships between PCA/MTW and local PCA churches, MTW and U.S. evangelical organizations, MTW and two-thirds world churches, other mission sending agencies and nationals engaged in the task of world evangelization and planting churches among the world's unreached peoples.

Values

- * Ministering through teams made up of missionaries has been a strength of Mission to the World. This approach will be enhanced and expanded for greater productivity in our future ministries.
- * Mission to the World has traditionally emphasized partnership through establishing cooperative agreements with evangelical mission agencies. By 1989 we had made 54 such agreements. It is our desire to deepen these relationships in the future.
- * The people God calls into His service are MTW's most valuable resource. Enhancement, growth and the development of people to their highest potential will continue to be a major emphasis of MTW.
- * Enabling men and women of the laity to participate widely in world missions is an expanding area of concern for Mission to the World.
- * Forming partnerships with the emerging non-western mission-sending agencies and selected national churches is a priority in assigning our missionary force, as is developing tentmaking opportunities to reach inaccessible people.

The overall means of achieving these goals will be through actively establishing partnerships with other evangelical Christians worldwide who are committed to fulfilling the Great Commission by 2000 and beyond.

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Focus

* Prayer

The program of world evangelism is dependent on the prayers of God's people in the Presbyterian Church in America. We therefore issue the call to all our brothers and sisters to join and "ask the Lord of the harvest therefore to send out workers into His harvest field." (Matthew 9:38)

* Unreached People Groups

A people group is "a significantly large grouping of individuals who perceive themselves to have a common affinity for one another, because of their shared language, religion, ethnicity, residence, occupation, class or caste, situation or combination of these." (Lausanne Congress on World Evangelism)

God in His Sovereignty, has allowed thousands of people groups to be formed that share linguistic, geographical, racial, and cultural similarities.

An unreached people group is "a people group within which there is no indigenous community of believing Christians able to evangelize this group." Missiologists estimate that there are still thousands of unreached people groups in which no viable church exists that can reproduce itself within its group.

At one time, people of our heritage were part of an unreached people group to whom others brought the gospel because the love of Christ constrained them to bridge cross-cultural barriers. Today we are similarly constrained to carry the gospel to existing unreached people groups.

At present MTW has 65 missionaries working in 25 specially-defined unreached people groups in evangelism, Bible translation and church-planting teams.

We envision that by 2000 A.D., MTW will have selected and/or entered 150 appropriate unreached people groups among whom we can utilize the gifts and skills of the PCA members to reach them effectively with the Gospel of Jesus Christ. This will be done through the training and deployment of nonresident missionaries, gifted national Christians, partnerships with Two-thirds world missions, professional persons in tentmaking ministries, Bible translation, and church-planting teams. MTW strategies will:

1. Pinpoint the location of these people groups in urban and rural settings.
2. Recruit personnel culturally adaptable, suitably gifted, motivated by the Holy Spirit, and specifically trained.
3. Challenge local congregations to adopt these people groups and support the PCA missionaries assigned.
4. Plant churches in these groups.
5. Leave behind structures which will disciple individuals and maintain the evangelical witness.

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* **Missionaries**

By the end of the 20th century, MTW will have some 1,150 missionaries serving terms of two years or more. Approximately 78% of these will be career missionaries. These missionaries will be organized into several major divisions such as church planting, church nurture, support and technical ministries, and education.

A significant number of these missionaries will be working with men and women of like heart and mind in partnerships which will glorify God through the building of His Body.

* **SIMA**

SIMA will play a key role in its growth through expanding its work beyond short-term into program and personnel development. Approximately 22% of the 1,150 missionaries will be two-year missionaries under SIMA.

* **Urban Centers**

We anticipate that 80% of our field force will target the world's large urban centers. The remaining 20% will focus on geographic and culturally distant people groups.

* **The Poor**

Both scriptural teaching and world need compel us to deploy approximately 25% of our personnel and financial resources to build the Body of Christ among the world's poor.

* **The Middle Class**

While recognizing the numbers and the needs of the poor, we also realize that a major opportunity for us as Presbyterians is to reach the middle classes who will ultimately have a great impact on their worlds. These people constitute the battleground over which the various ideologies of this world are contesting. Basically they are unreached, and the gospel must be proclaimed to them.

* **Non-western Missions**

One of the key indicators of God's Spirit moving in the world is the emergence and flowering of non-western Mission organizations. We envision that nearly 10% of our missionaries will focus on this priority.

* **Training**

Training will be a major component of our system both at home and overseas. Training of laity, tentmakers, and church planting team leaders will be needed for continued expansion of the Gospel from North America. Serving the Two-thirds world emerging missions movement and the emerging churches through available training resources of MTW and PCA will be an important component for cooperation in evangelism.

* **Laity**

If the world is to be evangelized, the men and women of the laity must be mobilized to accomplish the task. We propose to use many approaches to mobilize this body through practical, ministry-based training.

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Key Result Areas

The following are the crucial areas where we must achieve a standard of excellent performance if MTW is to accomplish its purpose by 2000 A.D.

- * Prayer
- * Church planting/building the Body of Christ
- * Deepening partnership relationships
- * Personnel
- * Expanding Servants In Missions Abroad
- * Deploying laity
- * Participating with Two-thirds world missions
- * Tentmaking
- * Training
- * Improving finance and administration functions

THE POSITION OF MTW REGARDING THE SUPPORT OF NON-REFORMED AGENCIES

1979, p. 239, Appendix H

The support of non-Presbyterian agencies has been a recurring issue among American Presbyterian bodies since the establishment of the Presbyterian Church in this country. Obviously, it has been a debatable issue and a question upon which equally committed men have differed. Being Presbyterians, the supporters of each side of the issue claimed the Scriptures as the authority for their particular position, this difference being one of the interpretation and application. Insofar as history is a good teacher we should find some help in the past actions of the Presbyterian bodies concerning the question of support of non-Reformed agencies and the positions upon which these actions were taken. It is a valid presupposition that in some degree the Church has been given the mind of the Lord on matters vitally affecting its purity and mission. The Lord of the Church has not withheld all light on these matters until this generation. Correlatively, neither side has always received exclusively all the light given on a question of this sort. It is because of this that we promise subjection to our brethren in the Lord.

A historical perspective on this important issue can be gained from the following treatment of related developments in the early 19th century according to Kenneth Scott Latourette in Vol. 2, *A History of Christianity*, pp. 1231, 1232:

In 1826 the American Home Missionary Society was formed. Having at its foundation the United Domestic Missionary Society which had been organized four years earlier by Presbyterian and (Dutch) Reformed, it drew its chief support from the Presbyterians and Congregationalists. As we have seen at the outset of the century Congregationalism was the strongest of the denominations of the United States. Compact in its New England setting, where it was dominant, with able leaders, many of them highly trained, and earnestly evangelistic, with it were connected three outstanding figures in the movement for mass conversion in the eighteenth and nineteenth centuries, namely Jonathan Edwards, Charles G. Finney, and Dwight L. Moody. Congregationalism was long in intimate cooperation with Presbyterianism. Theologically the two were akin. Beginning in the 1790's the state organizations of Congregationalists in New England exchanged delegates with the Presbyterian General Assembly. By the plan of Union inaugurated in 1801 Congregationalists and Presbyterians joined in planting churches in the West. They worked together not only in the American Home Missionary Society, but also in other organizations, among them the American Bible Society, begun in 1816 to unite the various local and state Bible Societies, the American Tract Society, inaugurated in 1825, and the American Sunday School Union, founded in 1824. As what was known as the New England theology moved further and further from the traditional Presbyterian theology, the majority of the Presbyterians, especially those of Scottish and Scotch-Irish antecedents, known as the "Old School men," and with their main center of ministerial training Princeton, repudiated the Plan of Union (1837), severed their ties with the American Home Missionary Society and some of the other denominational bodies, and cut off from their fellowship four synods in which New England theology prevailed.

The above account relates the first cooperative endeavor entered by Presbyterians and other denominations and societies, and the reason for the termination of this agreement on the part of the Presbyterians. The two main aspects of this cooperative movement are of utmost importance. In the first place, the cooperative endeavor was motivated by earnest evangelistic zeal, and as long as "theologically the two (Presbyterians and Congregationalists) were akin the endeavor was highly successful." In the second place, when the two were no longer akin the

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Presbyterians withdrew from the cooperative agreement. This is precisely as it should be. The history of Presbyterianism would teach us that both of these aspects of this earliest precedent of the support of non-Presbyterian agencies should firmly be upheld. To adhere to either one without the other results in great loss to the church.

At the heart of the "Old School" "New School" split was the issue of doctrinal subscription. The PCA officially stands in the tradition of the "Old School" Presbyterians and requires all ministers, elders, and deacons to subscribe to the Confession and Catechisms. The second question of the ordination vows to which every officer in the PCA must subscribe is as follows:

Do you sincerely receive and adopt the Confession of Faith and the Catechisms of this Church, as containing the system of doctrine taught in the Holy Scriptures; and do you further promise that if at any time you find yourself out of accord with any of the fundamentals of this system of doctrine, you will on your own initiative, make known to your Presbytery (in case of elders and deacons the word "Sessions": issued in the place of "Presbytery") the change which has taken place in your views since the assumption of this ordination vow?

It is clearly evident that the particular court of the church that exercises immediate authority over the officer shall determine if his admitted lack of accord with the Confession and Catechisms is of such nature as to contradict the system of doctrine taught in the Holy Scriptures. In this connection, the PCUS General Assembly of 1898 said:

...The use of the words, "system of doctrine" in the terms of subscription precludes the idea of necessary acceptance of every statement in the Standards by the subscriber but involves the acceptance of so much as is vital to the system as a whole.

It may be properly deduced from the above that the ordination vow does not equate the Confession and Catechisms with the Holy Scriptures. To do so would contradict the first question of the ordination vow which includes the statement that the Word of God is "the only infallible rule of faith and practice." It is the Scriptures which constitute the supreme authority in the Church, and it is the prerogative of the court of immediate jurisdiction to determine whether this authority has been rejected. The Committee on Mission to the World is under the immediate authority of the General Assembly, which court has given directives to its permanent committee. The General Assembly has defined the nature and extent of cooperation with non-Reformed agencies. In so doing, the Assembly necessarily implies that such cooperation does not contradict the supreme authority of Scripture nor violate the ordination vow.

The position of Mission to the World, reflecting that of the General Assembly is based primarily upon the doctrine of Scripture concerning the unity of the visible Church, which "consists of all those throughout the world that profess the true religion, together with their children" (Confession of Faith, ch. 25, sec. 2). The Book of Church Order defines the visible church as follows:

The visible church before the law, under the law, and now under the Gospel, is one and the same and consists of all those who make profession of their faith in the Lord Jesus Christ, together with their children (Pt. 1, ch. 2-1).

In regard to the above statement of the Confession of Faith, this statement of the Book of Church Order defines "the true religion" as profession of faith in the Lord Jesus Christ. The Book of Church Order continues, "This visible unity of the body of Christ, though obscured, is not destroyed by its division into different denominations of professing Christians; but all of these which maintain the Word and Sacraments in their fundamental integrity are to be recognized as true branches of the church of Jesus Christ" (Pt. 1, ch. 2-2).

Mission to the World cooperates with and supports only "the true branches of the Churches of Jesus Christ," and considers that to refuse such cooperation would constitute a practical denial of the unity of the visible Church.

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The truth of the unity of the visible Church, fundamental to the position of Mission to the World as defined by the General Assembly, is stated in various passages of Scripture; e.g.:

"We being many, are one body in Christ" (Rom. 12:5).

"For by one Spirit are we all baptized into one body" (I Cor. 12:13).

"That there should be no schism in the body; but that the member should have the same care one for another. And whether one member suffer, all the members with it; or one member be honored, all the members rejoice with it" (I Cor. 12:25, 26).

Commenting upon I Corinthians 12:26, Charles Hodge says, "That is, that one member should have the same care for another member that it has for itself. This is the law of our physical nature. The body is really one. It has a common life and consciousness. The pain or pleasure of one part is common to the whole."

It is the position of some Reformed theologians that each branch of the true Church should view its doctrinal distinctives as its contribution to the whole Church, and so the whole Church is edified by the contribution of each branch. Such contribution could hardly be made if a branch withdraws from every other branch which does not hold its distinctives. But it must be strictly maintained that such cooperation is sanctioned only with respect to the branches of the true Church. And in discerning the true Church we should be mindful of the statement of the Confession of Faith.

The purest churches under heaven are subject both to mixture and error; and some have so degenerated as to become no churches of Christ, but synagogues of Satan (Confession of Faith, ch. 25, sec.5).

In view of Scriptural teaching on the body of Christ, statements from our Confession and Catechisms, and actions taken by Reformed brethren throughout church history. Mission to the World must continue its support of the true branches of the Church of Jesus Christ. The earnest evangelistic zeal of the PCA General Assembly has carried on this spirit of cooperation. Through missionary reports and field visits, Mission to the World is continually alert to the possibility of theological changes occurring which could necessitate withdrawal from a non-Presbyterian work. Mission to the World, working within the traditional Reformed framework, is endeavoring to abide by the Scriptural commands of our Lord and the directives set down by the General Assembly for the advancement of the Gospel.

At the first meeting of the General Assembly of the PCUS, December 4, 1861, James Henley Thornwell chaired a committee charged with the responsibility of drafting "An Address to All the Churches of Jesus Christ Throughout the Earth." The title itself reflects the unity of the visible Church. In this address, the words occur:

We offer you the right hand of fellowship... We greet you in the ties of Christian brotherhood. We desire to cultivate peace and charity with our fellow Christians throughout the world.

**AGREEMENT REGARDING CHRIST COLLEGE,
TAIPAI, TAIWAN**

1974, p. 166, Appendix L

This AGREEMENT made and entered into, as an expression of good faith and intention of the parties, by and between MUTUAL BENEFIT SOCIETY OF TAIWAN (SIAO LI HWEI) (the owner of Christ's College) and the FREE CHINA CHRISTIAN COLLEGE ASSOCIATION, INC. (a non profit corporation organized and existing under the laws of California) and the NATIONAL PRESBYTERIAN CHURCH, its successors or assigns, for and in consideration of the mutual agreements hereinafter contained.
WITNESSETH

Whereas, Mutual Benefit Society of Taiwan owns and operates a college in Taiwan, Republic of China, known as "Christ's College", which it desires to give to the National Presbyterian Church; and

Whereas, the Mutual Benefit Society of Taiwan, the juridical person which holds title to the property, is composed of five (5) persons, one of whom is Dr. James R. Graham; and

Whereas, under Taiwanese law in the Republic of China, all members of a juridical person (trustees) who hold title to property in Taiwan must be residents of Taiwan; and

Whereas, under Taiwanese law the legal title to Christ's College cannot be transferred to a corporation, such as NPC, which is a resident of the United States;

Whereas, three of the five members of the Mutual Benefit Society, the juridical person, are already members of NPC; and

Whereas, Christ's College is free of debt and operates on the tuition paid by its approximately 600 Chinese students; and

Whereas, for the principal purpose of raising funds for Christ's College, Dr. Graham caused to be organized a non-profit Corporation in the State of California named "Free China Christian College Association, Inc.", (hereinafter called FCCCA),

Whereas, this non-profit California Corporation has been the legal vehicle through which has been funnelled the funds raised in the United States for Christ's College and has been the sponsoring organization in the United States which must approve actions by Christ's College as required by Taiwanese law; and

Whereas, this non-profit California Corporation (FCCCA) pays the salaries of all Americans associated with Christ's College and funds the capital expansion thereof; and,

Whereas, The Board of Directors of said non-profit California Corporation (FCCCA) is now composed of four (4) men; and,

Whereas, all the parties hereto recognize that the transition of control and ownership of Christ's College must be accomplished in an orderly and progressive manner over a period of time; and that this shall be done through the juridical person in Taiwan and the California corporation in the United States;

Now Therefore, the parties to covenant and agree in principle as follows, viz:

1. Mutual Benefit Society of Taiwan under the leadership of Dr. James R. Graham will give, as a free gift in love, Christ's College to the NPC, its successors or assigns.
2. NPC, its successors or assigns, will accept this gift with great appreciation and with the responsibilities attendant thereunto.
3. Three (3) NPC members, chosen by the Permanent Committee on Mission to the World shall immediately be added to the board of FCCCA, the California Corporation. All future additions to the board shall be by appointment of such

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Committee on Mission to the World of the NPC. For each two missionaries sent to Christ's College by this Committee, after six (6) have been sent, the Committee shall be entitled to one additional appointment to the board. When the majority of the board shall have been appointed by the NPC, the terms of the present four members shall be renewed at the option of the Committee on the Mission to the World. When the NPC members constitute the majority of the board of directors, the FCCCA shall become a subsidiary Corporation of the NPC, its successor or assigns.

- 4. The immediate involvement and obligation of NPC will be in the area of supplying faculty members to Christ's College. These faculty members are to be selected, examined, supplied, and supported by the NPC.
- 5. No missionary faculty member shall be added to the staff of Christ's College without approval of said Committee on Mission to the World of NPC.
- 6. Salaries and other benefits for the faculty of Christ's College shall be reviewed by said Committee on Mission to the World in consultation with officers of Christ's College.
- 7. A statement of faith and screening procedures for faculty members shall be developed and implemented by said Committee on Mission to the World.
- 8. As soon as possible members of the Mutual Benefit Society of Taiwan, the juridical person (trustees) of Christ's College, shall be changed until all of its members are under jurisdiction of NPC.
- 9. NPC recognizes the tremendous work for the Lord performed by Dr. Graham in founding and organizing Christ's College and in building high standards of academic and spiritual instruction therein. NPC pledges to maintain these standards in honoring the Lord Jesus Christ while training Chinese students. NPC pledges its best efforts to strengthen the testimony of Christ's College to our Lord Jesus Christ in all ways possible.
- 10. The parties shall mutually implement this agreement by such other and further appropriate action as shall be deemed necessary or proper to effectuate the purposes set out herein.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals, by their respective officers, all being duly authorized thereunto on this ____ day of ____, 1974.

Attest: _____

NATIONAL PRESBYTERIAN CHURCH
by _____

Attest: _____

MUTUAL BENEFIT SOCIETY OF TAIWAN
by _____

Attest: _____

Dr. James R. Graham
FREE CHINA CHRISTIAN COLLEGE ASSN.
by _____

Kenneth Farson, Secretary

Dr. James R. Graham, President

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PRESBYTERIAN CHURCH IN AMERICA FOUNDATION

1980, p. 107, 8-79, III, 3. That the PCA Foundation be duly incorporated with articles of incorporation and bylaws submitted by the trustees (See Appendix I, pp. 215-221).

**ARTICLES OF INCORPORATION
OF THE
PRESBYTERIAN CHURCH IN AMERICA FOUNDATION**

1980, p. 215 Appendix I, Attachment A

I.

The name of the Corporation is:
Presbyterian Church in America Foundation.

II.

The Corporation is organized pursuant to the provisions of the Georgia Nonprofit Corporation Code.

III.

The Corporation shall have perpetual duration.

IV.

The Corporation is organized solely for the following purposes:

- (a) To receive, accumulate, manage, invest and disburse any assets, or income therefrom, received by gift, bequest, devise, transfer in trust, or other conveyance, with a view to using such assets for the support of the causes of the Kingdom of Jesus Christ, primarily through the Presbyterian Church in America, but also through other groups, societies, organizations, and institutions which minister in Jesus' name to man's spiritual, physical, emotional, and intellectual powers;
- (b) to carry on, conduct, promote, operate, and undertake any transaction, operations, or activities commonly carried on, conducted, promoted, operated, or undertaken by non-profit organizations engaged exclusively in religious, charitable, and educational activities within the meaning of Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) including, for such purposes, the making of distributions to such organizations;
- (c) to do everything necessary for the accomplishments of the foregoing purposes, and to do all other things incidental to them or connected with them that are not forbidden by the Georgia Nonprofit Corporation Code, by other law, or by these Articles of Incorporation; and for any other lawful purpose not specifically prohibited to nonprofit corporations under the laws of Georgia.

V.

The Corporation shall have no members.

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VI.

The Board of Directors of the Corporation shall be elected by the General Assembly of the Presbyterian Church in America. Only members of the Presbyterian Church in America may serve as directors of the Corporation. The initial Boards of Directors shall be:

Class of 1984: Andrew Trotter, Robert Brown
Class of 1983: John Albritton, James Watson
Class of 1982: James E. Moore, Steve A White
Class of 1981: Laurie V. Jones, Robert Baxter

VII.

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, the directors or officers of the Corporation or to other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article IV hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170 (c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law.)

VIII.

Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the Corporation, distribute any assets held by the corporation upon condition requiring return, transfer, or other conveyance, which condition occurs by reason of the dissolution, in accordance with such requirements. All remaining assets shall be distributed to such organizations and institutions as are selected by the General Assembly of the Presbyterian Church in America, provided, however, that such selection shall include only organizations which qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), and whose purposes and activities are not inconsistent with the purposes of this Corporation.

IX.

The initial registered office of the Corporation shall be 2500 Peachtree Center, Cain Tower, 229 Peachtree St., NE, Atlanta, Georgia 30043 and the initial registered agent of the Corporation at such address shall be Henkle & Lamon, P.C.

X.

The name and address of the incorporators is Thomas F. Leopard, 3001 US Highway 280, South Birmingham, Alabama 35243 and W. Jack Williamson, Box 467, Greenville, Alabama 36037.

IN WITNESS WHEREOF, the undersigned executes these Articles of Incorporation this 1st day of August, 1980.

J. Austin Thompson, Jr.
For: Henkle & Lamon, P.C.
Attorneys for Incorporator

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BYLAWS

1980, p. 217, Appendix I, Attachment B

Bylaws of The Presbyterian Church in America Foundation

1992, p. 498, Appendix M. Amended and Restated Bylaws of the Presbyterian Church in America Foundation, Inc.

AMENDED AND RESTATED BYLAWS OF PRESBYTERIAN CHURCH IN AMERICA FOUNDATION, INC.

ARTICLE I. OFFICES

Section 1.01 Registered Office and Agent. The address of the registered office of the corporation is Suite 700, 1275 Peachtree Street, N.E., Atlanta, Fulton County, Georgia 30309, and the name of the registered agent at this address is Terrill A. Parker.

Section 1.02 Other Offices. The corporation may have offices at such place or places within or without the State of Georgia as the Board of Directors (the "Board") may from time to time appoint or as the business of the corporation may require or make desirable.

ARTICLE II. DIRECTORS

Section 2.01 Powers. The property and business of the corporation shall be managed by the Board. All corporate powers shall be exercised by or under the authority of the Board. In addition to the powers and authority expressly conferred on it by these Amended and Restated Bylaws, the Board may exercise all such powers of the corporation and do all such lawful acts and things as are not prohibited by law, by the Articles of Incorporation, or by these Amended and Restated Bylaws.

Section 2.02 Number; Qualifications. The Board shall consist of that number of natural persons as determined from time to time by the General Assembly of the Presbyterian Church in America, Inc. (the "General Assembly"). Directors need not be residents of the State of Georgia. Each member of the Board must be a Teaching Elder or Ruling Elder in the Presbyterian Church in America, Inc. At least one-fourth of the Directors shall be Teaching Elders, and at least one-half of the Directors shall be Ruling Elders.

Section 2.03 Election and Term. The Board shall be divided into four Classes, as nearly equal in number as possible, with respect to the times for which they shall severally hold office. At each annual meeting of the General Assembly, the successors to the Class of Directors whose terms shall expire at that time shall be elected to hold office until the fourth (4th) succeeding annual meeting of the General Assembly after their election, so that the term of office of one Class of Directors shall expire in each year. Each Director elected shall hold office until his successor shall be elected and shall qualify, or until his earlier resignation, death or removal. Directors shall be eligible for reelection without limitation on the number of terms served, except that no Director who has served a full term of four (4) years shall be eligible for reelection to the Board until one (1) year after his term expires. The President of the corporation shall serve as an advisory, nonvoting member of the Board, and shall serve as a member of the Board at the pleasure of the Board. Election of Directors for positions for which

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terms have expired or will expire (including positions for which vacancies were filled) shall occur by a majority vote of the members of the General Assembly for each position to be filled, in accordance with the Ecclesiastical Constitution of the Presbyterian Church in America, Inc. Nominations for election to the Board shall be presented to the General Assembly by the nominating committee of the Presbyterian Church in America, Inc.

Section 2.04 No Compensation. The Directors shall serve without compensation for their service to the corporation in their capacities as Directors, but Directors shall be reimbursed for all reasonable costs of attending the meetings of the Board.

Section 2.05 Regular Meetings. Regular meetings of the Board shall be held without notice at such times as the Board shall from time to time designate, and an annual meeting of the Board shall be held without notice within three (3) months after the close of the corporation's yearly accounting period.

Section 2.06 Special Meetings. Special meetings may be held if called pursuant to Section 2.08 herein with at least ten (10) days' notice by telephone, personal delivery or first class mail, of the date, time and place of the meeting to each Director.

Section 2.07 Calling Meetings. Special meetings of the Board may be called by the Chairman of the Board (the "Chairman"), by any three (3) Directors, or by the General Assembly.

Section 2.08 Place of Meetings. All meetings may be held at the principal office of the corporation, or at any place within or without the State of Georgia as determined by the Board or the General Assembly by resolution as designated in the notice of any meeting.

Section 2.09 Waiver of Notice. Notice of a meeting of the Board need not be given in any event to any Director who signs and delivers to the corporation a waiver of notice either before or after the meeting. Attendance or participation of a Director at a meeting shall constitute a waiver of notice of such meeting and waiver of any and all objections to the place of the meeting, the time of the meeting, or the manner in which it has been called or convened, unless the Director states, at the beginning of the meeting, or promptly upon his arrival, any such objection or objections to the transaction of business.

Section 2.10 Contents of Notice. The business to be transacted at, and the purpose of, any regular or special meeting of the Board need not be specified in the notice or waiver of notice of such meeting.

Section 2.11 Quorum. At all meetings of the Board, the presence of a majority of the Directors shall constitute a quorum for the transaction of business. In the absence of a quorum, a majority of the Directors present at any meeting may adjourn the meeting from time to time until a quorum is obtained.

Section 2.12 Voting. The affirmative vote of a majority of the Directors present at any meeting at which there is a quorum present when a vote is taken shall be the act of the Board, except as may be otherwise specifically provided by law, by the Articles of Incorporation, or by these Amended and Restated Bylaws. A Director who is present at a meeting of the Board shall be presumed to have concurred in any action taken at the meeting, unless (a) he objects at the beginning of the meeting, or promptly upon his arrival, to the holding of the meeting or the transacting of business at the meeting, (b) his dissent or abstention to such action shall be entered in the minutes of the meeting or (c) he shall submit his written dissent or abstention to the person acting as the presiding officer of the meeting before the adjournment of the meeting, or shall forward such dissent by registered or certified mail to the Secretary of the corporation within twenty-four (24) hours after adjournment of the meeting. Such right to dissent shall not apply to a Director who, being present at the meeting, voted in favor of the action taken.

Section 2.13 Conduct of Meetings. The Chairman, or in his absence the Vice Chairman of the Board (the "Vice Chairman"), if any, elected by the Board, shall preside at meetings of the Board. The Secretary of the corporation, or in the Secretary's absence any person appointed by the presiding officer, shall act as Secretary for meetings of the Board.

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Section 2.14 Telephone Participation. Directors may participate in meetings of the Board through use of conference telephone or similar communications equipment, so long as all Directors participating in the meeting can hear one another. Such participation shall constitute personal presence at the meeting, and consequently shall be counted toward the required quorum and in any vote.

Section 2.15 Written Consent. Any action required or permitted to be taken at any meeting of the Board or of any committee thereof may be taken without a meeting if a written consent, setting forth the action so taken, is signed by at least a majority of the Board, and not less than that number of members of the Board or of such committee otherwise required to vote in favor of such action to approve such action at such meeting. Such written consent shall be filed with the minutes of the proceedings of the Board or committee.

Section 2.16 Adjournment. A majority of the Directors present, whether or not a quorum exists, may adjourn any meeting of the Board to another time and place. Notice of any such adjourned meeting shall be given to the Directors who were not present at the time of the adjournment and, unless the time and place of the adjourned meeting are announced at the time of the adjournment, to the other Directors, with at least two (2) days' notice by telephone or personal delivery, or five (5) days' notice by first class mail, of the time and place of the meeting.

Section 2.17 Removal. The General Assembly may declare the position of a Director vacant, and may remove such Director, with or without cause, by the vote of a majority of the members of the General Assembly. Prior to such removal, the Board may declare the position of a Director suspended, and may suspend such Director for cause, by a vote of two-thirds of those Directors present at a meeting of the Board called for such purpose, if, in the judgment of the Board, the Director's past or present behavior is or was unbecoming, reflects or reflected poorly on the Christian witness of the corporation and the Presbyterian Church of America, Inc., or otherwise in any manner appears or appeared to evidence impropriety or a lack of moral judgment. Such suspension shall expire and terminate upon the vote of the General Assembly not to remove such Director or upon the vote, the Directors to terminate the suspension. Election or appointment of a Director shall not of itself create any contract rights.

Section 2.18 Resignation. Any Director may resign at any time by giving written notice to the Board, the Chairman, or the Secretary. The resignation shall be effective on receipt, unless the notice specifies a later time for the effective date of such resignation. If the resignation is effective at a future time, a successor may be elected before that time to take office when the resignation becomes effective.

Section 2.19 Vacancies. A vacancy on the Board shall exist on the death, resignation or removal of any Director; whenever the number of Directors authorized is increased; and on failure of the General Assembly to elect the full number of Directors authorized. Such vacancies shall be filled for the remainder of the terms by a majority vote at the next subsequent meeting of the General Assembly.

ARTICLE III. COMMITTEES

Section 3.01 Executive Committee. The Executive Committee shall consist of the Chairman, the Vice Chairman and the Secretary, and shall be authorized to exercise all powers and authority of the Board unless specified otherwise from time to time by the Board, subject to ratification thereafter by the Board. The Board's failure to ratify any action of the Executive Committee shall render such action void. Ratification shall not, however, be required as to any actions previously and specifically delegated by the Board to the Executive Committee. Minutes of each meeting of the Executive Committee shall be taken describing all actions approved thereby, for purposes of ratification thereafter by the full Board. The Executive Committee shall act by majority vote and shall have a quorum of one-half of the member Directors. The Board may designate one or more Directors as alternative members of the

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Executive Committee, who may act in the place of any absent member or members at any meeting of the Executive Committee. The Executive Committee shall be governed by those rules herein governing the Board that concern regular meetings, special meetings, calling meetings, waiver of notice, contents of notice, telephone participation, written consent and adjournment.

Section 3.02 Other Committees. Other Committees may be established by the Board from time to time; shall consist of that number of Directors provided by the Board; and shall be authorized to exercise the authority of the Board to the extent provided in the resolution creating any such committee. Any such committee shall act by majority vote and shall have a quorum of one-half of the member Directors.

ARTICLE IV. OFFICERS

Section 4.01 Election. The Board at its annual meeting immediately preceding the annual meeting of the General Assembly shall elect a Chairman, a President and a Secretary, and may elect a Vice Chairman, a Treasurer and one or more Vice Presidents.

Section 4.02 Other Officers. The Board at any time and from time to time may elect such other Officers as it shall deem necessary, who shall hold their offices for such terms as shall be determined by the Board and shall exercise such powers and perform such duties as shall be determined from time to time by the Board.

Section 4.03 Multiple Offices. The same individual may simultaneously hold more than one office in the corporation.

Section 4.04 Compensation. The salary of the President of the corporation shall be recommended by the Board to the General Assembly for approval. No other Officer shall receive compensation for his services as an Officer.

Section 4.05 Term. Each Officer of the corporation, except for the President, shall hold office for a term of one year and until his successor is chosen or until his earlier resignation, death or removal. The President of the corporation shall hold office at the pleasure of the Board of Directors. No Officer other than the President may serve in the same office for more than two (2) consecutive years.

Section 4.06 Chairman. The Chairman shall preside at all meetings of the members of the Board; except for the Executive Committee, shall appoint the members of all committees and be an ex officio member of all committees; shall sign such papers as may be required by his office or as may be directed by the Board; shall make such reports and recommendations to the Board of the corporation at any regular or special meetings concerning the work and affairs of the corporation as in his judgment may be necessary for their information and guidance; may require such reports from the President, Secretary and Treasurer as in his judgment are necessary; and shall perform such other duties as may be incidental to the office.

Section 4.07 Vice Chairman. The Vice Chairman shall perform the duties of the Chairman in the event of the absence, resignation, refusal to act or inability to act of the Chairman.

Section 4.08 President. The President shall manage the affairs and direct the work and employees of the corporation, subject to and in accordance with the directions of the Board and the Chairman; shall prepare annual budgets and additional budgets as needed for the approval of the Board; shall be authorized to incur expenses in accordance with the approved budget, or as directed by the Board; shall attend all meetings of the Board unless otherwise directed by the Board; shall be an ex officio member of all committees; shall also from time to time make reports of the work and affairs of the corporation to the Chairman and the Board at their annual and other meetings; and shall perform such other duties as may be incidental to the office.

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Section 4.09 Vice Presidents. The Vice Presidents, in the order named by the Board, shall perform the duties of the President in event of the absence, resignation, refusal to act or inability to act of the President.

Section 4.10 Secretary. The Secretary shall issue in writing all notices of meetings; shall notify individuals elected to office and to the Board; shall keep complete records and minutes of meetings of the Board; shall furnish the Board with a list of officers, members of the Board, and members of committees whose terms shall expire at the next annual meeting; shall mail such other notices as may be directed by the Board; shall be custodian of all records of the corporation, except such records and papers as shall be kept by the Treasurer as herein provided; shall sign such papers as may be required by his office or as directed by the Board; and shall perform such other duties as may be incidental to the office.

Section 4.11 Treasurer. If a Treasurer is elected, the Treasurer shall receive all monies of the corporation and have custody thereof; shall deposit the funds of the corporation in one or more banks selected by the Board; shall disburse funds in accordance with the directions of and upon the signatures of persons designated by the Board; shall keep a full account of all monies received and paid out and shall make such reports thereof to the Chairman, the President and the Board as they may require; shall receive and have custody of all deeds, securities, notes, contracts and other financial papers of the corporation and shall place them for safekeeping in the safe deposit vaults of a bank designated by the Board and under such rules as to access as the Board shall determine; shall keep full account of all deeds, securities, notes and financial papers of the corporation and shall make such accountings and reports thereof to the Chairman, President and Board as they may require; shall cause the books of account of the corporation to be reviewed at least once annually by a public accountant approved by the Board; shall cause to be prepared and shall present at each annual meeting of the Directors a comprehensive financial statement, including the report of the accountant; shall sign such papers as may be required by his office or as may be directed by the Board; and shall perform such other duties as may be incidental to the office. He shall not be required to give any bonds, unless the Board provide otherwise and in the amounts as they shall determine, for the faithful performance of his duties. The said books of account shall be open at any time during regular business hours to inspections by any Director, the Chairman, the President and the Secretary. If a Treasurer is not elected, the President shall perform the duties described in this Section 4.11.

Section 4.12 Contracts. Unless otherwise restricted in a particular instance by the Board by a resolution, the Officers of the Corporation shall always have the authority to (a) bind the Corporation by any contract or (b) render the Corporation liable pecuniarily, in connection with the performance by the Corporation of its exempt activities and other activities in the ordinary course of its business, including, but not limited to, the execution, delivery and performance by the Corporation of annuity contracts, trust agreements, advise and consult fund agreements, and all expenses incurred by the Corporation related thereto. Notwithstanding the above, unless authorized in a particular instance by the Board by resolution, no Officer, employee or agent shall have the authority to bind the Corporation by any contract, to pledge its assets or credit, or to render it liable pecuniarily, respecting or in any manner related to any unbudgeted operating expense of the Corporation, if the amount involved in such contract, pledge or obligation exceeds \$1,000. If so authorized or if less than \$1,000, any of the foregoing Officers singly may execute contracts or deliver instruments on behalf of the Corporation, pledge its assets or credit, or render it liable pecuniarily, with respect to such unbudgeted operating expenses.

Section 4.13 Removal. The Board may remove any Officer at any time with or without cause, by a majority vote of the Board in the manner set forth in Article 2.

Section 4.14 Resignation. Any Officer may resign at any time by delivering written notice to the corporation, to take effect immediately unless a future effective date is specified, without prejudice to any rights of the corporation under any contract to which the Officer is a party.

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Section 4.15 Vacancies. A vacancy in any Office shall exist on the death, resignation or removal of any Officer. In case of a vacancy, the Board may elect a new Officer. In case of the absence of any Officer of the corporation, or for any other reason that the Board may deem sufficient, the Board may delegate, for the time being, any or all of the powers or duties of such Officer to any Officer or to any Director.

Section 4.16 Contract Rights. Election or appointment of an Officer or other agent shall not of itself create contract rights.

ARTICLE V. INDEMNIFICATION

Section 5.01 Conditional Indemnification. Under the circumstances prescribed in this Section 5.01, the corporation shall indemnify and hold harmless any individual made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, and whether formal or informal (a "Proceeding"), because the individual is or was a Director, Officer, employee or agent of the corporation, or, while a Director, Officer, employee or agent of the corporation, is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic business or nonprofit corporation, partnership, joint venture, trust, employee benefit plan or other enterprise, against any obligation to pay a judgment, settlement, penalty, fine or reasonable expenses (including counsel fees) actually incurred by him with respect to such Proceeding (collectively a "Liability"), but only if the individual acted in a manner he believed in good faith to be in or not opposed to the best interests of the corporation, and, in the case of any criminal Proceeding, the individual had no reasonable cause to believe his conduct was unlawful. Notwithstanding the above, the indemnification permitted hereunder in connection with a Proceeding by or in the right of the corporation is limited to reasonable expenses (including counsel fees) incurred in connection with the Proceeding. The termination of a Proceeding by judgment, order, settlement, conviction or upon a plea of *nolo contendere* or its equivalent shall not, of itself, be determinative that the individual did not meet the standard of conduct set forth in this Section 5.01. Notwithstanding the above, the corporation shall not indemnify any Director, Officer, employee or agent in connection with any Proceeding (i) by or in the right of the corporation in which the individual was adjudged liable to the corporation, or (ii) in which he was adjudged liable on the basis that personal benefit was improperly received by him.

Section 5.02 Mandatory Indemnification. To the extent that a Director, Officer, employee or agent has been successful, on the merits or otherwise, in the defense of any Proceeding to which he was a party, or in the defense of any claim, issue or matter therein, because he is or was a Director, Officer, employee or agent of the corporation, the corporation shall indemnify him against reasonable expenses (including counsel fees) actually incurred by him in connection therewith.

Section 5.03 Advance or Reimbursement of Litigation Expenses. The corporation shall pay for or reimburse the reasonable expenses (including counsel fees) incurred by a Director, Officer, employee or agent who is a party to a Proceeding in advance of final disposition of the Proceeding if: (i) The Director, Officer, employee or agent furnishes the corporation a written affirmation of his good faith belief that he has met the standard of conduct described in Section 5.01 above; and (ii) the Director, Officer, employee or agent furnishes the corporation a written undertaking, executed personally or on his behalf, to repay the advance if it is ultimately determined that he is not entitled to indemnification under this Article V.

Section 5.04 Procedure. Except as provided in Section 5.02, and except as may be ordered by a court pursuant to Section 14-3-854 of the Georgia Nonprofit Corporation Code, as amended (the "Code"), the corporation shall not indemnify any Director, Officer, employee or agent unless authorized hereunder and a determination has been made that indemnification is proper in the circumstances because such individual has met the applicable standard of conduct

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set forth in Section 5.01. Such determination shall be made in accordance with Section 14-3-855 of the Code, except that, in addition to those parties entitled to make such a determination under Section 14-3-855(b), the members of the General Assembly, by majority vote of a quorum of those members not parties to such Proceeding, may also make such determination.

Section 5.05 Nonexclusivity. The indemnification provided by this Article V shall not be deemed exclusive of any other right to which the persons indemnified hereunder shall be entitled, including any right pursuant to Section 14-3-854 of the Code, and shall inure to the benefit of the heirs, executors or administrators of such persons.

Section 5.06 Insurance. The corporation shall provide insurance on behalf of any person who is or was a Director or Officer of the corporation or who, while a Director or Officer, is or was serving at the request of the corporation as a director, officer, partner, trustee, employee or agent of another foreign or domestic business or nonprofit corporation, partnership, joint venture, trust, employee benefit plan or other enterprise, against any Liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not the corporation would have the power to indemnify him against such Liability under the provisions of this Article V.

ARTICLE VI. CONFLICTING INTEREST TRANSACTIONS.

Section 6.01 Definitions. As used in this Article VI, the following terms shall have the following meanings:

- (a) "Conflicting Interest" means the interest a Director of the corporation has respecting a transaction effected or proposed to be effected by the corporation if, to the knowledge of the Director at the Time of Commitment, any of the following persons is either a party to the transaction or has a beneficial financial interest in or so closely linked to the transaction, and of such financial significance to that person, that it would reasonably be expected to exert an influence on the Director's judgment if the Director were called upon to vote on the transaction:
 - (1) the Director;
 - (2) a Related Person;
 - (3) an entity (other than the corporation) of which the Director is a director, general partner, agent or employee;
 - (4) a person that controls one or more of the entities specified in Section 6.01(a)(3), or an entity that is controlled by, or is under common control with, one or more of the entities specified in Section 6.01(a)(3); or
 - (5) an individual who is a general partner, principal or employer of the Director.
- (b) "Director's Conflicting Interest Transaction" with respect to the corporation means a transaction effected or proposed to be effected by the corporation respecting which a Director of the corporation has a Conflicting Interest.
- (c) "Qualified Director" means, with respect to a Director's Conflicting Interest Transaction, any Director who does not have either:
 - (1) a Conflicting Interest respecting the transaction; or
 - (2) a familial, financial, professional or employment relationship with a second Director who does have a Conflicting Interest respecting the transaction, which relationship would, in the circumstances, reasonably be expected to exert an influence on the first Director's judgment when voting on the transaction.

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- (d) "Related Person" of a Director means:
 - (1) the spouse (or a parent or sibling thereof) of the Director or a child, grandchild, sibling, parent (or spouse of any thereof), or an individual having the same home as the Director, or a trust or estate of which an individual specified in this subparagraph is a substantial beneficiary; or
 - (2) a trust, estate, incompetent, conservatee or minor of which the Director is a fiduciary.
- (e) "Time of Commitment" respecting a transaction means the time when the transaction is consummated or, if made pursuant to contract, the time when the corporation becomes contractually obligated so that its unilateral withdrawal from the transaction would entail significant loss, liability or other damage.

Section 6.02 Disclosure of Conflicting Interest. Prior to the Time of Commitment of any Director's Conflicting Interest Transaction, the Director who has a Conflicting Interest must disclose to the Board:

- (a) the existence and nature of the Director's Conflicting Interest; and
- (b) all facts known to the Director respecting the subject matter of the transaction that an ordinarily prudent person would reasonably believe to be material to a judgment as to whether or not to proceed with the transaction.

If a Director has a Conflicting Interest respecting a transaction, but neither he nor a Related Person described in Section 6.01(d)(1) is a party thereto, and if the Director has a duty under law or professional canon, or a duty of confidentiality to another person, respecting information relating to the transaction such that the Director cannot, consistent with that duty, make the disclosure contemplated by Section 6.02(b) above, then disclosure is sufficient, for purposes of this Section 6.02 and Section 6.03, if the Director:

- (1) discloses to the Directors voting on the transaction the existence and nature of his Conflicting Interest and informs them of the character of and limitations imposed by that duty prior to their vote on the transaction; and
- (2) plays no part, directly or indirectly, in their deliberations or vote.

Section 6.03 Approval of Director's Conflicting Interest Transactions. Directors' action respecting a Director's Conflicting Interest Transaction shall only be effective and shall only bind the Corporation if the transaction receives the affirmative vote of a majority (but not less than two) of those Qualified Directors on the Board or on a duly empowered committee thereof who voted on the transaction after receiving the required disclosure described in Section 6.02 by the Director who has a Conflicting Interest respecting the transaction. A majority (but not less than two) of all the Qualified Directors on the Board, or on the committee, constitutes a quorum for purposes of action that complies with this Section 6.03. Directors' action that otherwise complies with this Section 6.03 shall not be adversely affected by the presence or vote of a Director who is not a Qualified Director.

ARTICLE VII. MISCELLANEOUS PROVISIONS

Section 7.01 Amendment. As provided in Section 14-3-1030 of the Code, the General Assembly shall have the exclusive power to adopt and amend these Amended and Restated Bylaws in any way not inconsistent with the Articles of Incorporation, these Amended and Restated Bylaws, or the laws of the State of Georgia or the United States.

Section 7.02 Ecclesiastical Matters. Pursuant to Section 14-3-180 of the Code, to the extent required by the Constitution of the United States of America or the Constitution of the State of Georgia, or both, the Ecclesiastical Constitution of the Presbyterian Church in America, Inc., comprised of the *Westminster Confession of Faith*, the *Larger and Shorter Catechisms* as adopted by the General Assembly, and the *Book of Church Order* of the Presbyterian Church in America, Inc., shall control as to any provisions of the Code, the Articles of Incorporation, or

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these Amended and Restated Bylaws, that are in conflict or inconsistent with the provisions of such Ecclesiastical Constitution.

I HEREBY CERTIFY that these Amended and Restated Bylaws were duly approved and adopted by the Board of Directors of Presbyterian Church in America Foundation, Inc., on March ____, 1992, and by the General Assembly of the Presbyterian Church in America, Inc., on _____, 1992.

_____, Secretary
Presbyterian Church in America
Foundation, Inc.
[CORPORATE SEAL]

03/12/92

**MANUAL OF
THE PRESBYTERIAN CHURCH IN AMERICA
FOUNDATION**

1980, p. 217, Appendix I, Attachment B

Preamble

In response to God's reconciling love to us revealed through the cross and resurrection, in recognition of our mandate as His people to be trustees of His creation through the exercise of God-glorifying stewardship of energy, talent, and material possessions, and in order to express love for God and our fellow man, this Foundation is established for the promotion of creative giving designed to promote the kingdom of our Lord and Saviour Jesus Christ.

ARTICLE I

Purpose

The foundation is established to receive, accumulate, manage, invest, and disburse capital funds entrusted to it with a view to using such funds for the support of the cause of the Kingdom of Jesus Christ, primarily through the Presbyterian Church in America, but through other groups, societies, organizations, and institutions which minister in Jesus' name to man's spiritual, physical, emotional, and intellectual capacities. The orientation of the Foundation is to that element of Protestantism commonly known as Reformed and its efforts are especially designed to further the programs of those entities which advance the world and life view that is peculiar to Reformed Christianity. The Foundation shall promote its stewardship program through cooperation with and assistance to participating agencies by publishing materials, providing speakers, preparing programs, educating development personnel, and supplying technical assistance to its donees with a view to achieving responsible, creative, and effective giving for support of the cause of the Kingdom of Jesus Christ.

All groups, societies, organizations and institutions which shall be served by this Foundation through its stewardship programs or through the disbursement of any undesignated gifts made to this Foundation shall be organization which are exempt from taxation under the Internal Revenue Code of the United States.

ARTICLE II

Rights, Privileges and Powers

Except as limited by law and by the provisions of this Manual, this Foundation shall have the following right, privileges and powers in furtherance of the purposes set forth above.

- (a) To solicit, receive and accept gifts, devices or bequests of all forms of property, both real and personal, tangible and intangible, or the income therefrom, outright or in trust, and to exercise all the powers given or granted by the donor or testator thereof together with such other express or implied powers as may be vested in it by law;
- (b) To solicit, receive and accept gifts, devices or bequests of all forms of property, both real and personal, tangible and intangible, subject to such retained interests and other conditions, including but not limited to the payment of a portion of or all of the income therefrom or payments from the principle thereof, or both, to one or more designated individuals, as are not inconsistent with the purposes hereof;
- (c) To receive and accept gifts, devices or bequests of all forms of property, both real and personal, tangible and intangible, or the income therefrom, with full power of control and disposition of the same;

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- (d) To receive and accept all forms of property, both real and personal, tangible and intangible, held in trust or otherwise, from bodies, corporate and unincorporated, particularly such organizations as are committed to the Reformed faith, for the purpose of managing and investing or reinvesting the same for such bodies upon such conditions as may be agreed upon;
- (e) Except as limited by any instrument of conveyance, to administer all property received and the income therefrom, with full discretionary powers of investment, reinvestment, disposition and control thereof, and to sell, contract to sell or otherwise convey for just and adequate consideration within a reasonable time after receipt thereof any property which, within the sole discretion of the Board of Trustees, is considered to be too speculative in nature or inconsistent with the principles and purposes thereof for retention as an investment of the Foundation;
- (f) To borrow money for such purposes as are consistent herewith, on such terms and from such sources as the Board of Trustees considers proper and to mortgage or pledge any property being administered pursuant hereto for uses not inconsistent with the purpose for which money borrowed subject to such mortgage or pledge is to be spent;
- (g) To loan money for such purposes as are consistent herewith, on such terms and subject to such security as the Board of Trustees considers proper;
- (h) To combine property or any separate fund with any other fund for convenience of administration and investment, and for such purposes to hold such several funds in one or more common accounts in which separate funds have undivided interests;
- (i) To employ agents and counsel and such other personnel as the Board of Trustees considers necessary and to delegate to them such powers of the Board of Trustees as shall be considered desirable;
- (j) To compromise, contest, arbitrate or abandon claims or demands, all in the discretion of the Board of Trustees;
- (k) To pay all reasonable costs, charges and expenses incurred in the administration of the programs and property administered hereunder, including compensation to agents and counsel, but excluding compensation to any member of the Board of Trustees by reason of his or her service as such Trustee;
- (l) To appropriate, disburse and devote all property, and income received hereunder for the achievement of the purposes of this Foundation in the manner ordered and directed by resolution of the General Assembly of the Presbyterian Church in America, and in its sole discretion, except as limited by the terms of any instrument of conveyance; and
- (m) To exercise and enjoy, in addition to the powers enumerated above, all the general rights, privileges and powers necessary, incidental or convenient to the attainment and accomplishment of the purposes set forth above, and to exercise and enjoy, in furtherance only of the purposes above set forth, all the rights, privileges and powers of corporations under the law under which the Presbyterian Church in America is organized.

ARTICLE III Board of Trustees

This Foundation shall be governed by a Board of Trustees which shall be vested with and may exercise all the powers of this Foundation, except as otherwise provided by law. The creation and operation of the Board of Trustees shall be governed by the following provisions:

- (a) **Qualifications.** Every trustee must be either a Teaching Elder, a Ruling Elder or a Deacon in the Presbyterian Church in America.
- (b) **Number of Trustees.** The Board shall be composed of 8 individuals. At least 2 of the trustees shall be Teaching Elders; and at least 4 shall be Ruling Elders or Deacons. The

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- Director of Stewardship Ministries of the Presbyterian Church in America shall be an additional member ex officio of the Board, without the right to vote.
- (c) Terms of Office of Trustees. Each trustee shall be elected to serve for a four year term. The Board shall be divided into four classes of two men in each class. One fourth of the initial Board shall serve one year; one fourth shall serve two years; one fourth shall serve three years; and one fourth shall serve four years. The terms shall begin with their election by the General Assembly and shall end with the election of their successors by the General Assembly.
 - (d) Election of Trustees. Nominations for the Board of Trustees shall be made to the General Assembly by the Nominating Committee. Other nominations may be made from the floor. The General Assembly shall elect the trustees. If a vacancy occurs on the Board of Trustees prior to the expiration of the terms of office of the trustee creating the vacancy, the next subsequent meeting of the General Assembly shall fill the vacancy through the nomination and election process above set out.
 - (e) Quorum. Five members of the Board of Trustees shall constitute a quorum for the transaction of business. Any act of a majority of the trustees present at a meeting shall be the act of the Board of Trustees, unless the action of a greater number is required by law.
 - (f) Meeting of Board of Trustees. Meetings of the Board of Trustees shall be held at least annually and upon such a notice, at such times and places, and in accordance with such rules of procedure as shall be adopted by this Board.
 - (g) Executive Committee. The Board of Trustees shall appoint at least three of its members to serve as its Executive Committee to fulfill the duties of the Board of Trustees between meetings of the Board of Trustees. All actions of the Executive Committee shall be submitted for ratification at the next meeting of the Board of Trustees or may be submitted for ratification by mail at any time prior to such meeting unless the power to take such action previously shall have been delegated to the Executive Committee by resolution of the Board of Trustees.
 - (h) Officers and Committees. The Board of Trustees shall elect from among its members such officers and shall appoint from among its members and others such committee as may be deemed necessary or advisable for the proper functioning of the Board of Trustees and this Foundation.

ARTICLE IV

Liability of Trustees and Parties Dealing with this Foundation

No Trustee serving hereunder shall incur any personal liability for any acts, omissions or errors as such Trustee except for his or her own negligent or willful misconduct. No Trustee shall be liable for the acts, neglect, default, omissions, errors or misconduct of any officer, employee, fellow Trustee, successor Trustee or predecessor Trustee in which he has not participated, concurred or acquiesced. No person dealing with this Foundation shall be obliged to see the application of any money or other property contributed, loaned or otherwise paid or delivered to this Foundation. The certification of the Board of Trustees that they are acting according to this instrument and any other applicable instrument or conveyance shall fully protect all persons dealing with this Foundation.

ARTICLE V

Compensation of Employees

No part of the net earnings or property of this Foundation shall inure to the benefit of any member of this Foundation, or other individual, except that in order to carry out the purposes of this Foundation, the Board of Trustees may employ such individuals as are deemed

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necessary, and each individual so employed may be paid such compensation for his or her services actually rendered in the course of such employment as may be reasonable fixed in the manner provided by the Board of Trustees. No individual shall be precluded from taking any such employment and compensation by reason of the fact that he is a member, trustee or officer of this Foundation.

ARTICLE VI Duration and Dissolution

The duration of this Foundation shall be perpetual. However, in the event of dissolution of this Foundation, by the General Assembly, all Funds held in trust or pursuant to contract shall be distributed in accordance with the provisions of the applicable instrument of conveyance or applicable law. All assets owned or belonging to this Foundation remaining after such distribution and after payment of all costs and expenses incurred prior to or associated with such dissolution and after payment of all costs and expenses incurred prior to or associated with such dissolution shall be distributed to such organizations and institutions as are selected by the General Assembly, provided that such selection shall include only organizations and institutions which are exempt from taxation under the Internal Revenue Code of the United States of America and whose purposes and activities are not inconsistent with the purposes of this Foundation as set forth above.

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ARTICLES OF INCORPORATION OF RIDGE HAVEN, INC.

1979, p. 266, Appendix K

The undersigned, being of the age of eighteen (18) years or more, does hereby make and acknowledge these Articles of Incorporation for the purpose of forming a nonprofit corporation under and by virtue of the laws of the state of North Carolina.

I NAME

The name of the corporation is RIDGE HAVEN, INC.

II DURATION

The period of duration of the corporation is perpetual

III PURPOSES

The purposes for which the corporation is organized are:

- (a) To own and operate a conference center for the Presbyterian Church in America, Inc.
- (b) To operate exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes within the meaning of Section 501(c)(3) of The Internal Revenue code of 1954, or corresponding provisions of any subsequent federal tax laws.

IV MEMBERS

The corporation shall have no members.

V DIRECTORS

The directors of the corporation shall be elected by the Presbyterian Church in America in the manner and for the terms provided in the By-laws.

VI EARNINGS

No part of the net earnings of the corporation shall inure to the benefit of any officer or director of the corporation; and upon dissolution of the corporation, the assets thereof shall, after all of its liabilities and obligations have been discharged or adequate provision made therefor, be distributed to any association or associations organized for the purpose similar to those set forth in Article III hereinabove, all as more particularly provided in the By-laws of the corporation.

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VII REGISTERED OFFICE

The address of the initial registered office of the corporation in the state of North Carolina is on Frozen Creek Road (State Road 1139), Eastatoe Township, Transylvania County, North Carolina, Post Office Box 565, Rosman, North Carolina 28772; and the name of its initial registered agent at such address is Gordon K. Reed.

VIII INITIAL DIRECTORS

The number of directors constituting the initial Board of Directors shall be nine (9), and the names and addresses of the persons who are to serve as the initial directors are:

Name	Address
George Gulley	505 Storm Avenue Brookhaven, Mississippi 39601
Alex Keleman	333 Parkview Drive St. Albans, West Virginia 24201
Kenneth S. Keyes	Post Office Box 40 Highlands, North Carolina 28741
E. Douglas Patton	RFD No. 10 Greenville, South Carolina 29607
Wayne Rogers	Swannanoa Presbyterian Church Rockdale Avenue Swannanoa, North Carolina 28778
Rhett Sanders	Route 2, Box 41 Chester, South Carolina 29706
Paul G. Settle	3 Ivy Trail Greenville, South Carolina 29605
Pat Williams	500 East Boulevard Suite 202 Montgomery, Alabama 36109
Charles Wolf	440 Stone Edge Road Macon, Georgia 31204

IX INCORPORATOR

The name and address of the incorporator are HAZEL E. McCORMICK, The Legal Building, 1 North Gaston Street, Post Office Box 949, Brevard, Transylvania County, North Carolina 28712.

IN WITNESS WHEREOF, I have hereunto set my hand this the 12th day of January, 1979.

Hazel E. McCormick, Incorporator

STATE OF NORTH CAROLINA, COUNTY OF TRANSYLVANIA.

I, BERTHA JEAN LANCE, a Notary Public in and for said County and State, do hereby certify that HAZEL E. McCORMICK personally appeared before me this 12th day of January, 1979, and acknowledged the due execution of the foregoing Articles of Incorporation.

WITNESS my Notarial Seal.

Bertha Jean Lance, Notary Public

My Commission expires April 11, 1980.

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**RIDGE HAVEN CONFERENCE CENTER
BYLAWS**

1979, p. 268, Appendix K,
(As amended by the Eighth General Assembly)

ARTICLE I
Offices

The principal office of the corporation in the State of North Carolina shall be located on Frozen Creek Road (State Road 1139), Eastatoe Township, Transylvania County, North Carolina. The corporation may have such other offices, either within or without the State of North Carolina, as the Board of Directors may determine or as the affairs of the corporation may require from time to time.

The corporation shall have and continuously maintain in the State of North Carolina a registered office, and a registered agent whose office is identical with such registered office, as required by the North Carolina Non-profit Corporation Act. The registered office may be, but need not be, identical with the principal office in the State of North Carolina, and the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE II
Purposes

The purposes for which the corporation is organized are:

- (a) To own and operate a conference center for the Presbyterian Church in America, Inc.
- (b) To operate exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax law.

ARTICLE III
Earnings

No part of the net earnings of the corporation shall inure to the benefit of any officer or director of the corporation; and upon dissolution of the corporation, the assets thereof shall, after all of its liabilities and obligations have been discharged or adequate provision made therefor, be distributed to any association or associations organized for the purposes similar to those set forth in the Articles of Incorporation of this corporation.

ARTICLE IV
Members

The corporation shall have no members.

ARTICLE V
Directors

1. **General Powers.** The business and affairs of the corporation shall be managed by its board of directors. The directors shall in all cases act as a board, and they may adopt such rules and regulations for the conduct of their meetings and the management of the

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corporation as they may deem proper, not inconsistent with these bylaws and the laws of this state.

2. **Number, Tenure and Qualifications.** The number of directors of the corporation shall be nine (9). They shall be elected by the General Assembly of the Presbyterian Church in America in accordance with the *Book of Church Order* and the Rules for Assembly Operation. At the annual meeting of the General Assembly of the Presbyterian Church in America in 1978, three (3) directors were elected for a term of three years, three (3) directors were elected for a term of four (4) years and three (3) directors were elected for a term of five (5) years. Their successors shall be elected for a term of three (3) years. Directors shall be eligible for immediate re-election for one additional term of three (3) years.
3. **Vacancies.** A vacancy on the Board of directors because of death, resignation, removal, disqualification or otherwise, may be filled by the directors for the unexpired portion of the term subject to the approval of the next General Assembly.
4. **Regular Meetings.** The annual meeting of the directors shall be held without other notice than this bylaw at General Assembly on the opening day of business at such place and time as may be designated by the President. The directors may provide by resolution the time and place for the holding of additional regular meetings without other notice than such resolution.
5. **Special Meetings.** Special meetings of the directors may be called by or at the request of the President or any three or more directors or by direction of the General Assembly of the Presbyterian Church in America, or by the Administrator. The person or persons authorized to call special meetings of the directors may fix the place for holding any special meetings of the directors called by them.
6. **Notice.** Notice of any special meetings shall be given at least ten (10) days previously thereto by written notice delivered personally or by telegram or mailed to each director at his business address. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail so addressed, with postage therein prepaid. If notice be given by telegraph, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.
7. **Quorum.** At any meeting of the directors a majority shall constitute a quorum for the transaction of business, but if less than said number is present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice.

ARTICLE VI

Officers

1. **Number.** The officers of the corporation shall be a President, a Vice-President, a Secretary and a Treasurer, each of whom shall be elected by the directors. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the directors.
2. **Election and Term of Office.** The officers of the corporation to be elected by the directors shall be elected annually at the annual meeting of the directors. Each officer shall hold office until his successor shall have been duly elected and shall have qualified or until his death or until he shall resign or shall have been removed in the manner hereinafter provided.
3. **Removal.** Any officer or agent elected or appointed by the directors may be removed by the directors whenever in their judgment the best interests of the corporation would

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- be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.
4. **Vacancies.** A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the directors for the unexpired portion of the term.
 5. **President.** The President shall be the principal executive officer of the corporation and, subject to the control of the directors, shall in general supervise and control all of the business and affairs of the corporation. He shall, when present, preside at all meetings of the directors. He may sign, with the Secretary or any other proper officer of the corporation thereunto authorized by the directors, any deeds, mortgages, bonds, contracts, or other instruments which the directors have authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the directors or by these bylaws to some other officer or agent of the corporation, or shall be required by law to be otherwise signed or executed; and in general, shall perform all duties incident to the office of President and such other duties as may be prescribed by the directors from time to time.
 6. **Vice-President.** In the absence of the President or in event of his death, inability or refusal to act, the Vice-President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice-President shall perform such other duties as from time to time may be assigned to him by the President or by the directors.
 7. **Secretary.** The Secretary shall keep the minutes of the directors' meetings in one or more books provided for that purpose, see that all notices are duly given in accordance with the provisions of these bylaws or as required, by custodian of the corporate records and of the seal of the corporation and in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him by the President or by the directors.
 8. **Treasurer.** If required by the directors, the Treasurer shall give a bond for the faithful discharge of his duties in such sum and with such surety or sureties as the directors shall determine. He shall have charge and custody of and be responsible for all funds and securities of the corporation; receive and give receipts for monies due and payable to the corporation from any source whatsoever, and deposit all such monies in the name of the corporation in such banks, trust companies or other depositories as shall be selected in accordance with these bylaws and in general, perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by him by the President or by the directors.

ARTICLE VII Administrator

1. **Election.** An Administrator shall be nominated by the Board of Directors and elected by the General Assembly to serve in this capacity in accordance with these bylaws and the job description prepared by the Board.
2. **Advisory Capacity.** The Administrator shall serve in an advisory capacity without voting privileges on the Board of Directors, the Executive Committee, and any other committees designated by the board.
3. **Responsibility to Board.** The Administrator shall answer directly to the board and shall present reports to the board as requested.

BYLAWS, MANUALS AND GUIDELINES

ARTICLE VIII

Contracts, Loans, Checks and Deposits

1. **Contracts.** The directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.
2. **Loans.** No loan shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the directors, and pursuant to authority granted by the General Assembly of the Presbyterian Church in America. Such authority may be general or confined to specific instances.
3. **Checks, Drafts, Etc.** All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the directors.
4. **Deposits.** All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the directors may select.

ARTICLE IX

Fiscal Matters

1. **Fiscal Year.** The fiscal year of the corporation shall be from January 1 through December 31 of each year.
2. **Bookkeeping.** The books shall be kept by the corporation.
3. **Audits.** The General Assembly shall annually designate an auditor upon recommendation of the Committee on Administration to make an audit of the financial affairs of the corporation following the close of each fiscal year. The expenses of the audit shall be borne by the corporation.

ARTICLE X

Ecclesiastical Matters

1. **Constitution to have Precedence.** The Ecclesiastical Constitution of the Church is composed of the *Westminster Confession of Faith*, the *Larger and Shorter Catechisms* as adopted by the General Assembly of the Presbyterian Church in America, and the *Book of Church Order* of the Presbyterian Church in America. The provisions of the Constitution shall take precedence over any provisions of the bylaws which may be in conflict therewith.

ARTICLE XI

Corporate Seal

The directors shall provide a corporate seal which shall be circular in form and shall have inscribed in the outer circle thereon the words "RIDGE HAVEN, INC." and the letters "N.V." and in the inner circle, the words "Corporate Seal" and the date "1979"

ARTICLE XII

Waiver of Notice

Unless otherwise provided by law, whenever any notice is required to be given to any director of the corporation under the provisions of these bylaws or under the provisions of the

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articles of incorporation, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XIII Amendments

These bylaws may be altered, amended or repealed and new bylaws may be adopted by a majority vote of the directors at any annual, regular or special meeting of the directors when the proposed amendment has been set out in the notice of such meeting.

ARTICLE XIV Approval of Bylaws

Neither these bylaws nor any amendment hereto shall become effective until approved by the General Assembly of the Presbyterian Church in America in such manner as it approves other matters coming before it.

1980, p. 74, 8-30, III, 2. In order to clarify the method of filling unexpired terms of members of the Board of Directors of Ridge Haven, Inc., that a section 3 be added to ARTICLE V, Directors, of the Bylaws (*M7GA*, p. 268-9), to read:

3. Vacancies. A vacancy on the board of directors because of death, resignation, removal, disqualification or otherwise, may be filled by the directors for the unexpired portion of the term subject to the approval of the next General Assembly.

and the other section in ARTICLE V be renumbered appropriately.

1981, p. 95, 9-38, III, 5. That the following proposed Amendment to the BYLAWS OF RIDGE HAVEN be approved and become effective with this meeting of the General Assembly. Amend Article V, Section 3, "Regular Meetings" (page 268, *M7GA*) by deleting the words "at General Assembly on the opening day of business" and substituting the words "during the month of August." (The rest remains the same.)

1985, p. 92, 13-30, 5. That the General Assembly revise its Bylaws to change the make-up of the Ridge Haven Board to 10 men in 5 classes of 2 men each, and that the members of each class be elected for 5 years instead of 3 years.

6. That Article IV, Section G of the Bylaws of the PCA Corporation and Article V, Paragraph 2 of the Bylaws of Ridge Haven, Inc. be amended to show that:
"The number of the Directors of Ridge Haven, Inc. shall be ten (10), divided into five (5) classes of two (2) men each serving five (5) year terms. The General Assembly shall elect at each Assembly a Class of Directors to begin service immediately following the conclusion of the Assembly. Each member of the Board of Directors must be either a Teaching or Ruling Elder in the Presbyterian Church in America. The members of the Board of Directors of Ridge Haven are not subject to the *BCO* Chapter 14 relating to proportionate representation of all Presbyteries or for equal representation of Teaching and Ruling Elders. Directors shall be eligible for re-election to a second five year term after which there must be a one year interval before further re-election."

MASTER PLAN FOR RIDGE HAVEN

1978, p. 200ff, Appendix F

Philosophy Objectives and Program

The goal before the Church is to glorify God through winning men to Christ and guiding them into full spiritual maturity. It is equipping the people of God to know and do the will in all of life's experiences (Ephesians 4:11-16).

Christ has delegated this task to His Church. The Church has been commissioned to disciple all men by teaching everything that Christ taught (Matthew 28:19). By means of Christ's Word, accompanied by the powerful working of His Holy Spirit, believers grow in grace and become more and more like Christ.

"We proclaim Christ! We warn everyone we meet, and we teach everyone we can, all that we know about Him, so that, if possible, we may bring every man up to his full maturity in Christ Jesus. This is what I am working at all the time, with all the strength that God gives me."--Colossians 1:28-29

The whole life of the whole man in his whole culture should reflect the whole Word of Christ. With due regard to all other means and methods of Christian education, and with the exception of the Christian home, where can the Church better focus on the wholeness of Christian living-knowing, being, worshipping, relating, sharing--than in a church-operated, multi-use conference center? Potentially, such a center can provide for

- Camping
- Recreation
- Retreats and Outings
- Conferences
- Theological education and leadership training
- Denominational offices and archives
- Retirement facilities

-all within the context of a total Christian community.

Such a site should be

- 1. Located in a natural setting away from urban distractions;
- 2. Located near enough to medical, transportation, and media centers to be practical in today's culture;
- 3. Large enough to provide satisfactory facilities and areas for people of all ages, needs, and interests, as far as is practicable, including:
 - a. Food service areas
 - b. Health and sanitation facilities
 - c. Areas for primitive camping, small group camping and conferences, large conferences, recreation, and athletics
 - d. Office space for administration and denominational concerns;
- 4. Large enough to enable several groups to use the site concurrently;
- 5. Large enough to allow the establishment of permanent, privately owned residences on the perimeter of the property, without hindering regular conference programs and activities;
- 6. Designed to allow the development of accommodations for a variety of circumstances (cottages, lodges) with reasonable arrangements for creature comforts.

Plans for such a facility should include the following uses:

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I. A CONFERENCE CENTER

In a Christian conference center, where a person is away from the rut and routine of his normal live-a-day, work-a-day world, he is in a spiritual laboratory where he may actually hear, and learn how to practice the truth. He is possessed by his environment. Here he eats, sleeps, works, studies, talks, and plays with scarcely any outside influences to distract him.

Such a retreat or conference environment will include facilities for picnicking, swimming, outdoor sports, walking and hiking, fishing, boating, camping, horseback riding, bird watching, wildlife photography, and any number of other pursuits related to the enjoyment of God's creation.

Within such an environment, our denomination's committees and courts will be provided a facility designed for

Christian Education: leadership training, family conferences, study retreats, planning meetings, Women in the Church events, Men of the Covenant activities, youth ministries, and staff retreats.

Mission to the World: missionary training, study and planning retreats, presbytery leadership training institutes, staff retreats, and mission conferences.

Mission to the United States: training organizing pastors, staff study and planning meetings, evangelism conferences, youth ministries related to evangelism and Christian vocation, and presbytery leadership training events.

Administration: committee and staff planning and study retreats, presbytery leadership training events, denominational offices and archives.

Stewardship: staff and committee planning meetings, regional leadership training, stewardship conferences.

II. THEOLOGICAL STUDY CENTER

A great need in an urban society is for individuals and groups to retreat to a quiet place for the purpose of spiritual refreshment and serious study of the Word. Our Lord Himself often departed from the multitudes for spiritual renewal. The Church can provide such a specialized teaching and counseling ministry for ministerial candidates, church officers, individuals and families by means of teachers residing at the center. A theological resource center with a library, audio-visual aids, and classrooms should be included.

III. CHRISTIAN COMMUNITY

As space permits, lots can be leased or sold to families for summer or year around residences. The development of such a community will necessitate the establishment of a church, small concessions, and a medical infirmary. Long range planning may include retirement or child-care facilities and substantial medical services.

The *Westminster Shorter Catechism*, in its interpretation of the Third Commandment (Q. 55), declares that God "forbiddeth all profaning or abusing anything whereby God maketh Himself Known..." and "requireth the reverent use of God's...works." (Q.45).

As the Church acquires a portion of God's creation in a lovely, natural setting, it is incumbent upon us to develop a philosophy of use in harmony with these principles. As an example of such planning, consider the following:

Man's Intrusion on the Landscape: The demand for outdoor recreation will triple by the year 2000, since man is gravitating more and more to the out-of-doors. This means that developed areas such as conference and retreat centers, parks, and recreation areas will experience greater pressure from use. This increased use means rapid site deterioration unless constraints are "built-in" to prevent it. Churches, schools and theatres are restricted as to how many people they can safely accommodate. It is becoming widely accepted that a piece of landscape should have an established carrying capacity--a capacity that would not exceed the tolerance levels of the natural resource base.

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If the goals and objectives are to be achieved, it is obvious that man-made intrusions are necessary in the interest of health, sanitation, comfort, safety and convenience. Recognizing this, the protection of the natural and scenic values of the site should remain dominant in the minds of those involved in the design development, management and use. An important consideration in the functional planning of this complex was to attempt to determine how many people could take part in meaningful activities without doing irreparable physical damage to the landscape.

The project architect has a great capacity for applying design principles in an out-of-door setting. His firm is currently working on a design theme for the Center that would be compatible with the natural aesthetic qualities offered by the site. In out-of-doors setting of this type, structures are not hidden nor do they usually boldly dominate the landscape. Perhaps another way to express this point is to say that the beautiful forest and other natural features on the site should be allowed to continue to dominate the scene, and simply permit man-made intrusions to inconspicuously serve as aids toward man's comfort and enjoyment of the outdoor environment. For example, the hill that will provide the setting for the Conference Center is a "spire to the heavens" in a sense. So are the large oak and hickory trees that will surround the group housing units. The vista from the hill--the lake, pastoral scenes of the valleys and hills and shades of God's forest--should be enhanced by the architecture.

In a Christ-centered, organized, resident camp or conference, individuals experience group living in a natural environment. It is a sustained experience of "body life" under the supervision of trained Christian leaders. Such an experience of small-group living in a simple, controlled out-of-door environment facilitates the development of recreational, education, and social skills presupposed by the biblical term "fellowship". Someone has described this as "an experience in witness." The Lord Jesus gave the model for this when "he appointed twelve that they should be *with Him*" (Mark 3:14). Truly, a well-planned, Christ-centered camp or conference ministry provides a controlled atmosphere where the primary goals of Christian education can be both communicated and realized. Such a program should provide suitable areas for a variety of camping experiences, such as primitive camping, youth camps, family camping, and the use of recreational vehicles.

Some biblical foundations for camping or conference ministries are: *James 1:22* "Be ye doers of the Word and not hearers only." A camp or conference may provide a laboratory where Christian living is tried and tested.

John 3, 4 In these chapters, first with Nicodemus, then with the Samaritan woman, our Lord demonstrates the necessity of dealing with an individual's needs. In a camping or conference program, counselors, leaders, and fellow campers deal with one another on an individual basis for a sustained period of time as members of one body.

I Cor. 10:31 "Whether therefore ye eat, or drink or whatsoever ye do, do all to the glory of God." For a Christian, there really is no difference between the sacred and the secular. All of life is offered to God with no strings attached. In a camp or conference setting all activities should blend into a spiritual whole.

Ephesians 4:11-16 The goal of the Church is here expressed (v. 13) as full growth in Christ. Such spiritual maturity shall be fully realized only when we all get to heaven, "held together by every supporting ligament, grows and builds itself up in love, as each part does its work" (4:16, NIV).

Such "body life" is effectively demonstrated and experienced in a camping or conference center where "each part does its work" of sharing together within the bonds of Christian love. Here we learn how to love and work with others. Here we come to grips with personal problems and concerns and find sympathetic counsel and biblical solutions in the fellowship of the saints.

I Cor. 10:1-6 The wilderness experiences of Israel "were our examples." God separated His people from familiar surroundings and traditional routines and gathered them together in the "out-of-doors." There, He had their undivided attention (most of the time!).

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There, He provided them with a unique laboratory for learning and living as a peculiar people. They "all passed through the sea. They were all baptized into Moses in the cloud and in the sea. They all ate the same spiritual food and drank from the same spiritual drink..." The application is plain: camps and conferences get people into the wilderness where their attention is focused upon God and they may "eat and drink" together of the spiritual meat and drink of the living Word of God.

Additional Goals for the Conference Center:

1. To provide a setting that will enable the management to further implement the philosophy of outdoor ministry set forth on the previous page.
2. To provide an interpretive program that will help the users to have a better understanding and appreciation of the ecology, geology, and historical features of the area.
3. To provide facilities and opportunities for viewing and enjoying the scenic values of the site and surrounding area.
4. To preserve and protect from fire, vandalism, improper use and development, that plant and animal life, and other natural and scenic values.

Operation and Management Objectives (applicable to all the Use Zones in the Total Complex):

Carrying out the purpose of the Conference Center is a complex matter. These are the major management objectives that should be constantly evaluated and upgraded through an orderly series of steps:

1. Staff with qualified personnel - permanent and seasonal.
2. Provide training programs required to enable administrative, program, operation and maintenance personnel to perform their duties and responsibilities efficiently and effectively. This includes plans for religious programs, recreational activities, food and health services, protection of the natural resources and man-made features, and provisions for the protection and safety of visitors. Prepare Standard Operating Procedure Manuals for each facet of the Center, including maintenance-management manual, thus, contributing to economy and continuity.
3. Review and upgrade architectural plans--proposed structures: engineering--electrical, water, sewage and drainage systems; and planting and turf plans.
4. Provide an orderly and aesthetically pleasing environment--all facilities and use areas.
5. Keep all developments and facilities in a good of state of repair--prepare and maintain routine seasonal and annual maintenance programs.
6. Conduct the research in ecology, geology, and history necessary to provide the interpretation needed by users.
7. Continue to provide the means to inform the organizations and others of the facilities, programs and services available at the Conference Center.

Man and Leisure: Work is what we do for a living. Maintenance is those things required to keep us going. The remaining time may be leisure. The attitudes of people of the United States and much of the world have dramatically and decisively changed over the past several decades from one which stressed work as legitimate and acceptable use of time to one of accepting recreation as coequally important use of time and other resources. No longer does the "working" class frown upon persons who recreate. The working classes, at all levels, are now themselves the persons who recreate. A wealth of literature and research findings can be listed to document the strong and continuing growth in attitude positiveness toward and thus in demand for recreation.

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A careful analysis of the 1962 Outdoor Recreation Resources Review Commission Report reveals what the leisure interests are in the United States. The study concluded that the demand for outdoor recreation would double in 1976 and triple by the year 2000. A 1965 supplementary research study published by the Bureau of Outdoor Recreation, United States Department of Interior, found that demand is exceeding these projections.

IV. DESIGN PROGRAM AND DEVELOPMENT PLAN

Note: A very important part of this section is the detailed description of the site development plan. Several refinements are still to be worked out with the committee and architect. Therefore, the following is a conceptualization of the Conference Center as envisioned at this time. Further details will appear in the final Master Plan Narrative in a different format.

OUTDOOR MINISTRIES--POSSIBLE EXPERIENCES

- A. Formal--Structured Programs (see program(s) under Philosophy and Objectives on previous pages)
 - Conference programs
 - Retreats
 - Resident Camp
- B. Leisure Experiences--Participants or registrants in conference programs; retreats, day retreats; resident camp and study center
 1. Period of informal meditation (on mountain top, by a stream, lake, along the trail, room)
 2. Activities
 - Sledding Kite flying
 - Swimming Campfire programs
 - Rowing Singing
 - Canoeing Appropriate sports
 - Fishing Bird watching
 - Archery Jogging
 - Hiking/exploring Exercises on fitness--trail
 - Back-packing Orienteering
 - Other
 3. Wood Craft/Pioneering (primarily in camping program)
 - Axe Knife
 - Carving Knots
 - Lashing Rappelling
 - Climbing Outdoor cooking
 - Indian Lore Monkey bridges
 - Towers
 4. Interpretation
 - Acclimatizing Flora and fauna
 - Geology Astronomy
 - History Indian Lore
 - Other
 5. Arts and Crafts
 - Appropriate for region and Outdoor setting--age groups
 6. Off-Site
 - Back-packing Exploring
 - Canoe trips Bike trips
 - Outpost Camping Visit to saw mills

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Visit to farms
Family Camping Tours
with recreation vehicles
and tents
Young Adult tours, with
recreation vehicles &
tents

Visit to grist mills
Bus Tours (all ages)
Air tours
Ship cruises
Visiting scenic and historic
areas in the region

PROPOSED FACILITIES AND/OR SERVICES

A. Conference Center Complex (and Retreat) Zone

Administration and Certain Support Services:

Access road(s)
Parking areas
Walks/trails
Office
Reception/registration
Utilities (underground)
Food Service
Health Services
Communications
Maintenance and Shop area
Equipment/General Storage
Gift Shop/Books
Trip Center (central point for meeting, planning, storage, etc.)
Other

Staff Housing:

Manager-Director's Residence
Maintenance Staff--2 or more family units
Permanent Program Staff-2 or more family units
Seasonal Staff--30-60

Formal Program Facilities:

The functions (uses, kinds of groups and sizes) will be carefully analyzed by the Committee and architect in order to determine indoor space requirements
Auditorium
Prayer Chapel
Classrooms
Outdoor Chapel
Outdoor Classroom areas
Children's Building/Tot area
Leisure/Recreation Facilities
Indoor Activity areas
Fundomes--Sports areas--arts and crafts--swimming pool
Environmental Resources Center
Activity Building (in group housing area)

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Outdoor Areas

- Open Play Areas
- Softball, soccer
- Lake(s), canoeing, rowing, fishing
- Trails--hiking, nature study
- Fitness Trail--exercise stations
- Archery

B. Family Housing Zone

It is the consensus at this time that Family Housing Zone should have an ultimate capacity of 700 persons. The terrain lends itself to a three level design unit--parking on grade with second floor.

C. Group Housing Zone

Tentative plans are to construct these units--two levels--with 24 to 36 capacity--central sanitary facilities in each unit
Interim Resident Camp. See recommendation under H Resident Camp below.

D. Administrative Office Zone

This could be possible location for denominational offices. Staff would have access to support services and activity areas.

E. Study Center Zone

This is a proposed theological study center. Students and staff would have access to support services and activity areas. Details as to capacity, type facilities, etc., will be studied carefully by the General Assembly.

F. Family Camping Zone

This area provides another type of overnight accommodation associated with the Conference Center. It will be used by those who are pre-registered for conference and/or retreat programs. It will contain a toilet/washhouse, open play area, campfire circle, activity shelter, children's play equipment, tent sites, and recreation vehicle sites with hook-ups. Some sites will not have hook-ups.

G. Day Retreat Picnic Area

General: There has been a growing demand for facilities to accommodate church retreat groups of varying sizes for day outings or evening picnics. Too often some of these demands have been met at existing conference and/or camp sites at the expense of encroaching upon current programs. It is believed that the proposed Day Retreat Picnic area can be operated without having a negative effect on other programs. Many of the program support facilities and program services will be available, on a scheduled basis, to day retreat groups. For example, religious leadership and the naturalist-interpretive specialist will serve some of these groups.

This is repeated for emphasis. Control often becomes a problem in managing Day Use Areas of this type. Groups (or individuals) must not encroach on other use zones, except when scheduled for a specific activity and/or with prior arrangements.

It is recommended that the Day Use Area be developed as follows: Six (6) group shelters--25-50 capacity each. Each group would have access to volleyball courts and horseshoe courts. Charcoal grills should also be provided. One (1) group shelter 100-150 capacity. An open play area (space to accommodate one softball game) is near the Day Use Area. Groups using this area will have access to the swimming pool and other recreation facilities on a scheduled basis.

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H. Resident Camp Zone

A Resident Camp is not a high priority facility at this time because of availability of Presbyterian camps. However, a Resident Camp Zone has been set aside by the Conference Center Committee for later development.

It is recommended that consideration be given to resident camp program needs when designing group housing so that a part of the group housing facilities may serve as an interim resident camp. The natural setting, terrain and functional arrangement of support facilities and services lends itself to this concept. For a few years it may be possible to schedule conference programs so that a few weeks of resident camping could be held in the group housing area.

As more extensive development takes place and use becomes more intense, the group housing area would not provide the desired setting for resident camping.

A Master Plan of the Resident Camp should be prepared well in advance of anticipated need. It is recommended that the capacity of the camp not exceed 175 campers. Some of the support facilities and program services in the Conference Center would be shared with the resident camp. The housing accommodations in the camp, as well as other facilities will supplement Conference Center needs during major events.

I. Pioneer Camp Zone

The Pioneer Camp Zone is well removed from other use zones. This area will serve for an "Outpost adventure" type experience for small groups from interim resident camp or from conference or retreat groups. It will, of course, serve the resident camp after it is developed.

Development will be minimal--tent mounds and tarpaulin shelters. Simple rustic life will be the theme. Campers will pack-in all of their personal camping gear.

J. Acclimatization Zone(s)

This zone includes all the undeveloped areas. Only limited trails will penetrate those areas. Those that come to these beautiful North Carolina mountains may seek peace and solitude--feel God's presence--by a stream, on a ridge or a hillside.

V. SUMMARY AND RECOMMENDATIONS

Summary:

The Presbyterian Church in America does not have a central location for carrying out the many programs offered by the General Assembly. The phenomenal growth of outdoor ministry programs and the growing need in the Assembly for a conference center prompted the General Assembly to appoint a Conference Center Committee in 1977. This Committee was authorized to acquire a site and retain a planner. The latter was implemented in 1978. See characteristics of the site on page 27.

The objectives of this paper is to report on a Site Development Plan that has been adopted by the Conference Center Committee, After much study and investigation by the Committee and interaction with the Planner, the Committee requested that facilities be planned for the following:

Administrative offices

Conference Complex, including necessary support facilities for 1,200 persons

Theological Study Center with Library

Family Camping Area

Day Retreat Picnic Area

Resident Camp Area

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The planner has provided a Master Plan that affords considerable flexibility as phase development takes place. There is sufficient space within accepted walking distance standards--1,100 feet from main conference center complex, food service, auditorium, etc.--to provide housing for 1,200 or more persons. However, the other use zones as proposed--Family Camping Area, Resident Camp and Pioneer Camp--could also accommodate several hundred persons. Therefore, the amount and type of housing can be geared to meet the demand. Need will be the major factor in determining both priority and development schedule.

The Master Plan provides the basis for the preparation of detailed architectural-engineering plans, operation and management plans, and conservation and planting plans.

The planning process is evolutionary and not static. This is a long-range plan. Needs and conditions change. Therefore, the Site Plan should be re-evaluated and refined periodically. No major change in the Master Plan should be made unless there has been an administrative decision to allow such a change. This will assure complete protection of the original long-range concept.

Recommendations:

1. That an organizational chart, administration and management plan be adopted as early as possible for the Center. This should also include a funding plan.
2. That a Manager-Director be employed and placed on the site as soon as feasible.
3. That the Manager-Director affiliate with the Association of Conference Center Administrators and other appropriate professional organizations.
4. That any major change or variance from the Master Plan be approved by appropriate authority. This does not refer to minor adjustments in locating individual elements within a major use zone: for example, moving a housing unit a few feet could be done without altering the original design. However, changing the location of the Conference Complex or relocating other use zones (as examples) would constitute a major change.
5. That the Conference Center be posted and managed as a permanent wildlife refuge.
6. That a statement of policy be entered into the records that the flora be protected from destruction or disturbance, except when necessary to implement developments as shown on the Site Development Plan or in accordance with long-range conservation plan. This would restrict wildflower and shrub collection except as a part of the nature interpretive program. The latter should be done by or under the direct supervision of an appropriate staff person.
7. That the General Assembly establish a plan for implementing phase development of the appropriate elements of the Master Plan.
8. Establish sound personnel practices at the outset--detailed job descriptions for each position.
9. That the Conference Committee establish a safety and emergency plan that would include, but not be limited to, an emergency exit plan in case of forest fire.
10. That the Manager-Director be instructed to coordinate a forest fire control plan--in collaboration with the County Forester and the adjacent landowners.

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11. That the Conference Center Committee and the Manager-Director familiarize themselves with the *State Health Department's Rules and Regulations Governing Conference Centers; State Building Codes and State Fire Safety Codes*.
12. That facilities be designed so as to make them usable by the physically handicapped.
13. That the Conference Center Committee adopt the standards recommended by the American Camping Association.
14. That the Committee establish use policies, rules, regulations prior to scheduling use of the various facilities
15. That the Committee establish a work schedule--Work Retreats--to accomplish the following tasks before permitting general use.
 - a. Collect and bury all refuse and litter.
 - b. Construct permanent sanitary facility (Day Use and Family Camping Area).
 - c. Remove all fencing.
 - d. Remove dead or leaning trees in intense use zones.
 - e. Fill stump holes in intense use areas and on trails.

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MANUAL FOR STANDING JUDICIAL COMMISSION

(Revisions as adopted 10-15-93)

PREFACE

This Manual is subordinate to the Rules of Discipline of the *Book of Church Order* and the Rules of Assembly Operation. If there is any conflict between the provisions of this Manual and the said Rules of Discipline or Assembly Operation, the Rules of Discipline or Rules of Assembly Operation shall take precedence.

GENERAL RULES

MEMBERSHIP

- 1.1 Membership shall be determined by the General Assembly in accordance with *BCO* 15-4.

OFFICERS AND THEIR DUTIES

- 2.1 Officers of the Commission shall be elected from its membership and shall be a Chairman, Vice-Chairman, Secretary and Assistant Secretary.
- 2.2 These officers shall be elected annually to take office at the adjournment of the General Assembly.
- 2.3 After a member has served in the same office for three consecutive years, he is not eligible for election to the same office in the fourth year, but later may be elected to serve in the same office.
- 2.4 The Chairman shall preside at meetings and perform other duties assigned by the Commission.
- 2.5 The Vice-Chairman shall assist the Chairman and in his absence or incapacity shall fulfill his duties.
- 2.6 The Secretary shall maintain the records of the Commission and perform other duties assigned by the Commission. He shall send a copy of the Manual to each new member of the Commission appointed by the General Assembly, and he shall also send copies of any outstanding cases and papers presently before the Commission. The Secretary may request the services of the Stated Clerk to aid in the exercise of his responsibilities under this Manual.
- 2.7 The Assistant Secretary shall assist the Secretary and in his absence or incapacity shall fulfill his duties.

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3. MEETINGS

- 3.1 The annual stated meeting of the Commission shall be set for the first Friday and Saturday of the month of March in each year, at which the Officers for the year following the adjournment of the next General Assembly shall be elected. A second stated meeting of the Commission shall be set for the third Friday and Saturday of October in each year. This second stated meeting may be cancelled if a majority of the Officers determine there is insufficient business to justify the meeting. Other business to be considered shall be governed by the procedure set out in Section 3.3 of this Manual.
- 3.2 All qualified members of the Commission (as defined in Section 4.3), including officers, shall be entitled to vote on any matter before the Commission.
- 3.3 In addition to the stated meetings specified in 3.1, the Officers on the Commission may call a meeting at any time upon AT LEAST 30 days' notice. The call of the meeting shall specify the business to be considered at the meeting, and no other business may be considered except by an affirmative vote of three-fourths of those present and voting, which in no case shall be less than 13 affirmative votes of members of the commission. The Officers may amend the call for the consideration of additional business if notice thereof is mailed to the Commission members no less than 14 days before the date of the meeting. If at least four Commission members request, in writing, a called meeting, the Chairman and Secretary shall issue a call, within 10 days from receipt of the request. Such call shall specify the business to be considered at the meeting.
- 3.4 Action by the Commission upon a proposed decision by a Judicial Panel shall ordinarily be handled by mail (Sections 12.8, 12.9, and 12.11). If under the Rules a review by the full Commission of a proposed decision by a Judicial Panel is required, the Officers shall place it on the docket at the next meeting.
- 3.5 The expenses incurred by the Commission, its panels, and its members shall be borne by the Administrative Committee of General Assembly. All expenses (including travel expenses) incurred by a party or by the witnesses called by that party shall be borne by that party.

4. QUORUM

- 4.1 A quorum for the transaction of business at any meeting of the Commission shall be 13 qualified members, composed of at least 5 teaching elders and at least 5 ruling elders.
- 4.2 For votes by mail, the quorum shall be at least 75% of the qualified members, which shall be not less than 13 qualified members and which shall include at least 60% of the teaching elders and at least 60% of the ruling elders. (Note the special voting rules in Sections 12.9 and 12.11 of this Manual).
- 4.3 A "qualified" member under these Rules is any member of the Commission who is not disqualified by virtue of any of the following:

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- (a) Being a party to the case.
- (b) Being a relative of a party, in first and second degrees of consanguinity by blood or marriage.
- (c) Having expressed an opinion on the merits of the particular case. However, a member is not disqualified merely because he has previously expressed an opinion on theological issues or matters of church doctrine or government involved in the case. Nor is a member disqualified if he expresses an opinion on the Case to another member of the Commission or Judicial Panel after the Record of the Case has been completed. After the Record of the Case has been completed, all the facts in the Case have been determined. Forming an opinion is one of the functions of the Commission or Judicial Panel. A member's opinion should not be conclusive until he hears the oral arguments; but it is perfectly proper for members of the Commission or Judicial Panel to discuss the facts of a Case with another brother to get his wisdom and insight.
- (d) Being a member of a Court which is a party to the case.
- (e) Having recused himself for any reason.

4.4 A quorum for the transaction of business at any meeting of a Judicial Panel appointed hereunder shall be the number of the members of the Judicial Panel appointed as principals.

5. THE RECORD OF THE CASE

5.1 The record of the case is prepared under the authority of the Commission, or if a panel is appointed, under the authority of a panel.

5.2 The record of the case shall contain such information as will permit the Commission and a Panel to properly consider a Judicial Case and prepare a report under Section 12 of this Manual.

5.3 The record of the case shall for the purposes of a case before the Commission include:

- (a) The papers which *BCO* 32-18, 42-5 and 43-6 require the lower court to submit to the higher court, include:
 - (1) the minutes of the trial before the lower court (including the charges, answers, citations and returns);
 - (2) all transcribed testimony actually taken before the lower court;
 - (3) all acts, orders and decisions of the lower court;
 - (4) the judgment of the lower court (with any accompanying notes, reasons, or comments);
 - (5) a copy of the notice of appeal or complaint against the decision of the lower court along with the reasons for that appeal or complaint, if any such reasons shall have been filed with the lower court;
 - (6) the response of the lower court;
 - (7) any papers relevant to the case.
- (b) Other documents relevant to the case before the lower court as will enable the Commission to consider the case and prepare its report under *BCO* 15-5 and Section 12 of this Manual.
- (c) Where testimony, evidence or arguments presented before a lower court were not transcribed and included as part of the record of the case under Section 5.3.(a) above and a party wishes to have such testimony, evidence or arguments

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included in the record of the case, such testimony, evidence or arguments shall only be received as a part of the record of the case when all the parties stipulate in writing agreeing to that specified testimony, evidence or arguments being so included.

- (d) Additional new testimony as is relevant to the case as it was heard before the lower court and is presented under the provisions of Section 13.4 of these Rules.
- 5.4 The Secretary of the Commission shall arrange for a copy of the record of the case to be sent:
- (a) To the members of the Commission, if the case is to be heard by the Commission, or to the members of the Judicial Panel and to the alternate members of the Judicial Panel, if the case is to be heard by a Judicial Panel; and
 - (b) To all the parties to the case.
- 5.5 The parties shall have the right to examine the record of the case as received from the Clerk of the lower court. Corrections to the record of the case may be submitted as follows:
- (a) If a party objects to the record as being incorrect or defective, such party shall notify the **Chairman or Secretary** of the Judicial Panel within 15 days of the date of mailing of such record of the case by the Secretary of the Commission. Any party so objecting shall specify, in writing, the alleged defects and suggestions for the corrections that should be made. Such party shall send a copy of the objections and suggested corrections to the other party to the case. Failure to lodge a timely objection to the record of the case will constitute acceptance of the record of the case by the parties.
 - (b) If the other party shall agree to the suggested corrections, such corrections shall be reduced to writing, stipulated to by the parties and made a part of the record of the case. Such stipulation shall be mailed to the Chairman or Secretary of the Judicial Panel not more than 45 days of the date of the mailing of such record of the case by the Secretary of the Commission.
 - (c) If the parties do not agree on the correction, the hearing will be postponed, and the Chairman or Secretary of the Judicial Panel shall remit the record of the case to the Clerk of the lower court, together with the party's objections and suggested corrections. The Clerk of the lower court shall reply promptly to these objections.
 - (d) If the Clerk of the lower court refuses these objections and certifies to the correctness of the record of the case as submitted, the Judicial Panel may consider proof of the error as submitted by the party, hear arguments of the parties, and make a decision as to whether in fairness and justice the record of the case should be corrected.
 - (e) The Judicial Panel may extend any of the deadline dates in this section if it determines that so doing is in the interest of justice.

6. ADMINISTRATIVE PROCEDURE

- 6.1 When a Judicial Case is submitted to the Commission, the Chairman and the Secretary shall make an initial determination as to whether the case is administratively in order.

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- (a) A case is administratively in order if the relevant provisions of *BCO* 41, 42, and 43 have been followed and the initial documents for the record of the case have been submitted in accordance with Section 5.3(a) above.
 - (b) A case is judicially in order when a Panel or the Commission determine that the relevant provisions of *BCO* 41, 42, and 43 have been followed and the documents for the record of the case are in order in accordance with Section 5.3 above.
- 6.2 If a case is initially found not to be administratively in order, the Secretary shall contact the relevant parties or clerks and request that the case be put in order.
- (a) If a case cannot be put in order within the Rules of Discipline of the *BCO* and the requirements of this Manual, or
 - (b) If the parties fail to put the case in order within 30 days after notification under this Section of the Manual,
- then the officers of the Commission may make a determination that "the case not be found in order" and take no further action in relation to the case other than to recommend to the next meeting of the Commission that the case be dismissed on the ground that the case was not found in order.
- 6.3 At any time after a judicial case has been submitted to the Commission, the parties to the case may submit a written brief.
- (a) A written brief shall be limited to argument of issues and evidence raised and set forth in the record of the case. It may include a statement of the relief requested by the party, the party's arguments in favor of the relief requested, and any other matters which the party feels will assist the Commission in reaching a verdict.
 - (b) Written briefs, if submitted, shall be received no later than 10 days prior to the date specified by the Chairman of the Judicial Panel under Section 7.7 of this Manual, or by the Chairman of the Commission under Section 8.3 of this Manual, as the case may be.
 - (c) Failure to file a brief by a party shall not be considered to be an abandonment of the case.
- 6.4 When the case is administratively in order, the Officers shall determine whether the case is of such significance that it should be heard by the full Commission or submitted to a Judicial Panel. Ordinarily, it will be submitted to such a Judicial Panel.
- 6.5 If it is determined that the case should be heard by the full Commission, a full copy of the record of the case shall be sent to each member and a meeting called as provided in Section 3.3 of this Manual.
- 6.6 If it is determined that the case should be heard by a Judicial Panel, the Officers shall immediately appoint such a Judicial Panel. Ordinarily, such appointees should be those qualified members who are geographically closest and/or have easiest access to the place where the case arose, always taking into consideration the maintaining of a balance of teaching and ruling elders. Ordinarily, the only discretionary authority to modify this geographical/easy access rule will be in the case in which an appointee disqualifies himself for any reason set out in Section 4.3 of this Manual.

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7. JUDICIAL PANELS

- 7.1 Ordinarily, a Judicial Panel should consist of three qualified members of the Commission, which should include at least one teaching elder and one ruling elder. In more serious cases, larger panels may be appointed with an approximately equal balance between teaching and ruling elders.
- 7.2 At least one ruling elder and at least one teaching elder shall be named as alternates for each Judicial Panel. An alternate will not be expected to attend the meeting of the Judicial Panel unless he is needed to meet the quorum.
- 7.3 When a Judicial Panel is appointed, one member thereof shall be designated as "Convener." The Convener may make initial contact with the parties:
- (a) to obtain information for the initial meetings of the Panel,
 - (b) to answer initial questions by the parties,
 - (c) to answer questions of the parties concerning the preparation and submission of written briefs.
- 7.4 Within 15 days of the date of the mailing of the record of the case by the Secretary of the Commission, the Convener shall call a meeting of the Judicial Panel members. This first meeting may be held by telephone conference call. At this first meeting, the Judicial Panel shall organize itself by:
- (a) The election of a Chairman.
 - (b) The election of a Secretary.
 - (c) The selection of a tentative time and place for hearing the case.
 - (d) Such other organizational matters as would speed the time of hearing without prejudicing the rights of any of the parties.
- 7.5 Not earlier than 30 days after the receipt of the record of the case under Section 5.4 above, and subject to the requirements of Section 5.5 above, the Chairman of the Panel may call a second meeting of the Judicial Panel members, which meeting may also be held by a telephone conference call. This second meeting may form part of the first organizational meeting of the Judicial Panel referred to under Section 7.4 if the requirements of Section 5.5 have been met. The purpose of this second meeting shall be to determine if the case is judicially in order and ready for hearing. This review shall include:
- (a) That the case was timely filed as provided in *BCO* 42 and 43.
 - (b) In the case of a complaint, that the complaint was first filed with the Court whose act or decision is alleged to be in error (*BCO* 43-2).
 - (c) That a ground or reason has been specified as required by *BCO*.
 - (d) That the case is submitted in respectful language.
 - (e) That the parties have complied with the Rules of Discipline of the *BCO*.
 - (f) That the record of the case appears to be complete and sufficiently documented.
- 7.6 If the Judicial Panel determines that a case is not judicially in order, the Panel shall notify the parties and give them an opportunity to cure the defect, if it can be cured within the Rules of Discipline of the *BCO* and the requirements of this manual. If significant defects are not cured within 30 days then the Panel may make a

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determination that "the case not be found in order" and take no further action in relation to the case other than to recommend to the next meeting of the Commission that the case be dismissed on the ground that the case was not found in order. If the decision of the Panel is not confirmed by the Commission, the Commission will re-instate the case. If the defects are cured within 30 days, the case will be reassigned to the Judicial Panel.

7.7 When the Judicial Panel determines that the case is judicially in order, the Chairman of the Judicial Panel shall take the following actions:

- (a) Set a time and place for a hearing of the case, making every reasonable effort to obtain such time and place as may be agreeable to all parties. This hearing may be held by telephone conference call if all the parties and panel members agree.
- (b) Notify all parties of such time and place of hearing by letter with return receipt requested. Such notice shall be posted not less than 30 days prior to the date of hearing. Such 30 day period may be shortened by the agreement, in writing, of the parties to the Case.
- (c) Notify all parties of their right to submit written briefs, which briefs shall be filed no later than 10 days prior to the hearing date, except in the case of a judicial reference (see Section 9). If a party elects to submit a written brief, ten copies thereof shall be submitted to the Chairman of the Judicial Panel, who shall immediately mail a copy to each party, panel member and alternate panel member. The additional copies are required so that there will be sufficient copies in case of multiple parties or of a larger judicial panel appointed under Section 7.1.
- (d) Notify all parties of their right to represent themselves or to be represented at the hearing in accordance with *BCO* 32-19, 42-10 or 43-5, as the case may be.
- (e) Remind the Panel members of their duty to prayerfully and carefully consider the case before them in light of Scripture, our Constitution and the Record of the Case with a solemn admonition to disregard all evidence not in the record (*BCO* 32.18).

7.8 At the time and place set for a hearing of the case, the Chairman shall call the Judicial Panel to order and proceed as follows:

- (a) Prayer shall be offered by a member of the Judicial Panel.
- (b) A quorum shall be certified.
- (c) A determination of the fact that all Judicial Panel members have fully read the record of the case. No further action shall be taken until it has been determined that all the Panel members have fully read the record of the case.
- (d) The Chairman shall enjoin the members to recollect and regard their high character as judges of a court of Jesus Christ and the solemn duty in which they are about to engage (*BCO* 32-12).

8. HEARING BY THE FULL COMMISSION

8.1 Where it is determined under Section 6.4 of this Manual that a Judicial Case should be heard by the full Commission, the officers of the Commission shall first determine whether the case is judicially in order and ready for hearing. This review may be done by a telephone conference call and shall include:

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- (a) That the appeal was timely filed as provided in *BCO 42*.
 - (b) That the appeal is submitted in respectful language.
 - (c) That the parties have complied with the Rules of Discipline of the *BCO*.
 - (d) That a ground of appeal has been specified as required by *BCO 42-3*.
 - (e) That the record of the case appears to be complete and sufficiently documented.
- 8.2 If the officers of the Commission determine that the appeal is not judicially in order, or is incomplete or inadequate for the appeal to be heard, the Secretary of the Commission shall return the appeal to the Clerk of the lower court from which the appeal was filed with reasons for refusing the appeal. The Secretary of the Commission shall likewise notify the appellant and the appellee. Each party so notified may seek to cure the defects, if it can be done within the Rules of Discipline of the *BCO* and the requirements of this manual. If significant defects cannot be cured within 30 days of such notice, then the officers may make a determination that "the case not be found in order" and take no further action in relation to the case other than to recommend to the next meeting of the Commission that the case be dismissed on the ground that the case was not found in order. If the decision of the officers is not confirmed by the Commission, the Commission will re-instate the case. If the defects are cured within 30 days, the case will be reassigned to the Commission.
- 8.3 If it is determined that the appeal is judicially in order, the Chairman of the Commission shall take the following actions:
- (a) Set a time and place for a hearing of the appeal, making every reasonable effort to obtain such time and place as may be agreeable to both the appellant and appellee.
 - (b) Notify the appellant and the appellee of such time and place of hearing by letter with return receipt requested. Such notice shall be posted not less than 30 days prior to the date of hearing.
 - (c) Notify the appellant and the appellee of their right to submit written briefs, which briefs shall be filed no later than 10 days prior to the hearing date. If a party elects to submit a written brief, 30 copies thereof shall be submitted to the Secretary of the Commission, who shall immediately mail a copy thereof to each member of the Commission and to each party.
 - (d) Notify both appellant and appellee of their right to represent themselves or to be represented at the hearing in accordance with *BCO 32-19* or *42-10*, as the case may be.
9. PROCEDURE FOR HEARING A JUDICIAL REFERENCE CASE (*BCO* CHAPTER 41)
- 9.1 The only reference which the Commission may entertain is the reference of "a Judicial Case with request for its trial and decision by the higher court" (*BCO 41-3*).
- (a) Where such a reference is received by the Secretary of the Commission, a determination shall be made under Sections 6.1 of this Manual as to whether or not the case is administratively in order.
 - (b) If the case is found to be administratively in order, the officers of the Commission shall determine whether or not the Commission should accede to the request of the lower court (*BCO 41-5*), remembering the admonition of

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- BCO 41-5* that "in general it is better that every court should discharge the duty assigned to it under the law of the church."
- (c) Where the officers decide that the Commission should not accede to the request of the lower court to hear the case, the question shall be placed on the docket of the next stated or called meeting of the Commission for final determination.
 - (d) Where the officers of the Commission decide that the Commission should hear the case, the officers shall make a determination under Section 6.4 of this Manual of whether or not the case should be heard by the full Commission or by a Panel.
- 9.2 A Judicial Case referred to and accepted by the Commission under Section 9.1 above shall be heard de novo.
- 9.3 The Clerk of the lower court making the reference shall submit to this Commission all documents which should become a part of the record of the case.
- 9.4 The lower court making the reference shall assist this Commission as provided in *BCO 41-6*.
- 9.5 The Commission, or a Judicial Panel thereof, shall be organized as in any other case, except the trial of such a case shall be conducted under the General Provisions Applicable To All Cases Of Process as set out in *BCO 32*, and in accordance with rules of evidence as set out in *BCO 35*.
- 9.6 The testimony of the witnesses in any case so referred and accepted shall be taken and transcribed as part of the record of the case. (Note the provisions of *BCO 41-6*)
- 9.7 The parties shall be responsible for the notification and expenses of their own witnesses. When a party requests that a witness be cited to testify, the Chairman of the Commission or Judicial Panel shall promptly cite, by personal service or by certified mail, the witness to appear and testify as provided in *BCO 32-4*.
- 9.8 When the trial hearing is convened the following procedures will apply:
- (a) The opening proceedings set out in Section 7.8 of this Manual shall be followed, and at the close of the proceedings prayer shall be offered in accordance with Section 13.2 of this Manual.
 - (b) The requirements of *BCO 32* shall apply.
 - (c) The procedures of *BCO 32-15* shall be followed, namely:
 - (1) The Chairman shall charge the court.
 - (2) The indictment shall be read, and the answer of the accused shall be heard;
 - (3) The witnesses for the prosecutor and then those for the accused shall be examined.
 - (4) The arguments of the parties shall be heard:
 - (A) the Prosecutor, then
 - (B) the Accused, and
 - (C) the Prosecutor shall close.
 - (5) The roll shall be called and the members of the Commission may express their opinion in the case.
 - (6) Since there is no higher court of appeal to which written briefs may be submitted, each party may submit a written brief in accordance with

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Section 9.9 through 9.11 below. Subject to Sections 9.9 through 9.11 below, or if the parties state to the court that they all waive their rights to submit written briefs in accordance with Sections 9.9 through 9.11:

(A) The vote shall be taken; and

(B) The verdict shall be announced and the judgment entered on the record.

(d) The record of the case and the report of the Panel or Commission shall be prepared in accordance with the relevant provisions of this Manual.

9.9 The Commission, or Judicial Panel, shall notify each party that each may submit a written brief within 10 days after the close of the hearing. Failure to submit a written brief by a party shall not be construed as an abandonment of the case by such party.

9.10 At the close of the hearing, the Commission or Judicial Panel may go into closed session and consider the merits of the case. If the parties waive their rights to submit written briefs, the court may proceed to vote and reach a verdict as provided for in Section 9.8 (c) (6) above.

9.11 Unless the parties waive their rights to submit a written brief, no decision shall be made until the 10 day period for filing briefs shall have expired. If briefs are filed, copies shall be sent to all members of the Commission or Judicial Panel, as the case may be. Then the Chairman shall convene the Commission or Judicial Panel where further discussion of the case may take place. This may be done by telephone conference call. After discussion, the vote shall be taken on each issue.

9.12 After a decision has been reached, the Chairman shall designate a member voting with the majority to prepare a written decision. Any member may submit a concurring opinion which shall be appended to the decision.

9.13 Any member dissenting from the majority may submit a written dissent, which shall be appended to and reported with the majority opinion.

10. PROCEDURE FOR HEARING AN APPEAL (*BCO* CHAPTER 42)

10.1 At the hearing of an Appeal the following procedures will apply whether heard by a Judicial Panel or by the full Commission:

(a) The opening proceedings set out in Section 7.8 shall be followed, and at the close of the proceedings prayer shall be offered in accordance with Section 13.2.

(b) The procedures of *BCO* 42-8 shall be followed, by:

(1) The Chairman ascertaining that the record of the case has been read by all the parties and the members of the Panel or Commission

(2) The arguments of the parties being heard:

(A) with the Appellant's opening argument, then

(B) with the Respondents argument, and

(C) with the Appellant's closing argument

(3) The Panel or Commission shall then go into closed session to discuss the case and consider the merits of the case.

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- (4) Subject to Section 10.2 below:
 - (A) The vote shall be taken on each specification; and
 - (B) The verdict shall be announced and the judgment entered on the record.
 - (c) After the hearing shall have been opened and the initial requirements of *BCO* 42-8 met, but before any arguments of the parties have been presented the members of the Panel or Commission shall have the opportunity to question the parties on any matter before the court.
 - (d) A party shall have a maximum of 30 minutes to argue his case before the Panel or Commission (and in the case of the Appellant, this 30 minutes is inclusive of both his opening and closing arguments).
 - (e) At any time during which a party is presenting an argument to a Panel or the Commission, a member of the Panel or Commission may ask questions of that party; the time taken for such questions shall not form a part of the argument time of the party questioned.
 - (f) The record of the case and the report of the Panel or Commission shall be prepared in accordance with the provisions of Section 12 of this Manual.
- 10.2 After the hearing has been concluded, the Commission or the Judicial Panel, as the case may be, shall go into closed session and discuss the merits of the case. After the discussion, the vote shall then be taken without further debate, on each specification, in this form:

"Shall this specification of error be sustained?"

The decision may be to affirm the lower court's decision, in whole or in part. If the lower court's decision is not sustained, the decision will be to:

- (a) Reverse the lower court's decision, in whole or in part; or,
 - (b) Render the decision that should have been rendered; or,
 - (c) Remand the case to the lower court for a new trial.
- 10.3 After a decision has been reached, the Chairman shall designate a member voting with the majority to prepare a written decision. Any member(s) may submit a concurring or dissenting opinion which shall be appended to the decision.

11. PROCEDURE FOR HEARING A COMPLAINT (*BCO* CHAPTER 43)

- 11.1 At the hearing of a Complaint the following procedures will apply whether the Complaint be heard by a Judicial Panel or by the full Commission:
- (a) The opening proceedings set out in Section 7.8 shall be followed, and at the close of the proceedings prayer shall be offered in accordance with Section 13.2.
 - (b) The procedures of *BCO* 43-9 shall be followed, by:
 - (1) The Chairman ascertaining that the record of the case has been read by all the parties and the members of the Panel or Commission.
 - (2) The arguments of the parties being heard:
 - (A) with the Complainant's opening argument, then
 - (B) with the Respondents argument, and

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- (C) with the Complainant's closing argument.
 - (3) The Panel or Commission shall then go into closed session to discuss the case and consider the merits of the case.
 - (4) Subject to Sections 11.2 and 11.3 below:
 - (A) The vote shall be taken; and
 - (B) The verdict shall be announced and the judgment entered on the record.
 - (c) After the hearing shall have been opened and the initial requirements of *BCO* 43-9 met, but before any arguments of the parties have been presented the members of the Panel or Commission shall have the opportunity to question the parties on any matter before the court.
 - (d) A party shall have a maximum of 30 minutes to argue his case before the Panel or Commission (and in the case of the Complainant, this 30 minutes is inclusive of both his opening and closing arguments).
 - (e) At any time during which a party is presenting an argument to a Panel or the Commission, a member of the Panel or Commission may ask questions of that party; the time taken for such questions shall not form a part of the argument time of the party questioned.
 - (f) The record of the case and the report of the Panel or Commission shall be prepared in accordance with the provisions of Section 12 of this Manual.
- 11.2 After the hearing has been concluded, the Commission or the Judicial Panel, as the case may be, shall go into closed session and discuss the merits of the complaint. After the discussion, the vote shall then be taken without further debate, as to what disposition should be made of the complaint. The decision may be to affirm the lower court's decision, in whole or in part. If the lower court's decision is not sustained, the decision will be to:
- (a) Annul the whole or any part of the action of the lower court against which the complaint has been made; or,
 - (b) Send the matter back to the lower court with instructions for a new hearing.
- 11.3 After a decision has been reached, the Chairman shall designate a member voting with the majority to prepare a written decision. Any member may submit a concurring or dissenting opinion which shall be appended to the decision.

12. DECISIONS AND JUDGMENTS

12.1 Each decision ordinarily shall be in the following format:

- (a) A summary of the facts. (A presentation in chronological order of the relevant history and facts that bear on the case.)
- (b) A statement of the issues. (A concise framing of the specific issues being adjudged in the case.)
- (c) The judgment. (A definite conclusion rendered on the specific issues being adjudged.)
- (d) The reasoning and opinion of the court. (The explanation by the court for the judgment rendered.)

12.2 Judgments of the Standing Judicial Commission are binding on the parties until approval or disapproval by the General Assembly, unless one-fourth or more of the

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qualified Commission members, eligible and voting, consent to delay until action of the General Assembly.

- 12.3 Judicial decisions approved by the General Assembly shall be binding and conclusive on the parties. Judicial decisions are to be given due and serious consideration by the Church and its lower courts when deliberating matters related to such action, and may be appealed to in subsequent, similar cases as to any principle which may have been decided (*BCO* 14-7).
- 12.4 Each decision of the Commission and a Judicial Panel shall show the name of the member who wrote the opinion, together with the names of all members as to their concurrence, dissent, abstention or disqualification.
- 12.5 Proposed and recommended judgments of a Judicial Panel are not binding on the parties, but the Chairman or the Secretary of the Judicial Panel shall mail the parties a copy of the panel's proposed decision and inform the parties of their right to request a review hearing before the full Standing Judicial Commission. If any party desires review by the full Commission, such request must be mailed to the Secretary of the Commission within 15 days after said mailings.
- 12.6 When a Judicial Panel has reached a decision in a case, the Chairman or Secretary of the Judicial Panel shall prepare a full report of the case and mail the same to the Secretary of the Commission. This report shall include the following:
 - (a) The record of the case.
 - (b) The proposed and recommended decision.
 - (c) Any written briefs of the parties.
 - (d) An audio tape or transcript of the oral arguments of the parties.
 - (e) A copy of the minutes of the meetings of the Judicial Panel.
 - (f) Any concurring or dissenting opinion of a panel member.
 - (g) Any dissenting panel member's request for review by the full Commission, appending reasons therefor.
- 12.7 A Judicial Panel's report may be revised in language and reason by the full Commission without a rehearing of the case, provided that the revision does not reverse the judgment.

Minor language revisions in the summary of the facts and the reasoning and opinion of the decision may be made by the full Commission without a rehearing of the Case. More substantive revisions may be made by the full Commission on a 2/3 vote of those Commissioners present and voting or with the concurrence of a majority of the Judicial Panel. The judgment of the Case, however, cannot be reversed without a rehearing of the Case by the full Commission.
- 12.8 After the Secretary of the Commission has been advised regarding any party's desire for review by the full Commission pursuant to Section 12.5, he shall immediately forward a copy of:
 - (a) the proposed and recommended decision, as well as
 - (b) the written briefs of the parties to each member of the Commission, and
 - (c) a copy of the Record of the Case.

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- 12.9 If no member of the Judicial Panel hearing the case shall have requested review by the full Commission (Section 12.6 (g)), the Secretary of the Commission shall include in the mailing required under Section 12.8 a ballot for voting on the proposed decision. This ballot shall have a place for each member to indicate his concurrence, dissent, abstention or disqualification. Each member of the Commission shall complete and return such ballot to the Secretary of the Commission within 20 days of the date of the receipt of the Secretary's mailing under Section 12.8. If any member fails to return such ballot within said 20 days, or shall return the ballot without completing it, that member's vote shall be recorded as a concurrence in the decision of the Judicial Panel.
- 12.10 If a Judicial Panel's proposed decision is not adopted by the Commission (Section 12.9), the Secretary of the Commission shall notify the parties to the case and all members of the Commission that the case will be reviewed by the full Commission. The procedure outlined in Section 12.13 will be followed.
- 12.11 If a party to a Judicial Case shall have made a request for review by the full Commission, the Secretary of the Commission shall also include in the mailing under Section 12.8 a separate ballot which shall have a place for each member to indicate his vote in favor of or against such request. Each member of the Commission shall complete and return such ballot to the Secretary of the Commission within 20 days of the date of the receipt of the Secretary's mailing under Section 12.8. If any member fails to return such ballot within said 20 days, or shall return the ballot without completing it, that member's vote shall be recorded as a vote against the request for review of the case by the full Commission.
- 12.12 A review of the case by the full Standing Judicial Commission shall be had only in the following circumstances:
- (a) Where, within 20 days of the receipt of the Secretary's mailing under Section 12.8 at least 4 qualified members of the full Commission shall request, by ballot or by separate written notice to the Secretary of the Commission, that the case be reviewed by the full Commission; or
 - (b) Where a voting member of the Judicial Panel hearing the case shall so request under Section 12.6 (g); or
 - (c) Where any member of the Standing Judicial Commission shall file written request for such full review within 20 days of the receipt of the Secretary's mailing under Section 12.8, and the officers of the Standing Judicial Commission shall thereafter, by majority vote, approve such request; or
 - (d) Where within 20 days of the receipt of the Secretary's mailing under Section 12.8, at least four qualified members of the full Commission shall request, by ballot indicated in Section 12.11 that the case be reviewed by the full Commission; or
 - (e) Where the Commission does not adopt a Judicial Panel's proposed decision (Section 12.10).
- 12.13 When review by the full Commission is granted pursuant to Section 12.12 (a), (b), (c), (d), or (e) the Secretary of the Commission shall notify the parties to the case and all members of the Commission. If voting on the proposed decision of the Judicial Panel has not been completed, it shall be suspended. The Chairman and Secretary of the Commission shall call a meeting of the full Commission as provided in Section 3.3. Upon such meeting of the Commission, review shall be only on the report of the Judicial Panel, but the Commission will allow oral arguments by the parties not to exceed 30 minutes for each side, with the party against whom the decision of the

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Judicial Panel was rendered having the right to open and close the argument. At such hearing before the Commission, after the review and any oral arguments, the members shall go into closed session and discuss the merits of the case, and then shall vote on the proposed and recommended decision of the Judicial Panel with any ballot returned by a member absent at the meeting of the full Commission being counted as the vote of that absent member. After the vote, the Chairman of the Commission will announce the judgment to the parties who are present.

- 12.14 Upon such review by the full Commission, if the proposed and recommended decision of the Judicial Panel is not adopted, the Chairman of the Commission shall designate a member voting with the majority to prepare a written decision. Any member may submit a concurring or dissenting opinion which shall be appended to the decision. After the vote, the Chairman of the Commission will announce the judgment to the parties who are present.
- 12.15 A copy of the new decision of the Commission (Section 12.14) shall be mailed by the Secretary of the Commission to all the parties in the case immediately after it is written.

13. MISCELLANEOUS

- 13.1 A member of the Standing Judicial Commission should refrain from consulting or advising in any judicial matters that might conceivably come before this Commission, except in a case where such member is a party.
- 13.2 Any meeting of the Commission or a Judicial Panel shall be opened and closed with prayer.
- 13.3 All proceedings before the Commission or a Judicial Panel thereof shall be tape recorded and may be transcribed. The tape recordings in a case shall be kept by the Secretary of the Commission until the case has been finally determined by the General Assembly, and then such tape recordings may be destroyed.
- 13.4 If at any time while a judicial reference, appeal or complaint is before the Commission, or a Judicial Panel thereof, a party asserts that new evidence has been obtained, said new evidence shall be received as a part of the Record of the Case, only when all parties stipulate in writing agreeing to the new evidence. If the parties cannot agree to this stipulation, and the party presenting the new evidence insists that it is material to the case, the proceedings shall be suspended and the matter docketed at the next meeting of the Commission or Panel. At that next meeting, the Commission or Panel may decide:
- (1) To admit or refuse the new evidence and proceed with the case; or,
 - (2) To remand the case to the lower court for a rehearing.

In the case where the parties cannot agree to stipulation, and where the interests of justice will not be inhibited, the Commission or Panel in exercising its discretion under this section, shall ordinarily remit the case back to the lower court for rehearing of this new evidence.

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- 13.5 All issues before the Standing Judicial Commission, or a Judicial Panel thereof, shall be decided by a majority vote of those qualified members voting. Voting shall be by written ballot or roll call. There shall be no proxy voting.
- 13.6 The minutes of the meetings of the SJC must be approved by mail ballot within 45 days. If any member fails to return the ballot within 20 days, that member's vote shall be recorded as approval of the minutes.

13.7 (A) ABANDONMENT

If an appellant, complainant or party initiating a case referred to the Commission fails to appear, in person or by a qualified representative, after receiving proper notice, at any meeting of the Standing Judicial Commission, or a Judicial Panel thereof, such party shall be deemed to have abandoned the case. The Secretary of the Commission, or a Judicial Panel thereof, as the case may be, shall immediately notify the party that the case has been dismissed because of the failure to appear, and the party shall have 10 days from the receipt of such notice to present, in writing, a satisfactory explanation of the failure to appear and prosecute the case. If the explanation is deemed sufficient by the officers of the Commission, or members of the Judicial Panel, the case shall be reinstated and reset for another hearing; otherwise, it shall stand abandoned and dismissed.

(B) WAIVER OF RIGHTS TO APPEAR

Any complainant or appellant may upon a showing of good cause waive his right to appear before the higher court and present oral argument. This waiver shall be accomplished by a written notice to the higher court, mailed not less than 14 days prior to the scheduled hearing, stating the reasons for the waiver. A complainant's or an appellant's waiver has no effect upon the other party's right of appearance.

The higher court, if it fails to find good cause for the waiver, may refuse to accept a waiver of appearance. If the requested waiver is rejected by the higher court, it shall promptly notify the complainant or the appellant, as the case may be. The complainant

or the appellant shall then be required to appear before the higher court at the scheduled time and place.

Failure to so appear shall constitute an abandonment of the case by that party, unless within 10 days after the date of the scheduled hearing that party provides satisfactory explanation of the failure to appear. If this explanation is deemed sufficient by the higher court and if the higher court believes the interests of justice will be served thereby, the case shall be reset for another hearing. If no further hearing is required, the case may be decided forthwith. If the party's explanation for not appearing is not deemed sufficient by the higher court, the case shall stand abandoned and dismissed.

- 13.8 When a judicial case is committed to the Standing Judicial Commission, the Secretary of the Commission shall immediately mail a copy of this manual to all parties to the case.

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14. REPORTS

- 14.1 The Standing Judicial Commission, or a Judicial Panel thereof, shall prepare a full report of its proceedings, which, after preparation, shall be read and approved by the members thereof.
- 14.2 The Standing Judicial Commission shall make a full report of each case directed to the General Assembly, which report shall consist of the following:
- (a) A summary of the facts.
 - (b) A statement of the issues.
 - (c) The written briefs of the parties.
 - (d) Any recommended judgment of a Judicial Panel.
 - (e) The reasoning and opinion of the Standing Judicial Commission.
 - (f) The judgment of the Standing Judicial Commission.
 - (g) Any concurring and/or dissenting opinion of any member of the Standing Judicial Commission.
- 14.3 A copy of the full report (see Section 14.2) of each case sent by the Standing Judicial Commission to the General Assembly shall be mailed to the Clerk of Session of each church in the PCA. No decision of the Standing Judicial Commission shall be considered by the General Assembly unless such report has been mailed to the Clerk of Session of each church in the PCA at least 30 days prior to the meeting of the General Assembly. If such a report is included in the Handbook for Commissioners, this shall be considered a sufficient mailing for those churches receiving the General Assembly Handbook provided the mailing is at least 30 days prior to the meeting of the General Assembly.

15. AMENDMENTS, USE AND DISTRIBUTION OF MANUAL

- 15.1 This manual may be amended at any meeting of the Standing Judicial Commission called as provided in Sections 3.1 or 3.3 of this Manual. An affirmative vote of at least 16 members will be required to adopt a proposed amendment.
- 15.2 This manual is a solemn covenant among the current members of the Standing Judicial Commission. If any member feels that this manual has been violated in any case, such member may file a written objection citing the alleged violation. This written objection shall be included by the Secretary in the report of the case to the General Assembly filed under Section 14.2.
- 15.3 A copy of this manual, together with all revisions and amendments, shall be mailed to the Stated Clerk of each Session and each Presbytery in the PCA.

