



MCC GOVERNING BOARD MEETING
St. Petersburg, Florida; King of Peace MCC
Thursday, 6-8 March 2014

UFMCC FIVE-YEAR STRATEGIC PLAN (2014-2018) Breakthrough Objectives:

- 1. Global Growth:** Become a growing multi-cultural, international, spiritual community.
- 2. Justice:** Boldly claim our prophetic role as a justice movement for the 21st century.
- 3. Congregations and Ministries:** Expand the number of healthy, vibrant churches and ministries.
- 4. People:** Cultivate, nurture and deploy lay and clergy leaders that are equipped and empowered to carry out our global mission.
- 5. Finances:** Build a culture of generosity to achieve our vision and mission.

OPEN QUESTIONS FOR 2014:

What will it mean to be MCC in 2023?

What is our vision of MCC as a culturally diverse, international movement?

ATTENDEES

Rev. Elder Dr. Nancy Wilson, Moderator; Rev. Onetta Brooks, Vice Chair; Kareem Murphy, Secretary; Gail Rissler, Treasurer; Raquel Benítez-Rojas; Sarah-Jane Ramage; Rev. Dr. Robert Griffin; Rev. Dr. Carol Trissell; Rev. Clinton Crawshaw; Barbara Crabtree, Director of Operations; Linda Brenner-Beckstead, Staff Support. YA Guests: Rev. Brian Hutchison, Lauren Bennett; Rev. Elder Darlene Garner, Director of Emerging Ministries (7 March 2014)

THURSDAY, 6 MARCH

1. Review of MCC Finances (Gail/Finance Committee & Barb Crabtree)

There was an in-depth understanding of current finances and a review of plan for 2014. The Finance Committee (FC) recommends approval of January 2014 report. There was also a change on the balance sheet, which was the result of the write offs through a year. We aren't just approving end of year balance sheet.

GOVERNING BOARD MOTION 140603.1: Motion to approve the January 2014 balance sheet and profit/loss report and the revised 2012 and 2014 financial reports, made by Onetta, seconded by Carol. MOTION PASSES UNANIMOUSLY.

Barb led a discussion of an in depth financial review. January was strong and exceeded the budget, and February was strong as well. If March and December are equal to what we saw in 2013, we are on track. Globally, we also appear on track. This is a very different picture than last year, due to a variety of global economic factors.

Clinton asked about real income figures. Barb and others shared different perspectives.

Barb presented information on the MCC revenue trends over the past six years. Attendance is down and tithable income is down slightly in 2013 than 2012. Total income remains stable at about 80% of overall revenue.

There was a review of church assessments paid per church size grouping. There is no category of church that is reporting at 12%. Simple average between 10-11%, Corporate at 8.3%. Most dollars are coming from Pastor-sized churches.

Nancy shared that the Office of Church Life and Health (OCLH) is building cohort groups and creating mentoring relationships to help guide more of the program churches to corporate size, could get even two to move. Looking at peer-learning and cohort groups. There are mentors and pastors doing deep assessments helping them move, assessing their readiness. We're testing that model now.

SJ asked about plans for Europe and plans to grow the number of churches paying their full assessments there. The number of churches not reporting or providing smaller assessments is a higher percentage of the overall number of churches than elsewhere. The issue is not having reports. Nancy said that Darlene is looking to develop a plan. SJ said that we should look more expansively at the UK and Europe to make it into a contributor.

There was discussion about the cultural differences outside of the U.S. that lead churches to not complete assessment forms and provide meaningful data. Gail referenced discussion at the Large Church Pastors meeting that sought verifiable data from Iberoamerica. She said that this is important to demonstrate that we are vibrant and growing. Barb asked if we should remove the request for money for assessments in order to get accurate and consistent attendance information. Raquel responded that this would be best. Raquel discussed how credit cards and banking go in Iberoamerica.

2. Strategic Plan Priorities (Carol/Gail/Kareem)

Carol, Gail and Kareem led the Board in a group exercise to determine what the Governing Board priorities should be for the remainder of 2014 and beyond, focusing on those elements of the strategic plan in which they have primary responsibility. They were divided into the following groups: Global, Justice, People, Finance.

Global Growth

- 1.1 2014 Budget/Assessment, monitor investment.
- 1.2 GB Training, continue education in multicultural issues and inclusion.
- 1.3 Monitor Investment
- 1.4 GC 2016 Monitor and Approved
- 1.5 2015 Budget Priorities

Justice

- 2.1.1: Bully Pulpit- leveraging relationships in personal connections
- 2.1.2: Incorporate responsibilities, re: justice issues to Moderator Nominating Committee
- 2.2.1: Invest in GJI Staffing

2.2.2: GB: More informed on justices issues, such as share reports/physical presence at GB meetings.

2.2.3: Resourcing GJI- not just in US.

2.3.1: Making Justice a part of everyone's conversation. (e.g. in reports: what is your office doing for justice initiatives?)

2.3.2 Clearly define justice for organizations

Congregations and Ministries

3.1: Create and augment to include GB and Nancy at Gatherings for presence. Be intentional.

3.2: Funding to make sure 3.2 is strong reality. Adequate Resource. OCLH Collaboration

3.3 Amend and Extend, Define 10%--get laser point on that.

3.4 Identify churches that have pastors where transitional ministry is not in place.

People

4.1. SLT Retreats. GB, seek grants outside our usual pots.

4.2 GB monitor grants, dollars, oversight of time targets and team reports via Moderator reports.

4.3 MNC: money for the process; GB preserve doc process and leave legacy documents

4.4 SLT, GB money.

4.5 SLT, not GB- \$

4.6 GB \$

4.7 Annually align organization with strategic plan in MARCH not August.

Finances

5.1: Consult with SLT

5.2: Assessments committee

5.3 Development Committee, Moderator's Circle

5.4 Goal, Outcome of Global Growth and Ministries

5.5 Project Plan: what will denomination look like in 2018

3. Assessment Ad Hoc (S-J/Team)

Will be working on hosting a webinar as part of the beta testing and information sharing. The background is that churches have history of financial difficulty. Previous focus has been on bringing them to compliance to vote at GC and only affect the lay delegate(s) who could vote.

Impact of Current Approach

- System of Forgiveness (read list)

Green Internal Slide

- Create Communication Strategy
- Focus on church is more pastoral, with restoration as focus
- Decision and negotiations shouldn't be done by people paid by assessments.

Recommendations

- OCLH: form team of advisers who can provide business style financial advice.
- Improve financial literacy of BODs

- Communicate quarterly of denomination's financial health

Suggested Approach

- Any church can request three month reprieve.
- Up to 3 months, watch and wait
- 3-6 months: Accept and support help from SLT, if accept support, eligible for forgiveness.
- If deny support, they can put forward their own plan.
-

Thresholds

- Tolerance
- Less than \$5000 approved by SLT
- Above \$5000 approved by Finance Committee

Restoration Plans Principles

- Churches remain in communication
- Church is restored
- Church understands and agrees to plan.
- If Church has joined process, either with SLT or put their own proposal, then how quickly they return to normal rate, determines how much is forgiven.
- Stays returns to rate in 12 months and stays current 12 months: 100% forgiveness.
- 24/24: 75%
- 36/36: 50%

Non-Compliance (to potentially consider)

- Churches that have not reported, no assessments, for a year, no communication with staff.
- In conjunction with SLT:
 - Failure to seat Lay Delegate at General Conference and/or seat clergy at GC (interims should not find themselves of position)
 - Nonrenewal of clergy license. Grace period for new clergy versus settled clergy.

Nancy and Onetta clarified that there are implications for the clergy manual and that we were talking about senior pastor clergy persons. There could also be suspension of the church's affiliation status. There was general discussion about the role of the pastor in influencing decisions around payment of assessments and communication with the denomination. Robert said that he hoped this would be vetted through a lawyer. There was discussion around what constitutes adequate communication (at least once a quarter). It was clarified that the trigger for this approach (if adopted) would be for churches that provide no written or verbal communication with the denomination and that there were attempts by the denomination to communicate with the congregation's leaders. There was general discussion about similar procedures and policies for other denominations.

Kareem asked that his elevated sensitivity around the subject be noted. He added that what makes this approach attractive is that it is based on providing resources first.

Robert and Gail talked about grandfathering in churches with existing agreements and there was consensus that they should be grandfathered. Nancy shared a few anecdotes about the good and bad of the discussions with churches in arrears.

FRIDAY, 7 MARCH

The morning was spent engaging a presentation from Professor Kwok Pui Lan, Episcopal Divinity School. Her presentation was titled, "Post-Colonial Work and Looking to the Future -- Ministry, Church Growth, Theology, Development." It was designed to help the Governing Board create an understanding of the challenges, responsibilities, history and opportunity with being a global movement of faith.

4. What's happening International Task Force (ITF)?

Follow up on ITF report recommendations, proposals and international work since General Conference 2013. Nancy gave an update on several staff initiatives. She noted the staff plan around communications (highlighting Carlos Chavez and his work with video). There is also the Global Covenant Team and Commission on the Statement of Faith. The effort is to unite us globally beyond just bylaws. Nancy said that she and staff would review the ITF report again. There was discussion about possibly having the Global Covenant group create a dialogue with the Governing Board at some point.

Raquel shared her thoughts on where the ITF succeeded and how more work they identified remains to be done. She also shared her ideas around what else the Governing Board could be doing to model the ITF's commitment to global ministry. She suggested having a small Governing Board subgroup to maintain that focus. There followed much discussion about having the Governing Board present at international events, and all denominational events. There was discussion about the positive impact of that and resources needed to support it.

5. Investments and Advisory Council

Darlene gave an overview of where things stand with the advisory councils. She also gave an update on the Virtual Ministry program. While there were several submissions, a duo from Northern California (USA) submitted a pro bono proposal, seeking only financial support for expenses. They are Ed Morgan and Irene Maudiman (sp?), from Peninsula MCC. Each has over 20 years experience and technical degrees. Darlene also announced the hiring of new staff for Church Growth and Development: Rev. Rachelle Brown, full time staff, and Rev. Alejandro Escoto (on contract).

Responding to Gail's request for what to expect in terms of church growth in response to these hires/investments, Darlene said that we can expect more churches to step forward as host/sponsor congregations for church plants, two Spanish congregations, both in US. Darlene shared a strategy to have congregations receive "credit" for their assessments in exchange for

sponsoring new church plants. There was discussion around the potential and the impacts of this proposal, including quick calculations from Barb.

There was discussion around the need for legal help to establish MCC formally as a denomination in several key countries around the world. Several suggestions for points of contact were made.

In response to a question from Kareem, Darlene said that there is a church plant team that works with Rachelle in the U.S. There are cultural differences that need to be appreciated in developing teams outside the U.S., Iberoamerica being one of them.

Gail brought up a concern expressed by the Large Church Pastors group that congregations were better situated to determine where to make church plants. They felt strongly that they should lead. Darlene asked how many churches they started to plant. Nancy responded by saying that the denomination has never made those determinations. She talked further about the need for more trust with the Large Church Pastors group. She said that we want them to be our partners, our wisdom council.

6. Strategic Plan Status

Gail gave an overview of how important communication is to plan implementation and system change. Two-way communication is paramount and leadership must relinquish control. Congregations become brand ambassadors. How to get pastor buy-in to spread to congregation. We did a group exercise in effective, engaging communications.

Best One Way

Headline News (but frequency is a challenge—too many? keeping it fresh)- Onetta, Clinton

Best Two Way

Live Webinar (with time zone and language challenges)- SJ, Raquel

Neutral Two Way

In Person General Conference

Live Pre-recorded Webinar

Barb noted that not all communication is created equal:

- Awareness: Inauguration Prayer
- Functional Awareness: General Conference Bus Meeting
- Call To Action: Fill out survey
- Communication Concept of Reach and Frequency. If you send it one time
- Unused and Underused

SATURDAY, 8 MARCH

7. Moderator Nominating Committee Update

Robert recused himself from the discussion and left the room.

Onetta reviewed the areas of Governing Board governance responsibility: interpreter UFMCC Bylaws and managing Bylaws process, managing policy handbook, and other projects as they develop (ITF, General Conference).

Elisa Vega-Burns (Chair of the Moderator Nominating Committee) joined the meeting via Skype. She introduced herself and gave an update on MNC activities including their recent face-to-face meeting. She gave an overview of their draft process document.

Kareem asked if there was anything more the Governing Board could do to support the MNC's work. She said that Onetta and staff have been very supportive. Beyond prayer for them, she said they had what they need for now.

Onetta that Moderator Wilson lead a (virtual) anointing of the team. Nancy lead the group in prayer and (virtual) anointing.

Onetta reviewed the feedback on the MNC search process document. The July 16th date was removed and clarified that the MNC's work ends with General Conference. They expand the confidentiality around personal data. She will circulate the updated draft with the Governing Board and Council of Elders. Nancy shared that she surveyed the Council for potential applicants for Moderator and none of them indicated that they were in discernment about that. Therefore, none will be excluded from reviewing the process document.

Gail expressed concerned about recruitment of candidates and the need to have that be as extensive and far reaching as possible. She asked that the MNC be instructed to conduct educational meetings with pastors and not just the recruitment of applicants. Many pastors may understand too little about the scope of the Moderator's position. Onetta responded by saying that as the Committee works, they will reach out to affinity groups and the grassroots; all will be equal. They can be expected to use webinars. Survey Monkey, etc.

Gail suggested that before the application process begins, the MNC affirmatively state that this is who MCC will be looking for, for pastors to have a chance, some time before application due, to review that profile and decide if they want to apply and how they can help with recruitment. Onetta said that this would all happen before applications were due.

Gail also expressed concern for the language regarding the Governing Board's MNC liaison. She said that language is not the same as the charter. To make it consistent, it might say that the liaison is to assure the MNC has resources, and communications. Onetta said that she would recommend that we say the Liaison will "provide guidance and support."

Kareem asked about the international rollout, saying that there should be an international presentation of the slate of candidates. He mentioned a global tour, sending candidates overseas. Resources may preclude that. Onetta responded by saying that there is no commitment to doing that, but we can look into it. The commitment is to doing that virtually.

Nancy said that she felt it was acceptable to commit to saying that we will make every effort to present the slate outside the U.S. in person from the get-go. She added that money will be an issue. How do you do that in a fair way—globally fair and adequate? Money is a big issue.

Candidate availability. Perhaps they could be presented in three points around the globe. Gail expressed concern with having some candidates being presented outside the U.S. in person along side others who were Skyped in. Barb said that the MNC (at their in person meeting) talked about ground rules—presenting everyone or nothing (and perhaps having networks cover expenses for the visits). Gail said that the Governing Board should have this in mind for the budget. SJ said that it was important to not commit to something international and then not do it. It could be more destructive. SJ and Kareem suggested we abide by Nancy's language regarding clearly stated intentions for an international roll out (every effort to make this globally accessible and fair).

Onetta agreed to make four changes: delete the Moderator Start date on page 10 of document; on document to put more confidentially; remove direction and add guidance and support; and to make language include to use Nancy's language.

GOVERNING BOARD MOTION 140803.1: Motion to approve the changes to the Moderator Nominating Committee's Search Process document with the aforementioned changes, made by Carol, seconded by Kareem. MOTION PASSES UNANIMOUSLY (Robert was not present for the vote, as he recused himself from the discussion and vote).

Onetta added that the MNC will roll this out via its own webpage.

8. Assessment of Governing Board Recruitment for Select Appointments

Robert rejoined for this discussion.

Onetta reviewed the process used for 2012 and 2014 Young Adults for the face-to-face meetings. Nancy noted that having graduates of the Leadership Mentoring Retreat (LMR) program insures some level of understanding that people could benefit by being here. Onetta said that this process was done by a letter. Once you send the invitation to persons to apply.

We reviewed the Governing Board Nominating Committee and Governing Board vacancy appointment processes.

Nancy encouraged us all to keep our own files of people who might serve on committees, the Governing Board, or who have great leadership skills. Invite them to LMR or LEAD. Think about them about how they can serve. Wear that recruiting hat. As you talk to pastors, people who are leaving BOD and have done a really good job are people who could have energy and time to do work at MCC.

Carol asked about the resolution of the issues around using different types of score sheets for the interviews. Onetta explained the reason for the choice and noted that we continue to experiment to find what works best. Robert asked that we get that resolved as soon as possible. Kareem asked the Young Adult guests to share their experiences with the recruitment and application process.

9. Moderator Nominating Committee (MNC) Alternates.

Kareem and Onetta discussed clarifying who owns the interpretation of bylaws. Onetta said that the Bylaw Team Chair, who is from Governing Board, “manages” the bylaws process. They manage bylaws as they come up for vote.

Onetta reviewed the proposed process for further consideration of how to appoint alternates to the MNC. The Office of Emerging Ministries (OEM) was asked to help identify four candidates. Nancy said that it was helpful to ask who are best recruiters. For general recruiters, she said she was concerned we don’t have enough Bylaw Geeks. Lay Delegates are not up-to-date, and there has been a decline in Bylaw literacy.

Gail said that there are some steps we can do to help ourselves and the candidates. We need shorter Questions. Skype is a challenge. Kareem suggested that there are other technology platforms that work better than Skype for these.

Lauren suggested that we encourage people to put service in this area as part of their personal plans during the YALMR. That will need solid follow up and support.

Robert returns at 10:35

Brian shared his experience with the Young Adult Advisory Council and noted that he felt like their hands were tied, but that there are many YA willing to serve. Nancy said that she would loop back to Darlene and that this may be an issue with (inadequate) staffing and funding.

Onetta said that it is a challenge to have three positions (and some say not represented).

SJ noted that Young Adults tend to lack an extensive enough Curriculum Vitae, especially for things like the MNC. We may need to rethink how the criteria read if wanting to recruit Young Adults.

Onetta said that there are several areas to re-examine: developing forms to tweak internally., short-listing (appreciating that it is an art), weighing differing philosophies about interviewing everyone and then short-list.

Nancy asked when we would make the alternate appointment announcement.

10. Development Committee update.

Robert share the goals of the Committee:

1. Continue to look at the success of MC to 600 members, valued at \$225,000. Quarterly opportunities for webinars, hosting sites where MC recruiting available.
2. Develop Major Donor Plan

3. Year-End Holiday Mailing Goal—end of Q3.

Robert said they would look at May of 2014 to try to get all of stuff done. He said they want to ramp up for Fellowship Sunday. Goal 5 is around the Development Committee long terms plans for staffing. We need a better website to leverage fundraising opportunities.

As we consider rollout packages, we need 100% participating from the Governing Board whether cold call, it's going to come up again. Some were able to participate in free webinar, but if you know of any resources, let us know so we can get resources out.

Nancy said they discussed training at the August meeting on making funding requests. Nancy shared some success stories with that. She also shared several upcoming events with Governing Board members in California and Florida. Gail and Robert are collaborating on a fundraiser concert series in Florida.

Kareem mentioned Mark Kormann as a person to partner with. Barb further explained his background. Carol mentioned a person who is a financial advisor as a potential aide and so did Gail.

Lauren encouraged us to look to Young Adults to start out as low donor givers. SJ and Raquel said that the literature we have does not clearly convey that any amount allows you to join the Moderator's Circle.

Robert said they are also looking at big plans for the 50th Anniversary. Nancy said that she has been working with Tony Freeman and others for prospectus. Certainly Mark's name has come up, and the other person's name has come up. We want them to help with Major Donors, that's the biggest issue. And staffing over next five years. Is what we need is consultation? She said that we budgeted for a contract position. Kareem talked about the consultants he recommended that their skills matched what we said our needs were. Nancy said that she wants us to be unstuck around this. Gail said that we should all submit names to Nancy and Barb for potential contractors. Carol asked that we be specific about what we are seeking. Robert mentioned that he's been working with Carl Davis.

Robert said that we have backed away from classifying the 50th Anniversary as a Capital Campaign. Nancy said that she will be working with the Board at Founders MCC since it will also be their 50th as well as MCC's to make it coordinated and complimentary. We need a Blue Ribbon Committee.

Robert said we need to have a conversation, have it now, so we aren't rushing to catch up.

Gail agreed. When you do a Capital Campaign, it's a five-year projection. I'd be happy to help with that. An Endowment has more restrictions. She said that we need to start with asking pastors who have been involved in Capital Campaign, to get early buy-in.

Nancy said that we would conclude it at General Conference 2019. Look at it as year-long celebration. The possibilities could be amazing. We'll have to look at our goal, how to get there, how is there buy-in? How does it benefit our churches? What kind of committee do we need? How to clarify role.

Kareem: Tell story for a year, increase buy-in, the Fairy Tale, start in LA, and look for location to tell story about future. It's this narrative. It's in telling story about fund development. Who helps tell story.

Onetta said that the actual house in Huntington Park is a historical site.

Carol asked: What is goal? What is to benefit?

Nancy: To support the ministry and vision.

Kareem: \$5 million fund balance by 2019.

Nancy: Other initial brainstorming thoughts. When should committee be set?

Gail: At 2016 GC, need to lay out.

Kareem: I don't want to leave out Program- and Pastor-sized pastors.

SJ: Most successful capital campaigns have specific purposes for what money will be used, to say it will go in Gen. Fund, doesn't stand. Darlene said in UK, that none of the churches have building funds. We already have people on Moderator's Circle who give for [daily operations], but others will pay for [target]. We're not starting in right place; need to think about where money would go.

11. Review Parking Lot

- **GC 2016 Goals.**
- **50th Anniversary:** Development Committee will come with a plan.
- **Raquel's offer (anniversary video):** Nancy will come back to you after I talk to SLT if there are any steps.
- **Conflict of Interest and Clarity:** Technically and Philosophical. Kareem and Carol will help lead that discussion for the August meeting
- **Team Building:**
- **Follow Up on Open Questions:** At our May meeting, we'll have time to follow up on Pui

12. GJI Appointment

The Governing Board has two seats on the Global Justice Institute's (GJI) Board of Directors. One is for the Moderator and another is an appointment from the governing Board. For the August face-to-face meeting, the GJI bring documents and revised structural explanations. Rev. Pat will be here. How do we understand relationship of our institutions? They have a piece in that. The recommendation is to appoint Kareem to the GJI Board.

GOVERNING BOARD MOTION 140803.2: Motion to appoint Kareem Murphy as the appointed representative to the Global Justice Institute's Board of Directors, made by Onetta, seconded by Carol. MOTION PASSES UNANIMOUSLY.

13. Revising Committees

Onetta initiated a discussion around a mid-year adjustment to Committee membership. Nancy said we did not.

Nancy and Robert started a discussion around the need to plan for the Moderator's Retirement. There will be two parts: interfacing with General Conference planning, and financial. Robert said that this needed to be done right. This could be a major fund development opportunity as well. He clarified that this is NOT about succession planning. Onetta said that the Elders and others need to have a part in this as well. Gail called for a hybrid approach. Robert said that he wanted to be on this committee.

By affirmation, the initial composition of the Moderator's Retirement Committee will be Robert, SJ, Gail, Barb.

14. Governing Board Meeting Changes

Kareem said that the scheduling of face-to-face meetings has been highly problematic. He suggested we consider moving at least one of them to Friday-Sunday, particularly to accommodate the lay members who may need accommodation in the future. Carol reminded us that as we candidate we were aware of the meeting dates for that year. Nancy said that we've tried to move meetings in the past and we could revisit that again. SJ noted that it is an even bigger commitment for people outside the U.S. and shared that it is an extra two days for her at least. Nancy said that she and Barb would take that on, so we have a balance.

15. Policy Manual

Raquel shared that Dan Hotchkiss (a consultant on this project) recommended a three year cycle to review and update the Policy Manual. She asked for feedback on that.

Raquel said we also needed clarification around how (and if) we engage former Governing Board members on our Committees. She referenced Liz Bisordi as an example. They have knowledge we can use but we may need some boundaries around what is discussed. The larger issue is how we engage third parties in our work. Do they vote? How do they handle (if at all) confidential information?

Nancy said that it is good to use former members in an advisory capacity, as it shows good stewardship and capacity. This may not need to be policy. She said that we may want to look at finding continuing roles for former Vice-Chairs, to continue having a mechanism for their contributions.

Onetta said that on the Finance Committee, we've had consultants who have had voice no vote. We did that with Liz in the transition to carry over knowledge. In the case of Marsha, she is a full member, though a non-Governing Board member. Same as on Marvin Bagwell on Audit Team. That became process. And confidentiality, that's a given.

Gail said that the lack of clarity has been very confusing. Carol's membership. The reason Liz was on their the first place, Gail recruited her was the background. What she really needed was a three-month transition.

Kareem said that we should make sure decisions are oriented to the future. If the goal is to get good info and sound advice, then he suggested committees have flexibility. It would be unwise to craft something that hamstrings the committee. Committees don't have independent status.

Gail said that the Finance Committee works well together, and I agree too many rules may be confusing. Onetta said that committees are only making recommendation and that we will have a challenge with determining how to use the talent. We can bind the time outsiders serve.

Raquel said that we need to look at chairperson rotation. We need to give people the opportunity to be chief of their committee. Nancy referenced the changes made around service as Treasurer. She said that we have six year terms and that people change committees, the committees should also change leaders so we all participate, have opportunity to serve with different people.

Nancy referenced the one-year service of the Vice-Chair. Perhaps we need a role for the outgoing Vice-Chair. People bring different gifts. How can it be valued in following year? Let that person have a role, it's helpful to have on an executive committee. It feels like it could be helpful.

Raquel said that she would move forward with a policy and/or procedural recommendation and invited others to join her. Clinton joined her as a sub team to work strictly on policy.

The Governance Committee will now be Onetta, Raquel, Clinton.

16. Communications Committee

Kareem said that the Team is making a recommendation, based on advice from Dan Hotchkiss, to have the Secretary permanently chair the Communications Committee. It will be Kareem (Secretary), SJ and Robert. The plan includes more webinars and better regular communication. There will be a more structured plan brought forward for the April meeting. SJ added that it will include a long-term vision for communications.

Raquel said that she wanted to create a mechanism to ensure that our communication strategy and perspectives are international from inception. She referenced the business meeting, follow up from the ITF and perhaps an additional sub-team within the Governing Board. Kareem agreed to work with her on that.

Nancy and Clinton head a closing Worship and Communion at 5:30 p.m. (EST).