

THE BLUE BOOK

ORGANIZATIONAL MANUAL FOR FRIENDS GENERAL CONFERENCE

2006 Edition

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I. INTRODUCTION

Friends General Conference (FGC) is an association of Friends' yearly meetings and associations, and a few directly affiliated monthly meetings, which nurtures religious life and witness within its constituent groups in the United States and Canada.

FGC draws together the resources of its member meetings to provide conference services, publications, book distribution, intervisitation, and other outreach to its constituent meetings, to seekers, and to the Religious Society of Friends at large. Its policy-making body is the Central Committee, which meets annually, guided by the presiding clerk, assisted by the officers of FGC and the clerks of the standing committees. The General Secretary is responsible for seeing that the decisions of the Central Committee and the Executive Committee are implemented by the office staff and the committees.

The work of FGC is carried out by its committees and staff. The administrative committees maintain and administer the organization. These include the Finance, Development, Nominating, Personnel, Property and several smaller committees. Other work for the organization itself is guided by the Committee for Ministry on Racism, which works to enhance racial and ethnic diversity and eradicate racism within FGC and its affiliated meetings; and the Discernment in Long Term Planning Committee which facilitates the development and evaluation of the five-year plans which guide the work of FGC.

The program committees of FGC guide and carry out the programs serving Friends and their Meetings. These committees include:

- Advancement and Outreach, which nurtures new worship groups, considers new affiliations and promotes outreach through publications, advertising, workshops, and websites.
- Christian and Interfaith Relations, which provides a means for FGC Friends to engage in ecumenical and interfaith dialogue.
- Long Range Conference Planning, which makes policy and has primary responsibility for the annual Gatherings and supports small conferences co-sponsored with other FGC committees.
- Ministry and Nurture, which seeks to nurture the life of the Spirit within Central Committee and among monthly and yearly meetings and other regional associations of Friends.
- Publications and Distribution, which guides the publishing and distribution of Quaker-oriented materials and other resources for spiritual nurture.
- Religious Education, which brings together gifted religious educators to create conferences and workshops, First-Day School curricula, as well as books and learning guides for Friends across the life span.
- Traveling Ministries Committee, which guides the work of the Traveling Ministries Program facilitating the visits of seasoned Friends to meetings in nurturing and supportive ministry. (Under the care of Ministry and Nurture, this committee is composed of representatives from all the program committees.)

II. AFFILIATION HISTORY

FGC developed out of the efforts of 19th century Hicksite Friends to share experience and thought in several areas of endeavor. The first such organized effort was the formation in 1867 of the First Day School Conference. In 1881, the Friends Union for Philanthropic Labor brought together Friends formerly active in the Underground Railroad who had continued to work ardently for peace and social reform. Friends Religious Conference was organized in 1893 by Friends with a special interest in world religions. Finally, in 1894, Friends Education Conference provided a focus for persons concerned with Friends schools and colleges. These four conferences frequently met at the same time and in the same place. In 1900, they reorganized under the name Friends General Conference. The seven original yearly meetings to affiliate were: Baltimore, Genesee (principally in Canada), Illinois, Indiana, New York, Ohio, and Philadelphia, and all had been variously involved as sponsors of the prior "Conferences."

Through the years there have been changes in the yearly meetings comprising FGC. Ohio Yearly Meeting was discontinued in 1920. Indiana changed its name to Ohio Valley Yearly Meeting in 1976. Genesee merged with Canadian Yearly Meeting in 1955, and the united group is part of both FGC and FUM. When the New York and Baltimore Hicksite and Orthodox Yearly Meetings came back together they maintained their affiliations with both FGC and FUM. New England, which was already affiliated with the Five Years Meeting (which became Friends United Meeting in 1966), sought further affiliation with FGC in 1959, while maintaining their ties with FUM. Some newer yearly meetings have sought joint affiliation; others affiliated only with FGC. The other yearly meetings which have affiliated since 1900 are South Central (1962), Lake Erie (1967), Southeastern (1972), Southern Appalachian (1979), and Northern (1982). Two regional associations have joined: Piedmont Friends Fellowship (1975) and Alaska Friends Conference (1979).

FGC has also had a small number of monthly meetings which were directly affiliated, either before their yearly meeting was ready to affiliate with FGC, or because there was no congenial yearly meeting in their area. At present the directly affiliated monthly meetings are Oread Meeting in Lawrence, Kansas (1974); Manhattan, Kansas (1976); Topeka, Kansas (1987); Sacramento, California (1989); Heartland Meeting in Wichita, Kansas (1990); Horry County, South Carolina (1992), Olympia, Washington (1999), and Davis, California (2002).

III. MINUTE OF PURPOSE AND MAJOR GOALS

At its meetings Tenth Month 19 to 22, 1995, FGC Central Committee gave final approval to the following Minute of Purpose.

Friends General Conference is a Quaker organization in the unprogrammed tradition of the Religious Society of Friends which primarily serves affiliated yearly and monthly meetings. It is our experience that:

- *Faith is based on direct experience of God.*
- *Our lives witness this experience individually and corporately.*
- *By answering that of God in everyone, we build and sustain inclusive community.*

Friends General Conference provides resources and opportunities that educate and invite members and attenders to experience, individually and corporately, God's living presence, and to discern and follow God's leadings. Friends General Conference reaches out to seekers and to other religious bodies inside and outside the wider Religious Society of Friends.

In order to implement this Minute of Purpose, Central Committee also approved a statement of "Major Goals" to guide decisions about our work during the succeeding five years.

God willing, in the next five years, Friends General Conference will:

1. *Provide, and help its affiliated yearly and monthly meetings to offer, opportunities for worship and spiritual nurture to people ranging from the most seasoned Friends to the newest seekers.*
2. *Nurture monthly meetings and worship groups, particularly those that feel small and isolated, or are in areas where little support is available.*
3. *Build and sustain an extended, loving community of Friends, a community which embraces and respects great diversity but which is nevertheless based on the experience of unity in God's spirit.*
4. *Articulate, communicate and model core experiences, values and principles of Friends, such as the direct experience of God, the miracle of the gathered meeting, the meeting for worship for business, the balancing of individual leadings and corporate discernment, and the call to live and witness to our faith.*

The programs and services of Friends General Conference will change somewhat each year as we are led by the Spirit, and as the needs of the meetings and Friends we serve undergo change, but these major goals will remain to guide our decisions until Central Committee is clear to change them. In 2003 the Minute of Purpose and Major Goals were reaffirmed as the basis for a second Long Term Plan, which began in 2004.

IV. ORGANIZATION

IV-A CENTRAL COMMITTEE

1. **Responsibility:** The Central Committee is solely responsible for:
 - a. Making final policy decisions affecting the Friends General Conference organization and program.
 - b. Approving the annual budget.
 - c. Making changes in the corporate by-laws.
2. **Membership:** The Central Committee is composed of persons appointed by affiliated yearly meetings, monthly meetings and associations and of persons co-opted by Central Committee action. Unless otherwise specified, appointments are for three years, with a limit of six consecutive years of service.
 - a. Affiliated yearly meetings and associations are asked to name two appointees for every 500 members. Those with less than 1,000 members are asked to name up to three appointees. Monthly meetings which are directly affiliated with FGC are asked to name one appointee. Monthly meetings in close geographic proximity may, if they choose, join together to name one appointee to represent and report to each monthly meeting.
 - b. Affiliated meetings with three or more appointees name one third of their appointees each year.
 - c. To achieve wide age distribution, affiliated meetings are urged to make the ages of their appointees reflect the age range of the members of the appointing meeting and to include the appointment of at least one Young Friend.
 - d. Presiding clerks of affiliated yearly meetings and associations serve ex-officio.
 - e. Co-opted persons are appointed by the Central Committee on recommendation of the Nominating Committee. Co-opted persons are appointed for a term of one, two or three years and may not be co-opted for more than six consecutive years.
 - f. Observers, such as staff from affiliated yearly meetings and/or persons from non-affiliated meetings, may, at the invitation of the Presiding Clerk or the General Secretary, visit Central Committee sessions and receive copies of its minutes.
 - g. Persons not on Central Committee who are invited to work with program committees or become corresponding members at committee discretion need no approval from Central Committee, and have no Central Committee responsibilities. The usual term for committee invitees is one year, renewable for up to six years.
3. **Appointments:** The Central Committee makes the following appointments from among its membership: officers of FGC, the Executive Committee, clerks and assistant clerks of all standing committees, members of all administrative committees, Directors of the Friends Meeting House Fund, Inc., members of the Nominating Committee, and representatives to other bodies named in Section VI of this document. The Executive Committee may act for Central Committee in this capacity.

4. **Expectations:** Central Committee members are expected to:
 - a. Attend the annual meetings each year of their term. Members terms begin with the first Central Committee meeting after their appointment and end at the end of the Central Committee meeting for the last year of their term; so a Friend who serves a three-year term attends four annual meetings of Central Committee.
 - b. Serve on at least one program or administrative committee.
 - c. Promote and participate in the Annual Gathering, and other programs of FGC to the extent possible.
 - d. Keep their own FGC-affiliated meetings informed about FGC activities.
 - e. Keep FGC informed of needs and concerns of their respective meetings.
 - f. Make financial contributions as well as giving of their time and energies to support the work of FGC to the extent possible. Limited financial resources should not be a barrier to Central Committee service.
5. **Alternates:** If a meeting's representative is unable to attend Central Committee meeting, an alternate should be appointed. Alternates may attend any committee which interests them. If members are no longer able to participate actively in Central Committee, they are urged to ask the appointing yearly meeting to replace them.
6. **Meeting Sites:** Sites for Central Committee meetings should be chosen with appropriate concern for facilities which are conducive to the proper conduct of our business and convenient for members.

IV-B EXECUTIVE COMMITTEE

1. **Responsibility:** The Executive Committee acts on behalf of the Central Committee between sessions and reports to the Central Committee. It also seasons major issues in preparation for Central Committee.
2. **Membership:** The Executive Committee is composed of:
 - a. Officers of FGC.
 - b. Clerks of standing committees or their designees.
 - c. One representative from each yearly meeting appointed annually for a one-year term by Central Committee upon recommendation of the yearly meeting's own representatives to Central Committee. In the absence of a recommendation by the yearly meeting's Central Committee members, the Nominating Committee recommends a representative from among the yearly meeting's Central Committee members. Representatives may be reappointed but may serve no more than six years consecutively.
 - d. Five at-large members recommended by Nominating Committee and appointed by Central Committee for one-year terms up to a limit of six consecutive years service. The Nominating Committee, in recommending at-large members, takes into consideration unrepresented affiliated meetings and larger meetings.
 - e. Clerk or co-clerks of current Gathering Planning Committee.
 - f. The immediate past presiding clerk of FGC in the year following the completion of his/her term as clerk.
3. **Appointments:** The Executive Committee is responsible for the appointment of the General Secretary.
4. **Personnel Policy:** On recommendation of the Personnel Committee, the Executive Committee approves the annual salary schedule, changes in the Personnel Procedures Manual, amendments to the Friends Pension Plan, and other personnel policies.
5. **Alternates:** If an Executive Committee member under 2b and 2c above is unable to attend an Executive Committee meeting, that member is asked to see that an alternate attends and has all appropriate material.
6. **Meetings:** The Executive Committee meets at least twice a year on dates fixed well in advance and geographically rotates its meeting places. It may meet in emergency session at the call of the Presiding Clerk.

IV-C CLERKS' CAUCUS

While meeting together with members of the Discernment in Long Term Planning Committee to work on the first Long Term Plan, the clerks of the program and administrative committees discovered these meetings were useful in understanding what other committees were doing, what challenges and opportunities others were facing and what areas of common interest existed. An interest in regular, but informal gatherings of committee clerks grew from these early meetings.

Clerks come together to share with and support each other, to discuss issues of common interest as committee clerks and to provide mutual support in their roles as clerks. This informal group has no other specified duties.

1. **Membership:** Clerks of all administrative and program committees participate in the Clerks' Caucus, as they are able. Assistant Clerks of committees who are in attendance at Executive Committee are welcome to participate also. The Presiding and Assistant Presiding Clerks attend, as they are able.
2. **Meetings:** The Clerks' Caucus traditionally meets during the afternoon at the start of each Executive Committee meeting weekend and briefly during the Central Committee meeting weekend. It may meet at other times as necessary.
3. **Convenors:** Responsibility for convening and facilitating meetings rotates among the participating committee clerks.
4. **Reporting:** The Clerks' Caucus reports to Executive Committee after each of its meetings and may bring concerns or recommendations to Executive Committee for its consideration.

IV-D OFFICERS:

Officers except the Assistant Clerk are appointed for three-year terms and may serve no more than six consecutive years.

1. Presiding Clerk

- a. Presides at meetings of the Central and Executive Committees.
- b. Plans agendas in consultation with the General Secretary and arranges for timely distribution of materials needed for the next Central Committee or Executive Committee meeting.
- c. Supervises the General Secretary.
- d. Functions as an ex-officio member of the Committee for Ministry on Racism and the Advisory, Personnel, Finance, Development and Discernment in Long Term Planning Committees.
- e. May attend meetings of any other administrative or program committee in an ex-officio capacity.
- f. Provides guidance, advice and support for committee clerks, assists those clerks who are having difficulties and, if absolutely necessary, takes steps to relieve a clerk of his/her duties.
- g. Works with the Nominating Committee to provide orientation for new committee clerks as appropriate,
- h. Appoints an ad hoc Naming Committee each year to propose names for the Nominating Committee.
- i. Appoints replacements for interim Nominating Committee vacancies.
- j. Acts for FGC in official capacities.
- k. Should be approved a year in advance, if possible, and serve the year preceding clerkship as Assistant Clerk. While the Presiding Clerk-designate may hold another position of leadership in addition to that of Assistant Clerk, the Presiding Clerk-designate should be divested of that position no later than six months prior to taking office as Presiding Clerk.
- l. The immediate past Clerk is co-opted to the Central and Executive Committees for one year.

2. Assistant Clerk

- a. Acts for the Presiding Clerk in his/her absence.
- b. Acts in a consultative capacity to the Presiding Clerk on matters of concern to the organization.
- c. Assumes responsibilities as suggested by the Presiding Clerk or the Central Committee.
- d. Serves as clerk of Advisory Committee.
- e. The term of an Assistant Clerk may be adjusted to allow a Presiding Clerk-designate to serve as Assistant Clerk during a Presiding Clerk's last year in office.

3. Recording Clerk

- a. Prepares minutes of all Central and Executive Committee meetings.
- b. Reads minutes aloud for consideration and approval at appropriate intervals during business sessions.
- c. Works with FGC staff on the archiving of minutes, related reports, and other records noted in Appendix D.
- d. Is an ex-officio member of the Advisory Committee.

4. Assistant Recording Clerk

- a. Assists the Recording Clerk in her/his responsibilities as directed.
- b. Acts for the Recording Clerk in his/her absence.
- c. Is an ex-officio member of the Advisory Committee.

5. Treasurer

- a. Is responsible for the oversight of the general bookkeeping processes whereby the staff maintains up-to-date records on FGC operations, in the office and at the annual Gathering.
- b. Provides advice on financial matters to Program and Administrative Committees.
- c. Is responsible for investing FGC's money, with the advice of the Finance Committee and the General Secretary.
- d. Monitors FGC's income, expenses, fund balances, cash flows, restricted funds, designated funds and reserves.
- e. Prepares quarterly and end-of-year reports for Executive and Central Committee. Monitors the cash flow budget after Central Committee approves the income and expense budget.
- f. Is an ex-officio member of the Advisory, Finance, and Personnel Committees.

6. Assistant Treasurer

- a. Assists the Treasurer in her/his responsibilities as directed by the Treasurer.
- b. Acts for the Treasurer in the absence of the Treasurer.
- c. Is an ex-officio member of the Finance and Advisory Committees.

IV-E STAFF

FGC staff are hired to do much of the actual coordination and implementation of FGC programs and services. Staff serve committees, participating in committee processes of discussion and discernment, but deferring to committee members at the actual point of assessing the final sense of the meeting.

1. **The General Secretary** provides spiritually grounded leadership for Friends General Conference, keeping to the mission and objectives as determined by Central Committee. The General Secretary is the chief executive and is responsible for providing effective management, which frequently involves consultation with the officers, committee clerks and staff of FGC. The General Secretary advises and reports to Central and Executive Committees. The Presiding Clerk and the Clerk of Personnel Committee are responsible for evaluating her/his work. Duties include, but are not limited to:
 - a. Hiring and, if necessary, firing of all other staff.
 - b. Supervising the Associate Secretaries and several (but not all) Program Coordinators.
 - c. Carrying ultimate responsibility for the performance of all staff and seeing that each staff member has adequate supervision.
 - d. Carrying ultimate staff responsibility for the financial affairs of FGC.
 - e. Advising, and serving as an ex officio member of, all administrative committees, participating regularly in the meetings and discernment processes of Personnel, Finance, Discernment in Long Term Planning, and Advisory committees.
 - f. Serving on the Friends Meeting House Fund Board of Directors.
 - g. Representing FGC to the wider world of Friends and to the general public, as appropriate.
2. **Fiscal and Property Manager** reports to the General Secretary. Duties include, but are not limited to:
 - a. Monitoring and supporting all financial operations of FGC.
 - b. Supervising the Bookkeeper, Bookstore Manager, Computer Systems Manager, Receptionist and Data Coordinator, and other staff as directed by the General Secretary.
 - c. Administering the Friends Meeting House Fund.
 - d. Advising and participating in meetings of the Finance Committee and Friends Meeting House Fund.
 - e. Administering routine personnel operations, including payroll, benefits and time off records.

3. **Associate Secretary for Development and Interpretation** reports to the General Secretary. Duties include, but are not limited to:
 - a. Coordinating and monitoring all development work of FGC.
 - b. Implementing much of the development work, particularly work on major gifts, deferred gifts, and special development campaigns.
 - c. Coordinating and monitoring all general FGC communications with the Quaker and wider publics.
 - d. Advising and participating in the meetings of the Development Committee.
 - e. Supervising other program-level Development staff, and seeing that all other Development staff receive adequate supervision.
4. **Program Coordinators and Associates** serve one (or sometimes two or three) FGC committees and carry major responsibility for carrying out the programs of that committee or committees. Duties include, but are not limited to:
 - a. Coordinating implementation of the programs and services of their committee(s).
 - b. Supervising support staff and/or volunteers, as appropriate.
 - c. Advising and participating in the meetings of their committee(s).
 - d. Monitoring the financial affairs of their committee(s) and program(s).
 - e. Seeing to it that committee members and the committee clerk receive appropriate logistical support.
5. **Support Staff** provide support to other staff and committees and report to Program Coordinators, Associate Secretaries or the General Secretary. Duties include, but are not limited to:
 - a. Carrying out office, administrative, data management and other support work.
 - b. Providing direct services to the Quaker and/or general publics, as appropriate.
 - c. Providing support to FGC committees and clerks, as appropriate.

*IV-F ADVICES TO COMMITTEES: THEIR MEMBERS, CLERKS AND STAFF***Committee Work Within FGC**

The membership of each FGC committee may include volunteers from Central Committee, persons selected through FGC's nominating process, one or more staff people, and often persons invited or co-opted for service on the committee. The central work of each committee is to find unity in God with respect to how it should move forward in carrying out its designated tasks and fulfilling its responsibilities within the FGC structure. This work requires corporate discernment growing out of prayerful consideration of the matter at hand and careful reflection on the many facets of the matter which have been brought to light in the committee's deliberations. Such unity is often achieved more quickly when committee members are more open to the (sometimes surprising) movements of the Spirit among them.

While all members of the committee participate fully in the discernment process, each member has their own roles and responsibilities. It may be presumed that all Friends serving on FGC committees have some acquaintance with the role of a presiding clerk in meetings for business. That FGC is blessed with staff presence on its committees introduces factors which both enrich and complicate our familiar Quaker committee process.

The following Advices are intended to provide some guidelines and suggest a structure within which we have found committees of FGC can meet and discern how to do their work in good order.

1. Advices for Program and Administrative Committees

Based on our experiences of committee work within FGC, Central Committee commends the following advices to members of each administrative and program committee of FGC.

a. Spirit of the Work

- 1) Consider carefully the committee's work; be prepared to listen with discernment in order to help the committee reach unity when carrying out the responsibilities of the committee.
- 2) In your meetings welcome and orient new members so that a sense of community is developed and nurtured within the committee.
- 3) Consider how to carry the responsibility of the work both during meetings and between meetings.
- 4) Provide opportunities for all members of the committee to share and participate in the work, such as the use of subcommittees or other mechanisms.
- 5) Consider how the committee and staff can best support each other in carrying forward the committee's work.
- 6) Use corporate discernment to find unity in decision-making. Pay attention to recording those decisions carefully.

b. Focusing the Work

- 1) Participate in the discernment of the committee's purpose and goals and connect them to the current long-term plan. Clarify the work using both long and short-term objectives.

- 2) Discern and clarify policies for the committee's programs as needed.
 - 3) Formally approve all committee projects and programs with a minute that is sufficiently detailed to guide those undertaking this work before it is begun.
 - 4) Develop and utilize processes for evaluating and monitoring programs with attention to strengths and areas for improvement.
 - 5) Help the staff to develop the committee's budget.
- c. Relationship between Committees
- 1) Understand the overall FGC budget and work with other committees to discern priorities for the final budgets.
 - 2) Review job descriptions related to shared committee staff positions.
 - 3) Plan with other committees to minimize conflicting demands on shared staff.
 - 4) Nurture formal and informal relationships among committees.
- d. Care of the Committee's work
- 1) Be mindful of how the committee is functioning as a Spirit-led community.
 - 2) Review the committee's success in terms of meeting its specific goals and of working with other committees in relation to FGC's long-term plan.

2. Advices for Clerks of Program and Administrative Committees

Out of our experience of conducting committee work, FGC's Central Committee provides the following advices to the clerks of all program and administrative committees of FGC.

- a. Clerking and Committee Work
- 1) Prepare the agenda in close consultation with the committee staff.
 - 2) Nurture a sense of community within the committee with particular attention to integrating new members.
 - 3) Come to meetings prepared to listen prayerfully for unity. Encourage the committee to practice careful discernment in its work.
 - 4) Be an example in creating an atmosphere of deep listening, particularly when conflicts arise.
 - 5) Help the Committee reach clear and well-seasoned unity in its decisions and clearly minute those decisions.
 - 6) Understand the responsibility of clerking and be willing to step aside from clerking when you need to express your own point of view on an issue or when your point of view hinders your ability to clerk the meeting.
 - 7) Assist the recording clerk and staff to see that the minutes are completed and circulated to the Committee in a timely manner.
 - 8) Work with staff and committee to follow through on committee decisions and other committee work.
 - 9) Nurture new leadership for the committee.
 - 10) Recognize that the relationship between the clerk and staff person is important and complex. Conflicts with a staff person should be addressed in a timely manner. If necessary, request assistance from the Presiding Clerk or General Secretary. Remember that conflict is challenging and is best resolved through early, direct and respectful communication.

- b. Communication
 - 1) Communicate clearly and regularly with committee members and staff to facilitate carrying out the work of the committee between meetings.
 - 2) Maintain mutually agreeable communication with the Presiding Clerk.
 - 3) Communicate with the General Secretary at least once a year to review the committee's program and work, and at other times as committee work dictates.
 - 4) Help orient new staff and committee members to the committee's history, practices and expectations.
- c. Committee Representation and Reports
 - 1) Bring the committee's concerns and program work to Central Committee, Executive Committee, budget meetings of Finance Committee, and other FGC meetings and consultations as needed.
 - 2) Ask another Committee member, when appropriate, to represent the committee if you are unable to attend.
 - 3) Prepare committee reports as needed/requested for Executive Committee or for other FGC program purposes.
 - 4) Prepare the annual committee report for Central Committee.
 - 5) Cooperate with other committees to help reach the goals of FGC.
 - 6) Participate in annual performance reviews by providing reflections on staff performance as requested.
 - 7) Assist with program level staff searches including review of resumes, interview of final candidates and prayerful consideration with the General Secretary about staff choices.

3. The proper role of FGC staff during meetings of the committee they serve

Staff on FGC committees occupy a unique position and cannot be viewed as just another committee member. The Quaker discernment process requires that those involved share honestly and openly whatever light they are given. If staff feel constrained from acting as full members of the committee they serve, they may not be able to contribute to the discernment process. They might not feel free to offer their own proposals, to the detriment of the committee. We recognize the risk that the staff person may find himself or herself moving ahead of the committee, managing the committee and thus assuming a leadership role. Staff often has more time to focus on the issues than committee members. The position of staff may be similar to that of a Friend under the weight of a concern.

FGC staff have specific gifts, skills, and experience, which they offer to their committee. Their experience and attention to the daily implementation of the committee's work places them in a unique position. Staff bring clarifying information, an understanding of current, and in more seasoned staff—past or former—practice, and expertise to help inform the committee as it seeks to move towards unity in its decision-making. Staff may have an understanding of other FGC program work that may influence a particular area under study by the committee. During the committee's meeting for business, contributions of the staff are an important part of the committee's search for unity.

Like the presiding clerk, staff have a unique responsibility to participate in the discernment and yet practice loving restraint from influencing the committee to move in a particular direction. This specialized role needs to be respected and embraced by all committee members, trusting that the Spirit can and will guide the committee in its search for unity and truth in all our work.

Out of our collective experience and careful consideration, FGC has approved the following principles to help clarify the role of staff in relation to the committees they serve:

- a. The staff role on committees is to help inform the committee's discussion and to participate fully in the discernment process.
- b. When the clerk seeks the committee's approval of a clearly articulated sense of the meeting on a particular matter, the staff person, like the clerk, is silent.
- c. The clerk and staff person will consult regularly, particularly when new initiatives are being brought before the committee.
- d. The clerk will prepare the agenda in close consultation with the committee staff.
- e. The staff person will assist the clerk to identify information, materials, etc., committee members might be expected to need in considering agenda items.
- f. The staff person and the clerk will determine who should prepare and present these materials (clerk, staff, committee member, or invited guest).

IV-G ADMINISTRATIVE AND PROGRAM COMMITTEES

General Information

Much of the work of FGC is guided and often carried out by its committees. Each member of Central Committee serves on at least one program or administrative committee. The primary purpose of Administrative Committees is to maintain and administer the organization (Friends General Conference), its committees and staff.

The primary purpose of Program Committees is to plan and prepare for the programs and services of FGC to the meetings and members of our affiliated yearly meetings and other Friends and seekers as appropriate. Members of program committees may also be involved in the implementation of their committee's program(s), often along with staff.

1. **Clerks:** The Clerk and Assistant Clerk of each committee are recommended by Nominating Committee and approved by Central Committee, or by Executive Committee when necessary. An individual may serve up to two consecutive three-year terms as clerk or as assistant clerk of a committee. These roles are distinct from those of committee members, so service as a committee member is counted separately from service as clerk or as assistant clerk of the committee.
2. **Membership-Admin:** All members of each Administrative Committee are recommended by the Nominating Committee and approved by Central Committee, or by Executive Committee when necessary. Service as a member of an administrative committee is normally limited to two consecutive three-year terms. To provide continuity of experience it is helpful if one-third of the members of an administrative committee are appointed, or reappointed, each year to serve a three-year term. Those no longer able to participate actively on a committee to which they have been appointed are urged to consider resigning.
3. **Membership-Program:** Membership on Program Committees is generally by self-selection; i.e. members of Central Committee may choose to serve on any program committee. Other Friends may be co-opted to Central Committee for service on the program committee or invited by the program committee to serve on the program committee without involvement in Central Committee.
4. **Invited Members:** When persons with special experience are needed, Program Committees may **invite** Friends to serve on their committees. These persons are not members of Central Committee and need not attend Central Committee sessions. The clerks of program committees are encouraged to keep the FGC Nominating Committee informed of those serving as invited members of their committees, noting which persons might be candidates for service as members of Central Committee.

The clerk of a program committee may receive suggestions of persons to invite to serve with the committee. Such persons may bring skills, experience or services the committee needs at this time. The clerk should exercise discernment over which (if any) of these suggested persons best meet the needs of the committee and should have their names brought to the full committee for approval. Names approved by the committee become

invited members of the committee for a one-year period, renewable as appropriate. The usual limit to service as an invited member is six years.

5. **Multiple Service:** While service on one administrative or program committee is the norm, those named to service on an administrative committee may select a program committee as well if their time and energy permit.
6. **Minutes:** Committees should provide for the keeping of a written record of the proceedings and decisions reached during their meetings, whether held in person, by conference call or through email exchanges. Committees are encouraged to name a recording clerk for their committee from among their members for this work. The clerk, or recording clerk, assures that the committee's staff member receives completed minutes, related reports, and other records noted in Appendix D. for archiving and for circulation as appropriate.
7. **Reporting:** All committees report regularly to Central Committee through an annual written report prepared in advance of the fall Central Committee meeting, as well as orally during Central Committee meetings and Executive Committee meetings as appropriate.
8. **Quaker Process:** All committees use good Quaker business practices for their meetings, keeping in mind the Advices to Committees, their Members, Clerks and Staff in Section IV-F.
9. **Travel Budgets:** Most committees have some money in their budgets for committee member and volunteer travel as well as staff travel. These funds are administered by the staff person for the particular committee following the [FGC Guidelines].
10. **Creating and Laying Down Committees:** Standing committees (administrative and program) are constituted and laid down by action of Central Committee. When a committee is having trouble carrying out its functions and duties, concerned members of the committee or of Nominating Committee may bring the matter to the attention of the Presiding Clerk, who may speak with the clerk of the committee and/or take the matter to Executive Committee for discernment. Recommendations for structural changes go to Central Committee for final action.

Advancement and Outreach Committee (A&O)**1. Purpose and Function**

- a. The purpose of the Advancement and Outreach Committee is to help Friends meetings become more visible, accessible, and welcoming, to support new and isolated meetings and worship groups, and to promote Quaker outreach efforts grounded in spiritual revitalization. The Committee responds to inquiries and requests for affiliation with FGC.
- b. The Committee is responsible for developing guidelines and procedures for affiliation with Friends General Conference; receiving requests for affiliation; entering into communication with meetings interested in affiliation; and bringing recommendations for affiliation to the Central Committee for its action. The committee will also provide ongoing support and guidance to directly affiliated monthly meetings.
- c. The Committee develops or reviews, and recommends for publication, introductory leaflets aimed at seekers and those new to Friends, and other literature related to the work of advancement and outreach. These may include materials designed to help integrate those of other faith traditions into Quakerism, materials aimed at promoting greater diversity in the Religious Society of Friends, and books and pamphlets celebrating Quaker social witness as a form of outreach.
- d. The Committee manages the QuakerFinder searchable web directory of local meetings. This directory is designed to assist seekers and mobile Friends locate the nearest Friends meeting, and will also be used to enable isolated Friends to connect with others interested in starting a new worship group or meeting.
- e. The Committee seeks to support the outreach ministry of affiliated yearly meetings and monthly meetings through workshops, publications, advertising, correspondence, visitation, web resources, and networking. The Committee has a particular concern for the creation of new worship groups and the support of isolated meetings.
- f. The Committee works with other committees within FGC on matters of common interest, including the Traveling Ministries and Yearly Meeting Visitors Programs, the work of the Committee for Ministry on Racism, and youth leadership concerns.
- g. Members of the A&O Committee are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of the Nominating Committee; or invited at the Committee's discretion.

2. Operational Details

- a. The Committee meets during Central Committee meetings in October and for weekends in winter and late spring. The weekend meetings are hosted by local Friends meetings. One consideration in selecting the location of these meetings is ease of travel by members of the Committee.

- b. The committee names two representatives from its membership to the Traveling Ministries Committee and one representative to the Yearly Meeting Visitors Program Sub-committee. The Committee also recommends persons to Nominating Committee who are willing to be appointed by Central Committee to represent FGC on the Quaker Information Center Oversight Committee. (FGC has two representatives on QIC.)
- c. Much of the preliminary work of the Committee is done through working groups which meet during each weekend meeting and by e-mail, phone or in person between meetings as needed. The Committee sets up working groups for its major areas of concern as needed. Present working groups include such concerns as literature, directly affiliated meetings, and QuakerFinder and its uses.
- d. The Committee keeps the Guidelines on Affiliation documents up to date and makes them available to interested groups. Information about and requests for affiliation with FGC are handled by the Advancement and Outreach Committee. Consideration of applications for affiliation is done first by the Committee, which then brings the request to Central Committee for its consideration. (See Section VII on Affiliation Procedure.)

Members of the Advancement and Outreach Committee maintain contact with each directly affiliated monthly meeting, particularly the ones not part of a yearly meeting. The Committee receives an annual report from each meeting, similar to a spiritual state of the meeting report shared with the yearly meeting, and may facilitate sharing on issues of common concern.

- e. The committee considers developing new resources for welcoming visitors, introducing basic Quaker beliefs and practices, and other outreach topics as needed. Sharing of these resources and other outreach ideas may be done through information on the Committee web page, or through outreach workshops or networking sessions held at the FGC Annual Gathering, yearly meetings, or special gatherings of Friends.
- f. QuakerFinder is an Internet-based referral tool to help people find meetings, worship groups, or isolated Friends. In conjunction with the General Secretary and Development program staff, the Committee guides the development, assists in the maintenance, and reviews the effectiveness of QuakerFinder. The Committee also uses QuakerFinder to identify outreach needs and opportunities. The FGC Webmaster and consultants complete revisions to QuakerFinder.
- g. Quaker Information Center Liaison: The Advancement and Outreach Committee provides liaison with the Quaker Information Center in Philadelphia. (FGC is one of eight Quaker groups providing support of QIC which was set up to centralize responding to inquiries from Friends and others about Quakerism and the QIC member organizations.) The Committee suggests to Nominating Committee the names of persons to represent FGC on the QIC Oversight Committee, and includes FGC's share of the support for QIC in its committee budget. The Advancement and Outreach Committee works with QIC to respond to inquiries received by FGC and other members of QIC which cannot be routinely handled.

Advisory Committee

1. Purpose and Function

- a. Advisory Committee engages in preliminary consideration and discernment of issues before FGC when there is no other obvious committee to do this seasoning work. Its role is limited to seasoning issues and advising others; it does not make decisions for the organization. Given the often sensitive nature of its considerations, minutes of its meetings are not circulated.
- b. The Committee may report on its deliberations to committee clerks, the Executive Committee and/or Central Committee.
- c. The Advisory Committee consists of the General Secretary, the officers of FGC, and three at large members, nominated by the Nominating Committee and approved by Central Committee. Any member of the Advisory Committee can request a meeting of the committee. The Assistant Clerk is clerk of the Advisory Committee.

2. Operational Details

- a. Advisory Committee meets as needed at the call of its clerk upon request of one or more members of the Committee.
- b. Advisory Committee may also work by email or phone consultations.

Blue Book Committee

1. Purpose and Function

- a. The Blue Book Committee guides the periodic reviews of *The Blue Book: Organizational Manual for Friends General Conference (Blue Book)* and facilitates the updating process for Central Committee approval of needed changes to the *Blue Book*.
- b. The Blue Book Committee guides the process for updating the FGC By-laws when necessary. The Committee also ensures that the organizational procedures are in accord with the By-laws.
- c. The Blue Book Committee advises committees on changes they wish to make to their Operational Details to assist with language clarity and whether changes might be needed to other sections of the *Blue Book*.
- d. The Blue Book Committee initiates the process for a full review of the *Blue Book* approximately every five years in coordination with the approval of each new Long Term Plan.
- e. The Committee consists of a clerk and at least two other members recommended by Nominating Committee and approved by Central Committee.

2. Operational Details

- a. The Committee meets during annual Central Committee sessions, and as needed at the call of its clerk.
- b. The Committee works with office staff to keep a fully current edition of the *Blue Book* available.
- c. The Committee works closely with officers, committee clerks and senior staff to ensure that needed updates to the description of our procedures are brought to Central Committee for consideration in a timely manner. Much of this ongoing work of the Blue Book Committee can be done by correspondence and conversations among concerned persons.

Christian and Interfaith Relations Committee (CIRC)

1. Purpose and Function

Addressing “that of God” in every person, the Christian and Interfaith Relations Committee (CIRC) attempts to promote mutual understanding, and to engender closer ties among those of differing religious persuasions. Whether it is within the family of Friends or within the wider ecumenical and interfaith community, CIRC participates in and creates opportunities for cooperation and understanding, thus giving expression to the leadings of the Spirit and faith we profess.

- a. CIRC coordinates FGC’s relations and communication with other religious bodies within and beyond the Religious Society of Friends. It recommends appointments of representatives to the World Council of Churches, the Friends Committee on Scouting, and an observer to the FUM Triennial for Central Committee action. These appointees become invited members of CIRC and regularly report on their work to CIRC.
- b. CIRC receives reports from such representatives after each visit, reviews the importance and need for such representation, and summarizes these reports at regular intervals to the Central Committee and the Executive Committee. It communicates and consults with the General Secretary and the Nominating Committee on a continuing basis.
- c. Members of CIRC are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of the Nominating Committee; or invited at the Committee’s discretion.

2. Operational Details

- a. Meetings are held during the Central Committee weekend and hosted by monthly meetings at midyear on a rotating geographical basis.
- b. CIRC recommends persons to the Nominating Committee to serve as FGC’s two representatives to the World Council of Churches, two representatives to the Friends Council on Scouting, and two observers to each Friends United Meeting Triennial. These representatives become invited members of CIRC and report regularly to CIRC.

- c. Responsibilities:
- 1) FGC's formal and informal external relations
 - (a) CIRC initiates or responds to useful openings for dialogue and cooperation with such other Quaker groups as Friends United Meeting, Evangelical Friends International, Conservative Friends, Friends World Committee for Consultation, and independent groups of Friends. This includes initiating and participating in workshops and conferences; providing an FGC presence at events of importance to other Friends groups; providing an FGC representative, when appropriate, to Friends groups acting in concert for a particular purpose; and being alert to any other possibilities for cooperation.
 - (b) CIRC has care of FGC's exercise of the rights and responsibilities of membership in the World Council of Churches, including appointing delegates, representatives or observers as requested by the WCC; receiving reports from such appointees; encouraging Friends' participation in the programs and priorities of the Council; and responding to the work of the Council with a Friends' perspective.
 - (c) CIRC seeks opportunities to participate in interfaith partnerships and structures. These relationships do not always follow the pattern of "formal membership" (as, for example, with the Parliament of World Religions, and the Peace Council).
 - (d) CIRC appoints a representative to the Historic Peace Churches/Fellowship of Reconciliation Consultative Committee, and carries a concern for the work of that Committee.
 - (e) CIRC supports Friends' participation in the Faith & Order Commission of the National Council of Churches in Christ in the USA (of which FGC is not a member). Such participation is sometimes undertaken in cooperation with FUM (which is a member).
 - (f) CIRC receives those invitations addressed to FGC to participate, either formally or informally, in a variety of ecumenical and interfaith initiatives, and discerns how FGC is led to respond to such invitations.
 - (g) CIRC is attentive to other opportunities for interfaith or ecumenical dialogue, both bilateral and multilateral, which might be undertaken as way opens.
 - 2) Identity and message of FGC Friends
 - (a) CIRC undertakes theological work on the identity and message of FGC Friends, particularly on topics which arise in the context of our ecumenical and interfaith relationships. CIRC issues statements in its own name except where empowered by the Central Committee to speak on behalf of FGC.
 - (b) CIRC participates as way opens in meetings, conferences, consultations, workshops or study processes related to the identity and message of Friends.

- 3) Cooperative peace work
 - (a) CIRC is attentive to opportunities for ecumenical and interfaith cooperation in work for peace and justice, and supports the leadings of Friends to participate in particular initiatives which may arise.
 - (b) CIRC carries a particular concern for collegial relations with the “peace fellowship” organizations within our ecumenical and interfaith partner institutions.
 - (c) CIRC participates in ecumenical peace work through the World Council of Churches, which in the period 2001-2010 takes expression through the Decade to Overcome Violence.
 - (d) CIRC engages with emerging networks of Friends peace organizations (for example, the Quaker Peaceful Prevention of Violent Conflict Network) with a concern for bringing an interfaith/ecumenical perspective to these networks.
- 4) Collegial support
 - (a) CIRC provides a community of support and accountability for those appointed to do the work described above.
 - (b) CIRC is concerned to encourage and support Friends involved in local, state, national and international interfaith and ecumenical work through development of collegial networks.

Committee for Ministry on Racism (CMR)

1. Purpose and Function

The purpose of the Committee for Ministry on Racism (CMR) is to enhance racial and ethnic diversity and eradicate racism within Friends General Conference and its affiliated yearly and monthly meetings. Thus, the Committee:

- a. Seeks to provide prophetic vision, leadership and support (including human and material resources) for enhancing racial and ethnic diversity and eradicating racism among Friends.
- b. Seeks, with God's guidance, to help Quakers transform themselves institutionally and individually into a beloved community – whole and enriched by its diversity.
- c. Seeks to minister to each other within the Committee, offering opportunities for worship, support, challenge, accountability and comfort to continue our work as well as ministering to others with this same goal.
- d. Membership: Members of the Committee will be appointed by Central Committee, acting on recommendations from the Nominating Committee, so as to insure parity between white Friends and Friends of Color, and will be limited to between eight and ten Friends who will be active members of Central Committee. In addition the Presiding Clerk (or Assistant Clerk) and the General Secretary will serve as ex officio members.

2. Operational Details

- a. The Committee will meet face to face at least once each year apart from the Central Committee meeting. Additional meetings by conference call will occur as needed. In addition, the Committee will seek opportunities to worship with other committees and groups of Friends who are working on enhancing racial and ethnic diversity and eradicating racism within our Meetings.
- b. The purpose of the Committee will be met by:
 - 1) Working directly with FGC program and administrative committees to initiate, continue and expand the work of enhancing racial and ethnic diversity and eradicating racism among Friends.
 - 2) Nurturing and supporting individual Friends, monthly meetings and yearly meetings as they become involved in or are continuing the work of enhancing racial and ethnic diversity and eradicating racism among Friends.
 - 3) Providing and promoting the education of Friends about our whole history, particularly our history of relations with People of Color.
 - 4) Ensuring that FGC events include safe and welcoming space for People of Color and their full participation in roles at all levels of the event.
 - 5) Working directly with each other, through interpersonal support, feedback, and prayer to enhance our own work in continuing to address racism and to provide accountability in the process of our work.

Development Committee

1. Purpose and Function

- a. The purpose of the Development Committee is to help Friends General Conference serve Friends by developing the financial resources necessary to enable FGC to carry out its programs and services. Development Committee works with program committees and Central Committee to help them clearly identify and articulate the funding implications of program goals and objectives. Development Committee provides expertise and leadership in fundraising and development, but other committees and Central Committee members are also expected to assist with development efforts.
- b. The Development Committee is responsible for preparing and guiding the implementation of all plans for fundraising and development, including:
 - 1) Researching potential sources of financial support for FGC, including individuals, monthly, quarterly and yearly meetings, foundations and funds.
 - 2) Encouraging and helping program committees and members of Central Committee to become involved in FGC development work.
 - 3) Regular mail solicitations of FGC donors and Friends in yearly meetings and associations served by FGC.
 - 4) Regular solicitations of affiliated monthly and yearly meetings, including encouragement to increase their giving.
 - 5) Cultivating and asking for support from actual and potential major donors.
 - 6) Efforts to secure bequests and other deferred gifts.
 - 7) Efforts to raise restricted funds. (Such efforts often depend heavily upon members of program committees, but the Development Committee oversees the planning and implementation of such efforts.)
 - 8) Preparation and submission of proposals to foundations and funds.
 - 9) Researching, planning, and recommending special campaigns and other fundraising activities appropriate to the values, mission and goals of FGC.
- c. The Development Committee is responsible for preparing an annual estimate of contribution income from all sources as part of the budget process. This estimate is forwarded to the Finance Committee and becomes part of the budget which is submitted to Central Committee for approval.

- d. The Development Committee is responsible for advancing an understanding of FGC's mission, goals, programs and services. Examples of this work include:
 - 1) Preparing and distributing FGC's Annual Reports.
 - 2) Preparing and distributing periodic news releases to constituent monthly and yearly meetings and to other Friends' meetings, organizations, and the media as appropriate.
 - 3) Managing FGC's Monthly Meeting Contact Program.
 - 4) Preparing FGC's general brochures and displays.
 - 5) Working with the Newsletter Editorial Board and staff on the preparation and distribution of the FGC newsletter.
- e. The Development Committee is responsible for helping to build strong relationships with all who support FGC.
- f. The Development Committee communicates, and occasionally meets, with Finance Committee, and other committees as needed.
- g. The Development Committee is composed of at least ten members appointed by Central Committee upon recommendation of the Nominating Committee. Experience in fundraising and development for nonprofit organizations is an important asset for members. In addition, the Presiding Clerk of Central Committee, the General Secretary, the Associate Secretary for Development and Interpretation, and the Development Manager are ex officio members of this committee.

2. Operational Details

- a. The Development Committee meets three to four times per year, including meetings at Central Committee, in the winter, spring, and again in August or September. In general, the annual round of meetings includes:
 - 1) At Central Committee: Plan new initiatives and develop a work plan for the year.
 - 2) Winter: Initial consideration of Development Program budget for the next year; consider policy issues and new initiatives; and review work plan.
 - 3) Spring: Review work plan and income to date; estimate income for following year, complete work on budget for following year; and plan for development work at the Gathering (e.g. phone-a-thon, contacts with major donors).
 - 4) August or September (if needed): Review work plan and income to date; possible additional initiatives needed before the end of the fiscal year on September 30.

- b. The responsibilities of Development Committee members include:
 - 1) Participating fully in the work to carry out the responsibilities of the committee, which includes commitments of time in addition to attendance at committee meetings.
 - 2) Assisting personally with efforts to research and approach actual and potential donors, meetings, foundations and funds, particularly within their own yearly meetings.
 - 3) Participating fully as a Central Committee member by making regular financial contributions to FGC.
 - 4) Involving other Friends (both within and outside of Central Committee) in FGC's development program.
 - 5) Giving support and encouragement to the Development Program staff.
- c. Some Development Committee plans and proposals need to be discussed with Finance Committee, so joint meetings or attendance by clerks at the other committee meeting are often useful.
- d. Given the importance of a clear mission, goals, and long-term planning for development work, the Development Committee has a strong interest in encouraging and supporting organization-wide efforts to discern corporate leadings and plan for the future, as well as estimated timelines and costs to implement those leadings.

Discernment in Long Term Planning Committee (DiLTP)

1. Purpose and Function

The Discernment in Long Term Planning Committee (DiLTP) guides and facilitates an ongoing process of corporate discernment of God's plan for Friends General Conference and presents its best understanding of that plan to Central Committee for approval. This includes:

- a. Helping Central Committee clarify and articulate FGC's core values to ensure that they are reflected in our Minute of Purpose, our priorities, our work, and our continuing responsiveness to God's leadings.
- b. Helping Central Committee to develop a new Long Term Plan to guide its work over the next few years.
- c. Providing a 'home' for the Operational Planning Subcommittee (OPS), which has responsibility to work with standing committees and their clerks to develop an operational plan based on the approved Long Term Plan.
- d. **Membership:** The Committee consists of a clerk and three other members. The Presiding Clerk and General Secretary are *ex officio* members of the committee.

2. Operational Details

- a. **Meetings:** The Committee usually meets at the time of Executive Committee meetings and as needed, at the call of its clerk.
- b. The Operational Planning Subcommittee is under the care of the Committee, although it also has members from other relevant committees.

Finance Committee

1. Purpose and Function

- a. Finance Committee is concerned with the budget, finances, investments and fiscal health of Friends General Conference. It works with staff and the Treasurer to monitor income and expenses for the organization. The Committee recommends fiscal policy to Central Committee, Executive Committee and the Treasurer.
- b. Finance Committee prepares the annual budget for the organization based on committee requests and income projections after consulting with the Development Committee. The preparation of a recommended annual budget for FGC is throughout a consultative and collaborative process between Finance Committee and the other committees of FGC with final approval by the Central Committee.
- c. The FGC fiscal year runs from 10/1 to 9/30.
- d. The Committee, working with the Treasurer, is responsible for the management of FGC's financial assets and determines the policies which guide the investment of reserves, restricted and unrestricted funds, and Limited Term Endowments. [See Appendix B for definitions of Limited Term Endowments (LTE's) and policies governing LTEs.]
- e. Finance Committee arranges for, receives, and reviews the annual audit on behalf of FGC, and forwards the audit with recommendation to Executive or Central Committee.
- f. Finance Committee communicates with all other committees and may designate a member to meet with the Development Committee. Finance Committee names one of its members to serve on the Personnel Committee.
- g. The Finance Committee is composed of a Clerk, Assistant Clerk, and at least six additional Central Committee members. These persons should be accustomed to using and interpreting financial reports. In addition, the Presiding Clerk, Treasurer, Assistant Treasurer, General Secretary, and Fiscal and Property Manager shall each be members *ex officio*.

2. Operational Details

- a. Finance Committee regularly meets at the time and place of the winter and spring Executive Committee meetings and for a Saturday at the FGC Office in June and September. Additional meetings may be called if necessary. Much work is done by email, correspondence, and phone calls.
- b. Finance Committee maintains and regularly updates a “Guide to Financial Policy, Procedure and Practice” with detailed guidance for the many aspects of its work. [Copies of the Guide may be requested through the Fiscal and Property Manager.]
- c. The general outline for the yearly budget building process is given here. Details are included in the Financial Policy Manual.
 - 1) Budget worksheets, including current budget, recent expenditures and forms for the upcoming year’s request, are prepared by staff in accordance with Finance Committee guidelines for each committee with a separate budget line. These are sent to committee clerks in January for consideration by the committees during their spring meetings.
 - 2) Committee budget requests are submitted to the staff by mid-April so they can be compiled into a preliminary budget for consideration by Finance Committee at the time of their spring meeting. To assist with long term planning, preliminary budget information is requested for the following two years as well as the coming year.
 - 3) Finance Committee considers the committee requests and the income projections provided by Development Committee and staff. It may ask staff to work with committee clerks to adjust budgets as needed to help bring the budget into balance.
 - 4) At its June meeting, Finance Committee will continue its consideration of budget requests and income projections.
 - 5) The budget, as it is to be presented to Central Committee for adoption, is approved by Finance Committee at its September meeting. By this time in the fiscal year, the Committee will be able to incorporate more information based on the current year’s income and expenses into its recommendation.
 - 6) The proposed budget for the upcoming year is provided to all members of Central Committee for consideration. Approval of the budget is asked for following its second reading during Central Committee sessions.
- d. Finance Committee regularly reviews the performance of FGC’s invested assets and provides guidance to the Treasurer and staff on investment policy and questions as appropriate.
- e. The Finance Committee receives regular reports from the Treasurer and advises him/her on financial matters as appropriate.

Long Range Conference Planning Committee (LRCP)

1. Purpose and Function

- a. The Long Range Conference Planning Committee makes policy and has primary responsibility for the annual Gatherings. It is made up of appointees to FGC's Central Committee, with a few invited members with special skills or expertise. The program for each Gathering is planned by a separate committee. LRCP finds and arranges for sites, appoints clerks and key people for the programs, approves details of Gathering budgets, and does publicity and promotion for each Gathering, as well as making policy. Both LRCP and Gathering committees are expected to work closely with the staff, especially the Conference Coordinator and the Junior Gathering Coordinator. LRCP and its staff provide all appropriate support to small conferences co-sponsored with other FGC committees.

It is the purpose of the Gathering of Friends to help Friends know and deepen their relationship with the Spirit and with each other, to strengthen their identification as Friends among other Friends, and to testify to the continued presence of unprogrammed Friends as a vital and unique faith community.

- b. Specific functions of the Long Range Conference Planning Committee:
 - 1) Makes policy and sets up procedures concerned with logistics of the annual Gathering and community life during the Gathering.
 - 2) Selects sites for the annual Gathering as far in advance as possible, with approval from Central Committee or the Executive Committee before the final commitment is made.
 - 3) Gives guidance to annual Gathering committees in planning programs that support objectives identified by FGC committees.
 - 4) Cooperates with the Finance Committee in preparing the Gathering portion of FGC's budget. LRCP approves registration charges, amounts for leadership credits, scholarships, and workgrants.
 - 5) Provides guidance and help, as requested, to FGC committees in planning and managing conferences, consultations, and other events
- c. Members are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of the Nominating Committee; or invited at the Committee's discretion.

2. Operational Details

- a. Long Range Conference Planning Committee meets during Central Committee sessions in the fall, for a long weekend in the spring, and at the call of the clerk in special situations. Except for emergency or time urgent matters, LRCP does not meet during the Gathering of Friends. Subcommittees of LRCP meet during the regular committee meetings, and may meet by conference call; immediately before a regularly scheduled meeting, or at the call of the clerk. The annual Gathering Committee meets in the spring (14-15 months before the Gathering), in the fall (9-10 months before the Gathering) and in the spring immediately prior to the Gathering. This committee also meets daily during the Gathering.

- b. Additional Members: The Gathering High School and Adult Young Friends Business Meeting suggest Young Friends to be invited to the committee. To insure continuity, these Young Friends are generally invited to serve a three-year term and receive appropriate orientation and training.

Clerks for each Gathering Committee are selected by a special Nominating Committee from LRCP, and approved by LRCP. Those names are then reported to the next session of the Executive Committee. Such clerks become members of LRCP and are co-opted to Central Committee and Executive Committee for a term which begins with the approval of their clerkship and ends at the rise of the Central Committee sessions in the year of the Gathering for which they were appointed.

- c. Duties of LRCP Membership: Members of LRCP are expected to serve on one Gathering committee or one small conference planning committee during any one three-year appointment to Central Committee. Members of LRCP attend the daily Gathering Committee meetings during each Gathering.
- d. Gathering Planning, Implementation, and Care: Continuing functions which overlap Gatherings, such as promotion, publicity, public relations, Access Resources, Workgrants & Scholarships, and the evaluation process are the responsibility of LRCP. The day-to-day program for any one Gathering is the responsibility of the Gathering Committee for that Gathering. While the clerk of this subcommittee of LRCP is appointed by LRCP, and some members of LRCP may be serving in key roles, most Gathering Committee members volunteer by signing up. At any one time, there are two active Gathering committees. Other subcommittees of LRCP include: Site Selection, Junior Gathering, High School, Adult Young Friends, Workshops, Advance Speakers, and Workgrants & Scholarships. These committees lend continuity, experience, a broader perspective, and evaluation to the Gathering planning process.

- e. An LRCP Policy Manual is kept up to date by the Conference Coordinator and reviewed regularly by the LRCP clerk, to spell out policies and procedures. Copies may be requested from the Conference Coordinator.
- f. Planning and assisting with small conferences includes the development of a five-year schedule of small conferences, establishing policies and procedures governing small conferences, and assessing the viability of various small conference proposals, including their topic, location and inclusion of children' programming and/or childcare.

LRCP is responsible for seeing that a planning committee is established for each small conference. Each planning committee will include members of LRCP in addition to the members of the sponsoring program committee or other Friends organization. LRCP, along with Gathering staff, provides small conference planning committees with practical and logistical assistance for bringing small conferences about. The committee also provides the LRCP budget subcommittee with input needed for developing each small conference budget.

Ministry and Nurture Committee (M&N)

1. Purpose and Function

The purpose of this committee is to help affiliated yearly meetings and regional gatherings, monthly meetings and worship groups care for their members and attenders by providing resources to enhance the love and community within meetings. Thus, the FGC Ministry and Nurture Committee:

- a. Seeks to nurture the Life of the Spirit within Central Committee and among monthly and yearly meetings and regional gatherings. Specifically, it seeks to enable Friends, attenders, and meetings to develop gifts and right order in the areas of worship, vocal ministry, pastoral care, attention to business and caring for each other in the manner of Friends.
- b. Seeks to know the community of Friends in Canada and the United States, to assess needs and resources, and to offer counsel and service through its various programs and subcommittees.
- c. Has under its care several programs and their guiding committees, the purposes of which are listed here:
 - 1) The **Traveling Ministries Program (TMP)** was created to expand FGC's direct services to affiliated yearly and monthly meetings and worship groups through the support of seasoned Friends who are clearly called to travel among Friends in a nurturing and supportive ministry, and by other Friends who have particular skills and knowledge which may be sought by affiliated meetings.
 - 2) The **Traveling Ministries Committee (TMC)** guides and advises the Traveling Ministries Program and its coordinator. The flexibility of Ministry and Nurture in relations with its subcommittees enables the TMC to act in some ways like a separate program committee, albeit one constituted of representatives named by other program committees. This flexibility, while organizationally ambiguous, is intentional in order to facilitate listening to and obeying God's Spirit.
 - 3) The **Couple Enrichment Program** is part of the Traveling Ministries Program, thus under the care of Traveling Ministries Committee. It is a ministry of couples who, recognizing the Divine center of committed relationships, support them through the practice of deep dialogue and other authentic sharing consistent with our Quaker faith and testimonies. Their function is to:
 - (a) Sponsor, promote and provide Couple Enrichment workshops.
 - (b) Provide training for Couple Enrichment leader couples.
 - (c) Promote the growth of the Couple Enrichment Program by providing ongoing training of leader couples, encouraging the sponsoring of Couple Enrichment events by meetings, and providing publicity about the Couple Enrichment Program.

- 4) The **Yearly Meeting Visitors Program** is another endeavor of the Traveling Ministries Program, but a subcommittee that is accountable to the Traveling Ministries Committee carries out the work. Its purpose is to enrich the Religious Society of Friends by appointing yearly meeting visitors from Central Committee to serve as an FGC resource, listener and presence. Through sending out these visitors the program:
 - (a) Encourages awareness of FGC and of the FGC community of Friends beyond the yearly meeting visited.
 - (b) Supports and strengthens the FGC identity of the FGC appointees from the yearly meeting.
 - (c) Conveys a sense of the yearly meeting and its concerns, and of the junior and young Friends programs to the appropriate committees within FGC, by means of a written report.
 - (d) Broadens the FGC visitor's understanding of Quakerism; gives her/him an opportunity to know Friends from other yearly meetings, which will enhance her/his service on Central Committee.
- 5) The **Yearly Meeting Visitors Program Subcommittee** appoints Friends who will attend affiliated and some unaffiliated yearly meetings and fellowships. It:
 - (a) Provides letters of introduction for each visitor.
 - (b) Collates the visitors' reports that are summarized as part of the advance documents for Central Committee.
- d. Members of M&N Committee are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of Nominating Committee; or invited at the Committee's discretion.

2. Operational Details

- a. **Meetings** for business are held at Central Committee and midyear. Other business sessions shall be called as needed. It is expected that Committee members will attend and participate in as many regularly scheduled meetings as possible.
- b. **Participation in Collaborative Subcommittees of FGC**
 - 1) M&N representatives to collaborative committees (e.g. Yearly Meeting Visitors Program Subcommittee, and Traveling Ministries Committee) or wider Quaker organizations shall prepare and present a report of the respective committee's work at regular M&N meetings.
 - 2) Three M&N committee members will be appointed to serve staggered three-year terms on the Yearly Meeting Visitors Program Subcommittee.
 - 3) Two to five Friends will be appointed to serve on the Traveling Ministries Committee for three-year terms. At least two of these serve on and represent M&N. Additionally two positions will be filled by a couple at the discretion of Couple Enrichment and one other position will be filled by a Friend who serves on Central Committee but not necessarily on M&N.
- c. **Work** of the Committee
 - 1) Nurtures the spiritual life of Central Committee and Executive Committee through a variety of activities grounded in worship.

- 2) Discerns how it can be of assistance to monthly and yearly meetings through communication with their committees comparable to M&N and participation in the Yearly Meeting Visitors Program Subcommittee and the Traveling Ministries Committee.
 - 3) Develops and sponsors workshops at Gathering and Small Conferences on developing gifts, skills and right ordering in areas of worship, vocal ministry, conducting business, and caring for each other in the manner of Friends.
 - 4) Develops written material, or assists in editing and preparing manuscripts for publication that address areas of spiritual nurture, meeting for worship with attention to business, vocal ministry or other aspects of meeting life.
 - 5) Takes responsibility for encouraging its members to continue to work toward fulfilling FGC's stated goal of achieving a racially and ethnically diverse community of Friends by holding it up in all of our committee work and through our support of the work of the Committee for Ministry on Racism and as way opens.
 - 6) Appoints representatives to participate/liason with Committee on Ministry for Racism, Publications and Distribution Committee, Traveling Ministries Committee and Yearly Meeting Visitors Program Subcommittee.
- d. Subcommittees and Programs and Accountability to M&N**
- 1) The clerk of M&N shall communicate with the various subcommittees and programs in order to coordinate their efforts, to facilitate accountability of the subcommittees and programs to the overall program of M&N within the guidelines established by Central Committee.
 - 2) Each subcommittee and program clerk shall see that minutes of each of its meetings are given to the clerk of M&N in a timely manner after each such meeting.
 - 3) Each subcommittee and program shall prepare a written report to be presented at the regularly scheduled meetings of M&N or as the clerk of M&N requests.
 - 4) Youth Ministries**
 - (a) Fosters leadership among Young Friends (12-25 years old).
 - (b) Collaborates with other committees' youth work.
 - 5) Traveling Ministries Program**
 - (a) Maintains a file of individual Friends who have been through a process of discernment, usually in their local meeting, of the rightness of their call to travel in the ministry among Friends.
 - (b) When a meeting requests a visitor, discerns with the meeting their needs.
 - (c) Discerns who is the most appropriate Friend to send, who is most appropriate to send as a travel companion/elder; facilitates the visit; evaluates and follows up afterwards.
 - (d) Is available to support and provide some nurture to Friends who feel called to travel in the ministry.
 - (e) Is available to meetings and individuals who have questions and issues.
 - (f) Develops support materials for yearly meeting visitors.

- (g) Includes the Yearly Meeting Visitors Program, which is administered by a subcommittee, the Yearly Meeting Visitors Subcommittee, which is described in its own section.
 - (h) Includes the **Couple Enrichment Program** which shall:
 - (i) Sponsor, promote and provide Couple Enrichment workshops.
 - (ii) Provide training for Couple Enrichment leader couples.
 - (iii) Promote the growth of the Couple Enrichment Program by providing ongoing training of leader couples, encouraging the sponsoring of Couple Enrichment events by meetings, and providing publicity about the Couple Enrichment Program.
 - (iv) Make regular reports to Traveling Ministries Committee and M&N.
 - (v) Prepare and submit an annual written report to be included in the advance documents of Central Committee.
 - (vi) Submit budget request to Traveling Ministries Committee thence on to Ministry and Nurture Committee for final submission to the Finance Committee.
- 6) Traveling Ministries Committee**
- (a) **Membership** of Traveling Ministries Committee (TMC).
 - (i) Members are named by the various program committees of FGC as follows:
 - Ministry and Nurture and Religious Education Committees each name from two to four members of TMC, at least two of whom serve on and represent M&N and RE, respectively, and at least one of whom from each Committee serves on Central Committee.
 - Advancement and Outreach Committee shall name two members.
 - Publications and Distribution Committee and Christian and Interfaith Relations committee shall name one member each.
 - (ii) Members of TMC shall have staggered three-year terms, renewable once for a total of six years before rotating off at least one year.
 - (iii) When possible the terms on TMC shall correspond with the member's term on his/her program committee. If the member has already served a year or more of his/her term on the program committee, it is understood that he/she shall be invited to be a member of the program committee for as many years as needed after the expiration of his/her term in order to serve out a full three-year term on TMC.
 - (iv) Invited members (named by M&N or RE) shall serve one-year terms, renewable up to a maximum of six years on the TMC. Invited members are not expected to serve on Central Committee.
 - (v) Since the Traveling Ministries Program includes the Yearly Meeting Visitors Program and Couple Enrichment, liaison shall be provided by Traveling Ministries Committee naming one of its members to serve on the Yearly Meeting Visitors Subcommittee.

- (vi) A couple from Couple Enrichment Program shall be named to serve on TMC. As Couple Enrichment Program is an independently constituted organization, it is not considered an FGC program committee. Consequently, its nominations shall pass through M&N and be made with the consent of M&N.
- (b) The clerk of TMC will be appointed by the clerks of the Ministry and Nurture, Religious Education and Advancement and Outreach Committees in consultation with the General Secretary, as was the first clerk.
- (c) Meetings of the TMC shall be held on a weekend in the winter, a weekend in the spring, and the day before Central Committee meets. Additional meetings may be called as needed.
- (d) The TMC shall do the following:
- (i) Create and update working papers detailing the process and responsibilities of Friends who travel in the ministry under TMP auspices, of their travel companions, of the hosting meetings, and other topics that may be needed. The work that these papers describe constitutes the main function and purpose of the TMC.
 - (ii) The committee, and particularly its clerk, works closely with, guides and supports the Traveling Ministries Program Coordinator.
 - (iii) Usually hosts two sessions at the summer Gathering. Usually these include a Tuesday night interest group for those who want to learn more about the TMP and an afternoon session to provide an opportunity for those currently engaged in travel to speak with one another and share experiences.
 - (iv) Host an annual gathering for Friends who have traveled for TMP or have completed paper work and are in our TMP file, or have travel minutes from their local or yearly meeting, to meet together for prolonged worship and to share about the work of traveling in the ministry.
 - (v) Every other year host a consultation of representatives named by affiliated yearly meetings to explore various aspects of ministry, especially traveling in the ministry.
 - (vi) Report regularly to Ministry and Nurture Committee.
 - (vii) The representatives of program committees are expected to report regularly to their respective committees.
 - (viii) Report directly to the floor of Central Committee at the request of the presiding clerk. Its annual written report to Central Committee shall go directly into the advance documents.
 - (ix) Additional tasks might include, among others, the following:
 - Preparation of ads to run in Friends Journal, Canadian Friend, other yearly meeting newsletters or other Quaker publications.
 - Preparation of material for publication in cooperation with the Publications and Distribution Committee.

- Exploration with staff of other Quaker organizations involved in ministry how our programs might complement and assist each other. These might include the Quaker Center at Ben Lomond, Earlham School of Religion, Pendle Hill, Powell House or Woolman Hill.

7) **Yearly Meeting Visitors Subcommittee**

- (a) Membership of this subcommittee is currently comprised of three members of Ministry and Nurture Committee, two members of Religious Education Committee, one member of Traveling Ministries Committee and one member of Advancement and Outreach Committee. The Traveling Ministries Program coordinator staffs this subcommittee. The clerk of the subcommittee is discerned and appointed by members of the subcommittee. The clerk will serve for a one-year term that may be continued with the joint discernment of the clerk and the members.
- (b) Responsibilities of the subcommittee:
 - (i) Are accomplished with the support of the Traveling Ministries Program Coordinator.
 - (ii) Discerns and appoints persons to visit affiliated yearly meetings as well as some unaffiliated yearly meetings and regional gatherings.
 - (iii) Engages in the process of soliciting visitors, sharing appropriate information with visitors, informing yearly meeting clerks of visitors and sending FGC Letters of Travel.
 - (iv) Collects reports from the visitors and compiles a report for each of the participating FGC program committees and Central Committee.
 - (v) Is responsible for keeping the Traveling Ministries Committee apprised of its work and any needs and/or concerns, which may arise as a result of the visits.
 - (vi) Reviews and modifies the visitor packet and forms on an annual basis.
- (c) The budget for this subcommittee is a line item within the Traveling Ministries Committee budget, which is approved by M&N before being forwarded to Finance Committee.
- (d) Process of discernment and appointment of Yearly Meeting Visitors
 - (i) Solicit volunteers among Central Committee Friends who might be potential visitors.
 - (ii) Review interest forms.
 - (iii) If needed, discern if there are former CC Friends who might be potential visitors.
 - (iv) Take into account the availability and gifts of the volunteers and the dates, requests and needs of the yearly meetings, discern the most appropriate match of visitors with each yearly meeting.
 - (v) Confirm availability of person matched to yearly meeting.
 - (vi) Apportion available financial assistance.
 - (vii) Notify clerk of yearly meeting who will be that year's visitor.
 - (viii) Send a FGC Letter of Travel for the visitor to the yearly meeting.

- (ix) Send a letter expressing our regrets to any yearly meeting for which a visitor cannot be identified.
- (x) As much as possible the same visitor should return to a yearly meeting for a second visit.

Naming Committee

1. Purpose and Function

- a. The Naming Committee recommends the appointment of Nominating Committee members and the Nominating Committee Clerk for approval by Central and/or Executive Committees.
- b. This Committee is composed of a minimum of two members, each appointed for one-year terms by the Presiding Clerk of FGC.

2. Operational Details

- a. The Naming Committee works, primarily during Central Committee sessions, to identify and bring forward names for Central Committee approval of those willing to accept appointment or reappointment for service on the Nominating Committee.
- b. In discerning new members of Nominating Committee, the Naming Committee should seek to approximate the broad geographic, age and other aspects of diversity within Central Committee.
- c. If all vacancies are not filled during Central Committee sessions, or if vacancies occur during the year, names may be brought to an Executive Committee meeting for approval
- d. The Naming Committee shares with the General Secretary information about those open to service on Nominating Committee at a later time so future Naming Committees can have access to this information.

Nominating Committee

1. Purpose and Function

- a. The Nominating Committee of Friends General Conference recommends to Central or Executive Committee the following appointments, for three-year terms and a limit of two consecutive terms, except where noted:
 - 1) Officers as described in Section IV. D of this manual.
 - 2) Executive Committee representatives (one-year terms, renewable up to six consecutive years):
 - (a) Five members at large
 - (b) One member from each yearly meeting only when a yearly meeting caucus fails to appoint its own representative in a timely manner
 - 3) Clerks and Assistant Clerks for all committees and Recording Clerk for Personnel Committee
 - 4) Members (in addition to clerks) of all administrative committees as noted in the description of each administrative committee.
 - 5) Director of Friends Meeting House Fund, Inc.: Nine members (three each year) (limit four terms)
 - 6) Co-opted persons: (for one, two, or three-year terms, depending on the circumstances of each appointment) with a limit of six years.
 - 7) FGC Representatives to other organizations as noted in Section VI of this manual.
 - 8) Ad Hoc Committees or other names as requested by Central or Executive Committee.
- b. The Nominating Committee will, if possible, appoint FGC committee members from a wide geographic distribution.
- c. Works with the Presiding Clerk to provide orientation for new committee clerks as appropriate.
- d. Membership: The Nominating Committee is composed of nine members, including its clerks, who are appointed by Central or Executive Committee upon recommendation of the Naming Committee.

2. Operational Details

- a. Meets at Central Committee in October, once in March, once in September, and other times as needed, including telephone conference calls.
- b. Maintains contact with officers, committee clerks, and relevant staff members to ascertain what skills and attributes are needed for each position and committee.
- c. Maintains contact with clerks of affiliated meeting nominating committees to make them aware of the needs of FGC and the responsibilities of membership on Central Committee and to help FGC Nominating Committee identify future leadership and persons with needed skills.
- d. Assembles names and information on terms of service, personal histories, and personal skills submitted by each member.
- e. Informs new members about their responsibilities and assists them in selecting program committees on which to serve.
- f. The Nominating Committee will carefully consider and broadly consult to ensure that a sufficient period of time passes between the service of a staff member of FGC and appointment to a Central Committee responsibility which is closely related to the previous staff position.

Personnel Committee

1. Purpose and Function

- a. The Personnel Committee is responsible for personnel matters within Friends General Conference. It recommends personnel policies and practices to the Executive Committee, advises Executive Committee and Central Committee on personnel issues and guides the implementation of FGC personnel policies.
- b. Personnel Committee Responsibilities:
 - 1) Act in all its business in ways that are faithful to the basic Quaker testimonies of honesty, equality and good stewardship.
 - 2) Determine and interpret personnel rules and practices, and recommend them for approval by the Executive Committee. These shall be regularly reviewed and updated as necessary.
 - 3) Maintain an up to date Manual of Personnel Policies and Procedures. Copies of this Manual are available from the FGC Office.
 - 4) Make recommendations to the Executive Committee each year on salary ranges and fringe benefits.
 - 5) Determine individual salary adjustments within the approved salary ranges.
 - 6) Make recommendations to the Finance Committee concerning the upcoming year's staffing plan and accompanying personnel budget.
 - 7) Communicate with the property committee concerns about physical office conditions.
 - 8) Review and approve job descriptions covering the individual paid positions.
 - 9) Assure that regular performance appraisals take place at least annually.
 - 10) Maintain contact with the staff. The Personnel Committee shall meet with office staff at least once a year.
 - 11) Make recommendations to the Executive Committee regarding the appointment and termination of the General Secretary. In order to recruit candidates to recommend for appointment to the position of General Secretary, the Personnel Committee will appoint a Search Committee.
- c. Because many of the discussions of the Personnel Committee involve confidential matters, the participation of other Friends is limited.
- d. Representatives from Program or other Administrative Committees will be invited to meetings of the committee at the invitation of the Personnel Committee Clerk as the agenda warrants. Any Friend with a concern about a personnel matter is encouraged to contact the Personnel Committee Clerk for time to discuss that matter on the agenda.
- e. The Personnel Committee consists of the Clerk, Assistant Clerk, and Recording Clerk of the committee, and three additional members of Central Committee, (preferably with personnel experience in labor and/or management), to be recommended by Nominating Committee, as well as a representative from Finance Committee, the Treasurer, the Presiding Clerk of Central Committee, and the General Secretary.

2. Operational Details

- a. Personnel Committee meets three to five times per year, with at least one meeting in Philadelphia with staff.
 - 1) January/February, before the Winter Executive Committee meeting,
 - 2) Late April/May, before the Spring Executive Committee meeting,
 - 3) Late Summer, before Central Committee meets,
 - 4) Other meetings as necessary.
- b. Duties of members and meeting agendas:
 - 1) The Personnel Committee does its job by recommending to the Executive Committee changes in personnel policies, monitoring the morale and performance of staff and fine-tuning procedures to meet changing times and circumstances.
 - 2) At its Spring meeting, the Committee considers staff performance reviews and salary adjustments, reviews the next year's budget as it concerns staff, sets up the review process for the General Secretary, and deals with other business as necessary.
 - 3) The late Summer meeting is generally a review of the year's activities and preparation of items needing Central Committee review or approval.
 - 4) The Winter meeting generally focuses on policy development, long-term personnel issues, and job descriptions.
- c. Some concerns are initiated in the Personnel Committee; others are brought by staff, program committees, administrative committees, and occasionally by individuals. The Personnel Committee consults with other committees or individuals as appropriate.
- d. Revisions to the Manual of Personnel Policies and Procedures are submitted periodically to the Executive Committee for approval, and implemented when approved. At any given time, the manual should include any committee minutes bearing revisions. The clerk of the Personnel Committee consults regularly with the General Secretary and with the Presiding Clerk of Central Committee.
- e. Appointing a General Secretary: To recruit candidates and make recommendations for appointment to the position of General Secretary, the Personnel Committee appoints a Search Committee consisting of the Assistant Clerk of Central Committee (convener), Presiding Clerk of Central Committee, Treasurer or Clerk of Finance Committee, a program committee clerk and a staff member. This committee reports directly to the Executive Committee. The Search Committee should approach likely candidates directly as well as soliciting generally within the Religious Society of Friends.
- f. Personnel matters directly related to a staff member's employment, including salaries, performance reviews, probationary status, and other similar issues, are confidential to the General Secretary and the Personnel Committee.

Property Committee

1. Purpose and Function:

- a. The basic operating principle of Friends General Conference as an owner of property is to provide a pleasant, safe, healthy, and comfortable work environment for staff and volunteers. The Property Committee will endeavor to safeguard the office property entrusted to it by FGC supporters and committee members.
- b. The Property Committee provides guidance for the administration of the real estate owned by FGC, including management of income, expenses, matters relating to leasing office space to tenants, and short and long-term maintenance. Other matters will be undertaken on an as-needed basis.
- c. The Property Committee shall consist of at least three members from Central Committee (one of whom shall act as clerk), the Fiscal and Property Manager, and up to two other staff members.

2. Operational Details

- a. The Property Committee meets twice a year, in September and in April and at other times as needed. Meetings are held in the FGC offices.
- b. The Property Committee accepts the responsibility for guiding FGC's representation on the Young-Smyth-Field Condominium Association Board and for ownership, occupancy, and management of the space owned by FGC on the second floor of the building at 1216 Arch Street in Philadelphia, PA.
- c. The Property Committee also carries a concern for the furniture, equipment and other aspects of the physical facilities in the FGC offices.

Publications and Distribution Committee (P&D)

1. Purpose and Function

- a. **Purpose:** The Publications and Distribution Program serves Friends General Conference through the ministry of the written word by publishing and distributing Quaker-oriented materials and other resources for spiritual nurture. We seek to serve monthly meetings, yearly meetings, FGC committees and individuals, answering the needs of Friends of various backgrounds, including those with varied experience with Quakerism, ethnic and racial origins, and geographic connectedness or isolation.
- b. **Functions:**
 - 1) Through Quaker Press of FGC, the Committee encourages and assists FGC program committees to prepare for publication books, pamphlets, curricula and other materials; review information on the needs and opportunities for new publications and take the initiative in finding ways to meet these needs when necessary; maintain and develop the FGC web sites; and publish the FGC newsletter, Connections.
 - 2) The Committee guides the operation of a bookstore, QuakerBooks of FGC, which offers books and other materials for sale by mail and through its web site and provides guidance and consultation to Friends about publications that can answer their needs, provides a bookstore at the Gathering, produces a yearly catalog and supplemental catalogs during the year; provides literature for consignment sales at yearly meetings, small conferences, and other sites and offers a limited walk-in service.
 - 3) The Committee supports the work of administrative committees such as Development in creating and publishing materials to be printed at their expense.
 - 4) The Committee participates in Quakers United in Publications (QUIP).
- c. **Members** of P&D Committee are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of the Nominating Committee; or invited at the Committee's discretion.

2. Operational Details

- a. **Meetings:** The P&D Committee meets at Central Committee and three other times during the year. Location is by decision of committee. If practical at least one meeting a year will be held outside of Philadelphia.
- b. **Liaisons** with other committees: We encourage other FGC committees, in particular Advancement and Outreach, Committee for Ministry on Racism, Ministry and Nurture, Traveling Ministries, and Religious Education Committees to name a liaison person to Publications and Distribution who receives Committee minutes and other communications and may attend our meetings as way opens.
- c. The operation of QuakerBooks of FGC is under the care of the Distribution Subcommittee. A Publications Subcommittee guides the operations of Quaker Press of FGC, sets priorities for new publications and reviews and recommends new proposals.
- d. **Financial concerns** of the Committee:
 - 1) Reviews and analyzes expenses and income of the retail sales operation and the regular reports from staff.
 - 2) Discusses and recommends to Central Committee all Publications fiscal policy.
 - 3) Develops and approves the committee budget in time for consideration by the Finance Committee and incorporation into the FGC budget.
- e. The Committee works with staff to develop work goals and priorities and give general oversight of their work. The Committee also advises on policies relating to acceptable levels of inventory, pricing, catalog preparation, etc.
- f. The Committee reviews policies on scope of publications; considers new media; decides what material to add or drop.
- g. The Committee reviews reprints and revisions and considers, in consultation with other committees where appropriate, what existing items may need to be reprinted or revised prior to reprinting.
- h. The Committee reviews information on publications that are needed and would be of value to the FGC community, seeks current and future opportunities to create new publications, sets priorities in line with the FGC Long Term Plan, reviews proposals and when approved sets up project committees to oversee the completion of proposed publications. The committee may decide to seek new material on some subject for which need is seen, and may decide to ask someone to write or revise material for FGC use.

- i. Proposals for publications can come from another program committee and usually do so, but may also originate with the Publications and Distribution Committee. An FGC committee that is considering a proposal or learns of a manuscript of interest can either refer the author(s) directly to the Publications and Distribution Committee or consider it first and send it to the Committee with their recommendations. It is recommended that all proposals for publication come to the attention of the Publications program in their early stages. The Publications Manager will receive proposals and manuscripts and be the communications link with authors and committees during the development process.
- j. Once a project is accepted for publication a project committee will be established to edit, revise, draw up a budget, develop a marketing plan, consult with FGC committee(s) or individuals as indicated, resolve problems, and oversee completion. The project committee will usually include the author(s), someone from the originating committee, someone from the P&D committee, the Publications Manager, and an invited member with interest and expertise in the subject. The project committee will provide regular reports to the originating committee, and P&D. After preliminary approval, readers from both committees will review and report in writing. In general, our policy will be that editors will make suggestions, authors will make revisions. More than one opinion is usually sought, and appropriate persons not on the committee may be asked to review.
- k. Because this committee is responsible for publishing and printing all FGC materials, close coordination with all other program committees is essential. The P&D Committee will seek to name members to act as liaison persons with the following committees: Advancement and Outreach, Committee for Ministry on Racism, Ministry and Nurture, Religious Education, and Traveling Ministries Program. These members would keep in touch with the work of those committees by reviewing their minutes, attending their meetings where way opens, and communicating with the clerk or liaison persons from those committees.
- l. As requested, the committee may advise staff on joining appropriate organizations or attending meetings in their professional field, or on other matters as they occur.
- m. The committee is responsible for promotion and marketing of the Quaker Press publications and the other materials distributed through Quaker Books of FGC. This promotion includes producing catalogs for both the bookstore and the press, regular communications with monthly and yearly meetings and other Quaker organizations as well as many other activities by both committee member and staff as opportunities arise.
- n. Final decisions to publish materials for sale by FGC rests with the Publications and Distribution Committee; this decision will be based on a holistic review of its value to serve the spiritual nurture of Friends, its quality, relevance, and salability. We will continually be open to input on these questions from committees and individuals in the FGC community.

Religious Education Committee (RE)

1. Purpose and Function

The Religious Education Committee seeks to act as a catalyst for Quaker spiritual development at the monthly, quarterly, and yearly meeting levels, as well as within individual Friends. Committee members provide workshops, conferences, networking, publications, and curriculum materials. The committee also works with other FGC committees such as the Long Range Conference Planning, Traveling Ministries and Publications and Distribution Committees. Religious education programs have been central to the mission of FGC since its founding over 100 years ago.

- a. The Religious Education Committee's work for adults and children is implemented through:
 - 1) Evaluating, writing, and editing new materials.
 - 2) Exploring new ideas, activities, and materials in order to channel the best to yearly and monthly meetings.
 - 3) Seeking dialog with monthly, quarterly, and yearly meetings.
 - 4) Distributing electronic and printed information, including the on-going development of the RE Committee web page on the FGC web site.
 - 5) Sponsoring small conferences and leading workshops.
 - 6) Maintaining close ties with other program committees of FGC.
- b. There are members on the Religious Education Committee from most yearly meetings in FGC. All members bring grassroots needs to the committee and carry possible solutions and materials back to yearly, quarterly, and monthly meetings. As it seeks to help Friends find their fullest expression of the Spirit in an atmosphere of love and care, the Committee itself becomes a caring, supportive community.
- c. The RE Committee's work is supported by the Religious Education Coordinator who participates in committee work and meetings as described above, and facilitates contact with other staff in the office.
- d. Members of the RE Committee are self-selected from the membership of Central Committee; co-opted by Central Committee upon the recommendation of the Nominating Committee; or invited at the Committee's discretion.

2. Operational Details

- a. Number and locations of **meetings**: In addition to meeting at Central Committee the Committee usually meets three times a year at monthly meeting sites which are easily accessible to members and which would benefit from a committee visit.
- b. **Additional Members**: The RE Committee gathers names of potential members from staff, committee members, yearly meetings, and visits with monthly, quarterly, and yearly meetings. This ensures active contacts in (or members from) every FGC yearly meeting. Those invited members who are not able to attend committee meetings are designated as corresponding members.
- c. The Committee coordinates FGC's involvement with **YouthQuake**, suggesting persons to the Nominating Committee to represent FGC on the YouthQuake Planning Committee and receiving reports from the YouthQuake representative.
- d. **Networking methods**:
 - 1) Each RE Committee member is expected to maintain contact with quarterly and yearly meetings to which they are affiliated. In addition, each committee member is asked to contact specific monthly meetings when directed by the coordinator or clerk.
 - 2) Activity ideas may be published in the RE Committee's semi-annual newsletter (REsources). Members are asked to share ideas from the newsletter with their contacts.
 - 3) Members are queried informally about concerns. Occasionally questionnaires are sent to monthly and yearly meetings.
 - 4) Interested persons can meet with committee members each year at one or more networking sessions scheduled at the Gathering.
 - 5) To maintain ecumenical ties, the RE Coordinator will serve on the Program Committee of the National Council of Churches' Ministry in Christian Education.
- e. **Publication Projects** for RE Committee:
 - 1) The RE Committee recognizes the need for new or revised religious education materials and invites Friends experienced in these subjects to submit proposals for such projects.
 - 2) The RE Committee reads new manuscripts it receives and selects those it recommends for further committee development. The review process includes frequent consultation with the FGC Publications Manager and may include other Publications & Distribution Committee members.
 - 3) After approving a publication proposal the RE Committee proceeds in the development of the publication using an internal publications process, as well as in cooperation with the Publications & Distribution Committee and its staff according to guidelines worked out with that Committee. A project that has received final committee approval for publication will be forwarded to the Publications & Distribution Committee with the anticipation that the project will be published.
 - 4) The RE Coordinator maintains contact for the Committee with other FGC staff, by working closely with Publications & Distribution Committee, the Publications Manager, and the Bookstore Manager.

- 5) The RE Committee regularly examines religious education materials suggested by committee members, and the Coordinator may request that the Bookstore stock selected items.
 - 6) At times, the RE Committee may be asked by the Publications & Distribution Committee to preview materials being considered for the Bookstore catalog.
 - 7) The RE Committee works in cooperation with other program committees to prepare timely articles for the Gathering Program, issues of FGCConnections, and the FGC website.
- f. **Leadership Training:** The RE Committee seeks to train teachers and group leaders by:
- 1) Meeting with local Friends during or after committee meetings, presenting materials, and facilitating programs.
 - 2) Sponsoring a small conference once every four years on topics related to religious education for children and adults (the Religious Educators Institute). Providing the leadership for a Pendle Hill Weekend for religious educators every other year.
 - 3) Working with the Traveling Ministries Program to send appropriate visitors to Friends meetings and groups requesting them.
 - 4) Holding networking sessions at the FGC Gathering as well as by encouraging workshops and interest groups at the Gathering.
- g. **Yearly Meetings:** The RE Committee assists yearly meetings by:
- 1) Working with the Traveling Ministries Program and the General Secretary to send the RE Coordinator to a yearly meeting with no paid staff to provide a workshop as way opens.
 - 2) Encouraging RE Committee members to attend yearly meetings as visitors. Offers might be made to present workshops, to provide training for program leaders of junior yearly meeting, or to assist with junior yearly meeting.
 - 3) After yearly meeting visits, the RE Coordinator and RE Committee members who visited are asked to make written reports and evaluations to the committee that may be different from their report prepared for the Yearly Meeting Visitor Program.
- h. **Ties with Other Committees:**
- 1) The RE Committee maintains close contact with all program committees of FGC. The RE Committee appoints representatives to the Traveling Ministries Committee and the Yearly Meeting Visitors Subcommittee of the Traveling Ministries Committee. The RE Committee appoints representatives to the Editorial Board of the FGC Connections, which is a publication of the Publications & Distribution Committee.
 - 2) The Religious Education Coordinator works closely with the Publications Coordinator and the Traveling Ministries Coordinator. The Religious Education Coordinator is asked to attend meetings of the Traveling Ministries Committee.
 - 3) The clerk maintains contact with other FGC program and administrative committees through correspondence, the exchange of committee minutes, attendance at the meetings of the Clerks' Caucus, and by attending the sessions of the FGC Executive Committee. On occasion liaisons are appointed to these committees as needed.

- i. Setting up **Meeting Places** for RE Committee weekend meetings: The clerk or an appointed committee member asks a selected host monthly meeting to provide overnight hospitality and a Saturday evening potluck for committee members. Except when the committee meets for retreat, it is the practice of the committee to offer to present a program on a topic of local interest.

V. FRIENDS MEETING HOUSE FUND, INC. (FMHF)

A. Function

1. The purpose of Friends Meeting House Fund (FMHF) is to make Mortgage Loans or Grants to Friends Meetings for the purchase, construction, renovation or expansion of their meeting houses.
2. **Funds for loans** are derived from the sale of Mortgage Pool Notes representing funds loaned to FMHF by individuals, Meetings (Monthly, Quarterly, and Yearly) and other entities. At least ten percent of these funds are held in reserve for incremental redemption of Notes; the balance is available for Mortgage Loans to Meetings. Notes are secured for the investors by liens incorporated in the Mortgage Loans repayable to FMHF. Funds not currently committed to loans are invested in GNMA certificates or other relatively liquid accounts backed by Federal Government guarantees where they are readily available for Mortgage Loans or redemption of Mortgage Pool Notes.
3. **Funds for Grants** are derived from tax-exempt contributions and other miscellaneous sources not associated with Mortgage Pool Notes and Mortgage Loans.

B. Organization

1. The Friends Meeting House Fund began as an initiative of the FGC Advancement Committee in 1954. It was incorporated in 1959 as a legally autonomous Pennsylvania not-for-profit corporation.
2. FMHF's Directors are appointed by the FGC Central Committee for staggered terms of three years on recommendations by the FGC Nominating Committee. The bylaws specify there shall be no more than ten or less than five Directors who serve for a maximum of twelve consecutive years.
3. Ordinarily, the Directors meet twice each year. Meetings are held at the FGC office in Philadelphia in November (the Annual Meeting) and in April or May. Additional meetings may be called.
4. At the Annual Meeting, FMHF's officers – Clerk (President), Assistant Clerk (Vice President), Secretary, and Treasurer – are selected by the Directors from their membership for one-year terms. In addition, the Directors designate one or more persons of the staff of FGC as Assistant Secretary/Treasurers.
5. Administrative services are provided by FGC by contract. The FGC employees designated as Assistant Secretary/Treasurers are authorized to conduct FMHF's routine business. The difference of approximately 3% between the interest earned by Mortgage Loans and investments and the interest paid Mortgage Pool Note holders produces funds to defray administrative expenses.

C. Operations

1. Routine correspondence, receipt of applications, and all financial transactions are handled by an Assistant Secretary/Treasurer, the Fiscal and Property Manager, operating in the FGC office.
2. An offering memorandum and subscription agreement are mailed to the prospective purchaser of a Mortgage Pool Note. Upon a decision to purchase, the currently applicable securities regulations of the purchaser's state are investigated, and, if compliance is practical (laws vary widely for not-for-profit organizations), the subscription agreement is executed. Notes are sold in amounts of \$500 to \$50,000. With most of FMHF's funds committed to loans, investment in Notes must be considered for the long-term. Usually redemption requests are honored in full; however the terms of the Notes permit redemption to be limited to as little as \$5,000 per year if FMHF finds it financially necessary.
3. Typically Mortgage Loans are of fifteen years duration with level debt service at an interest rate authorized by the FMHF directors. Each Mortgage Loan combined with any other loans secured by the same property can total no more than 75% of the value of the finished property. Each Mortgage Pool Loan is secured by a mortgage written to ensure a viable lien.
4. Mortgage Loan applications are reviewed for approval by the FMHF Directors. Normally, one or two directors – or other designees – meet with members of the applicant Meeting to review its future needs, resources, and plans. Such a review usually proves helpful to a Meeting as it completes its planning, and is equally helpful to FMHF in making sure that the Directors are fully informed concerning the condition of the Meeting and the nature of its project.
5. When contributed funds are available, Grants are approved by the Directors for minor improvement projects requiring no more than several thousand dollars. Usually these are awarded to Meetings with relatively modest resources.
6. To ensure its available funds serve as many Meetings as possible in a timely manner, FMHF asks each applicant Meeting to seek financing from all other appropriate sources, and then to request the smallest Mortgage Loan or Grant necessary to enable its project to go forward.

VI. RELATIONS WITH OTHER GROUPS

- A. FGC maintains formal relations with a number of other Quaker organizations by naming representatives who participate in the work of these organizations and serve as links between FGC and the other group.
1. Names of representatives to the following organizations are recommended by the Nominating Committee and approved by Central Committee, or Executive Committee. These representatives are members of Central Committee. They report annually in writing to Central Committee and otherwise as appropriate.
 - a. Friends Committee on National Legislation: Three representatives are named to the FCNL General Committee, one each year to serve three-year terms.
 - b. *Friends Journal* Board: Six representatives are named, two each year, to serve three-year terms on the *Friends Journal* Board.
 - c. Friends Pension Plan Committee: Five members are named, one or two each year, to serve three-year terms on the Committee.
 - d. Quaker United Nations Office (New York): One representative is named to serve a three-year term with this organization.
 2. Names of representatives to the following organizations are suggested to Nominating Committee by the designated program committee. Nominating Committee then recommends representatives to Central Committee for its approval. These representatives report regularly to the designated program committee and to Central Committee as appropriate. These representatives are not members of Central Committee by virtue of their appointments, but may be invited members of the program committee.
 - a. Friends Committee on Scouting (through CIRC): Two representatives are named in different years to serve three-year terms on this Committee.
 - b. FUM Triennial Observers (through CIRC): Two representatives are named to serve as observers at each FUM Triennial.
 - c. Quaker Information Center (through A&O): Two representatives are named in different years to serve on the Quaker Information Center Oversight Committee.
 - d. World Council of Churches (through CIRC): Two delegates are named to serve a seven-year term on the World Council of Churches.
 - e. YouthQuake (through Religious Education): One or more members are named to serve on the YouthQuake Planning Committee.
- B. FGC seeks an awareness of the work and possible opportunities for working together on matters of common concern with a wide variety of other Quaker and like-minded organizations. It learns of these possible opportunities primarily through individual contacts of staff and Central Committee members with the people and work of these groups.

VII. AFFILIATION PROCEDURE

The Advancement and Outreach Committee provides information about affiliation and works with meetings, or groups of meetings, interested in pursuing affiliation with Friends General Conference. The Committee has prepared a series of papers on the Benefits of Affiliation, Affiliation by Yearly Meetings, and Direct Affiliation by Monthly Meetings. These papers provide more information about the affiliation process and may be obtained from the FGC office or accessed on-line through the Advancement and Outreach Committee webpage.

- A. The group of Friends interested in affiliation contacts the FGC Advancement and Outreach Committee to receive more information about the process and to make its intentions known.
- B. The Advancement and Outreach Committee, through its own members or other Friends knowledgeable about FGC, consults with the interested meeting or group of meetings about the suitability of affiliation for the group. Sometimes affiliation can be accomplished through association with a yearly meeting already part of FGC. A Worship Group needs to become recognized as a monthly meeting before affiliating with FGC. While FGC may assist with the process, Monthly Meeting status may only be conferred by another monthly meeting, a quarterly meeting or a yearly meeting or association.
- C. If direct affiliation seems appropriate the yearly meeting or association of meetings, or the individual monthly meeting, may be encouraged to submit a written request for affiliation. If the applying group is part of a non-member yearly meeting, it should be in communication with its yearly meeting early in the process about its interest in affiliation with FGC.
- D. Representatives from FGC will meet with the applicant group to be sure its members are united in their desire for affiliation and that the group feels able to send appointees and financial support to FGC.
- E. When the Advancement and Outreach Committee is satisfied with the application, the request for affiliation is brought to Central Committee for its consideration.
- F. Members of the Advancement and Outreach Committee remain in contact with each directly affiliated monthly meeting. They provide nurture and support to these meetings and receive an annual written report, similar to a spiritual state of the meeting report, from each directly affiliated monthly meeting.

VIII. PROCEDURES FOR UPDATING THIS MANUAL

- A. Every five years, following considerations of the FGC Long Term Plan, all committees will review their description and update it as necessary. The Blue Book Committee should initiate and guide this review and revision process, receiving and incorporating proposed changes for Central Committee approval. Committees are also encouraged to submit changes as needed so their Purpose and Function and Operational Details are a reasonable description of the concerns and work of the committee.
- B. Any change in wording of a Blue Book section, except the Operational Details of the committees, needs Central Committee approval and should be brought to Central Committee by the Blue Book Committee or other committee as appropriate. Changes in a committee's Operational Details section must be approved by the full committee and given to the Blue Book Committee and the FGC Office for inclusion in the next revision of the Blue Book.
- C. It can be helpful to work with the Blue Book Committee as committees consider changes to their description. The Blue Book Committee may advise on integrating a proposed change with other parts of the organization and may be able to help with wording for clarity and consistency with the rest of the Blue Book.

APPENDIX A: BY-LAWS OF FRIENDS GENERAL CONFERENCE

ARTICLE I Membership:

1. Yearly Meetings, Monthly Meetings and associations of meetings of the Religious Society of Friends shall become member organizations of the Friends General Conference (FGC) upon approval of the Central Committee.

2. Yearly Meetings, Monthly Meetings and associations of meetings requesting membership shall be visited by a committee appointed by the Advancement and Outreach Committee. The Advancement and Outreach Committee shall then submit its recommendation to the Central Committee for action.

3. Any member organization of Friends General Conference may withdraw by presenting a written notice to the Central Committee.

ARTICLE II Central Committee:

1. The governing body of FGC is the Central Committee.

2. FGC's member organizations shall appoint representatives to the Central Committee. The size of the Central Committee and the number of appointees from each member organization shall be established from time to time by the Central Committee. Representation from each member organization shall be roughly proportional to the number of persons belonging to each member organization. In addition, the Central Committee may co-opt additional individuals to serve on Central Committee.

3. Appointments to the Central Committee shall be for a three-year term renewable for a second term. All terms shall begin and end with the annual meeting of the Central Committee.

4. Central Committee shall establish such administrative and program committees as are needed for the work of the organization.

5. Central Committee shall establish provisions regarding appointments of officers, clerks and members of committees, directors of the Friends Meeting House Fund, Inc., and other positions as needed.

6. The Central Committee must meet once a year, and is the only body with the authority to approve the annual budget.

ARTICLE III Officers:

1. The officers of FGC shall be: Presiding Clerk, Assistant Clerk, Recording Clerk, Assistant Recording Clerk, Treasurer, and Assistant Treasurer.

2. The officers shall be appointed for three-year terms, renewable for a second term. The Assistant Clerk may be appointed for a shorter term.

3. The officers may, with specific approval by the Central Committee, be coopted members of the Central Committee.

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ARTICLE IV Executive Committee:

1. The Executive Committee shall include the officers, clerks of standing committees or their designees, a representative from each affiliated yearly meeting or association, five members-at-large, and such other members as Central Committee shall designate.

2. Yearly meeting representatives to Executive Committee and members-at-large shall be appointed for one-year terms, renewable for a total of six consecutive terms.

3. The Executive Committee shall meet at least two times per year.

4. The Executive Committee acts on behalf of the Central Committee between meetings of the Central Committee.

5. The Executive Committee on recommendation of the Personnel Committee decides on salary ranges and personnel policy, and appoints the General Secretary.

ARTICLE V Friends Meeting House Fund, Inc.:

The Friends Meeting House Fund, Inc., (FMHF) is an independently organized Pennsylvania nonprofit corporation operating under the aegis of Friends General Conference. Its purpose is to make mortgage loans or grants to Friends meetings for meeting house acquisition, construction, or renovation. Its funds are loaned or donated for that purpose. Its day-to-day business is conducted by the staff of FGC as officers of the FMHF. Its directors are appointed by the FGC Central Committee in accordance with the FMHF bylaws.

ARTICLE VI Staff:

1. The employed staff of FGC assist officers and administrative and program committees to carry out the goals and objectives of FGC.

2. The General Secretary is appointed by the Executive Committee and is responsible for the appointment of all other staff.

ARTICLE VII Indemnification of Committee Members:

All members of the Central Committee and any other committee of FGC shall be entitled to the full benefit of the indemnification provision of the Pennsylvania Nonprofit Corporation Law of 1988, including, but not limited to, sections 5741 and 5742 of 15 Pa C.S.A.

ARTICLE VIII Amendments:

Those members of Central Committee present at any regular or special meeting may alter, suspend, or repeal these bylaws, except as limited by law or by the Articles of Incorporation, provided that notice of the proposed action shall be given with the notice of the meeting at which action is taken.

10/2005

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APPENDIX B: GUIDELINES AND DEFINITIONS ON LIMITED TERM ENDOWMENTS

(From the Guidelines on Limited Term Endowments approved by Central Committee 10/1996)

1. Introduction

1.1 Purpose of Guidelines

These guidelines are intended to codify good practice and accepted procedures for the handling of limited-term endowment funds contributed to Friends General Conference. They are also to be used as guidelines for handling all amounts that continue to be treated as limited-term endowment after their time restriction has expired.

1.2 Changes to Guidelines

Changes to these guidelines may be made by Central Committee after review by the Executive Committee. All changes should be preceded by considered reviews by the appropriate committees and officers. These reviews must include discussion, input and agreement from the Development Committee, the Finance Committee, and the Investment Management Oversight Committee. The intent is to have guidelines that always have the support of all persons and groups concerned with financial affairs, fundraising procedures, and Friends General Conference policies in general.

1.3 Terminology

Endowment gifts require perpetual preservation of the principal. Limited-term endowment gifts require preservation of the principal for a limited time period specified at the time the gift is made. At the conclusion of this period the principal becomes available for use for any activity of Friends General Conference.

There are two kinds of conditions placed on limited-term endowment funds. A term limit defines the period during which the principal must be preserved. A use limit is a condition that limits the expenditure of the income to certain purposes.

Limited-term endowment funds are called LTE funds to avoid confusing them with existing Friends General Conference funds. The Undesignated LTE Fund holds all limited-term endowments that have no use limits. Designated LTE funds may be created to hold limited-term endowment funds that have use limits.

Note that Friends General Conference already has two types of designated funds. Reserve funds allow money to accumulate for large expenditures or for capital improvements (e.g., mortgage payment reserve, capital maintenance reserve, equipment purchase reserve, copier reserve). Other funds are donated for specific purposes and are called restricted funds until they are expended for their designated purpose (e.g., IYM Field Secretary, IYM Released Friend, WCC Program to Overcome Violence, Hymnal Fund, travel funds, funds for specific publications). Each restricted fund is created as the need arises and the fund is discontinued when the restricted contributions are completely expended.

2. LTE Funds

2.1 Undesignated LTE Fund

The Undesignated LTE Fund holds all limited-term endowment gifts that may be used for any Friends General Conference program or activity (i.e., those that have no use limits).

2.2 Designated LTE Funds

Upon recommendation of the Executive Committee, the Central Committee may from time to time approve the creation of designated LTE funds to hold limited-term endowment gifts with use limits. Each such fund should have a broad enough purpose so that Friends General Conference can insure that appropriate program activities serving the fund's purpose will continue for a reasonable time.

The purposes of any designated LTE fund shall be described in the most general language possible. Each fund shall have a short description or name that gives a meaningful indication of its purpose.

Programs and committees change quickly and use of the income from limited-term endowment funds may be restricted for as much as 15 years. It is therefore unwise to create a designated LTE fund that is restricted to a specific existing program or a currently existing committee. Similarly it is unwise to create a fund for one particular gift. It is expected that the number of designated LTE funds will be kept small so that accounting is reasonably simple and reports are easy to understand. When considering the creation of a new designated LTE fund, the individuals and groups involved should include this section in any distributed materials so that people are reminded of these guidelines.

2.3 Laying Down Designated LTE Funds

A designated LTE fund is not expected to continue indefinitely. If the income from a designated LTE fund is a substantial portion of the total budget for activities supportable by its income, then serious consideration should be given to closing the fund to additional contributions. Similarly, if all monies in a designated LTE fund become available for general use because their use limit has expired, then discussion should be initiated as to the advisability of continuing the specific fund.

A review of the viability and appropriateness of all designated LTE funds must be performed yearly by the Finance Committee in consultation with the Development Committee. Proposals to close or lay down a designated LTE fund must receive Central Committee approval.

3. Soliciting Limited-term Endowment Gifts

3.1 General

Solicitation of limited-term endowment gifts shall be under the direction of the Development Committee. The Development Committee shall prepare appropriate brochures to be used when soliciting these gifts. Because of the complexities involved in these gifts any such brochure shall be reviewed by Executive and Finance Committees. Appropriate legal and investment advice shall also be obtained.

3.2 Bequests

The Development Committee shall create appropriate suggested bequest language so that individuals writing wills may easily make appropriate and acceptable bequests of limited-term endowments to Friends General Conference. The Development Committee is also charged with making this wording generally available and accessible to persons thinking about making bequests to Friends General Conference. Appropriate legal advice shall be obtained when creating any suggested bequest language.

The Executive and Development Committees are encouraged to develop procedures for pre-approval of large contemplated bequests that have use limits (see section 4.4 below).

4. Accepting Limited-term Endowment Gifts

4.1 Requirements

Friends General Conference will accept limited-term endowments when the time limit for preservation of principal is 15 years or less. Gifts that require preservation of the principal for longer periods will not be accepted. Gifts of perpetual endowment funds will not be accepted. The intent is to allow donors to place reasonable restrictions on the use of funds while also allowing Friends General Conference to be a Spirit led organization, responding to new leadings and new needs without being unduly constrained by past gifts.

4.2 LTE Gifts without Use Restrictions

Some donors may place no restrictions on the use of their limited-term endowment gifts. Such gifts will always be accepted. These gifts will be placed in the Undesignated LTE Fund.

4.3 Modest Size LTE Gifts with Use Restrictions

Limited-term endowment gifts of \$50,000 or less that are donor restricted for existing LTE funds will be accepted using the normal procedures for accepting gifts to Friends General Conference.

4.4 Large LTE Gifts with Use Restrictions

Any proposed large restricted gift (>\$50,000) that would be for a restricted LTE fund shall be reviewed by the Finance Committee and a recommendation taken to the Executive Committee for approval before being accepted. This review should address the question of the overall balance of funding for the various Friends General Conference activities. Large gifts that are likely to seriously distort Friends General Conference's program should not be accepted.

The Executive Committee is encouraged to develop procedures to enable these reviews to be done quickly, such as solicitation of written comments, conference telephone calls, etc.

APPENDIX C: EARLIER STATEMENTS OF PURPOSE

1984 Statement

Friends General Conference of the Religious Society of Friends affirms our roots in the rich Judeo-Christian tradition which continues as a source of joy and hope today. We respond to an element of universal spiritual experience—God, the Light within, the Seed, That of God—which is available to everyone who will seek or listen for it. As we learn to listen, we allow this spirit to inform and transform all areas of our lives. Our spiritual growth is reflected in our living concern and ministry to the spiritual and physical needs of others. We seek to make our daily lives witness to the continuing revelation of truth. Our community worship is based on expectant waiting for the leading of the spirit by which our individual quests may be supported and enhanced. Group decisions in our meetings for business are thus based on striving to know the will of God, allowing an openness to hear truths and diverse views for clearer decision making. We draw on and are renewed by loving fellowship and leadings in our meeting communities.

In the world today with its threat of nuclear annihilation, reliance on force, expediency, self-interest and conformity, we find these beliefs and practices an inspiration to ourselves and others. We find energy and challenge in the Religious Society of Friends' history of worship, social service, reform, peace efforts, insistence that means are as important as ends, that small steps are better than none, and that spiritual growth is primary to enduring and constructive social change. Diverse as our paths are, we have a strong belief that there is an essential unity which is revealed by encouraging each of us to follow the Light given us.

1969 Statement

Our contemporary search is for a prophetic faith above theological systems. We have outlived the antithesis between orthodoxy and liberalism. Much of our Quaker heritage is now accepted and shared by other churches. We are longing for a new fulfillment of the Christian idea. Our readiness to submit our-selves to God's command, and the vision of Christ for the Kingdom will renew our mystical devotion. In worship we seek oneness with the Spirit and a sense of eternity in time.

This urge to embrace a universal faith gives us a new perspective for judging fearlessly our society - its commercialism, its racism, its militarism, and its institutionalism - and for bringing about creative change. We must realize that the Church at large has not produced an independent Christian culture. We are not only part of society - we are too often its servant. The seekers of our time want a deeper fellowship, sharing a prophetic vision of things to come.

Friends represent a faith that is open to new insights and experiences. Such a liberating faith calls for commitment, not for neutrality. The liberated person is free to invite seekers to give, to listen, and to cooperate. We are free to transcend the bounds of creeds, but we do so in order to gain a broader faith and richer vision, even a more urgent commitment.

APPENDIX D: GUIDELINES FOR COMMITTEE CLERKS AND STAFF ON RECORD RETENTION AND ARCHIVING

The Friends Historical Library at Swarthmore College maintains the Friends General Conference archive. The FGC staff Archivist is responsible for collecting FGC records and conveying them to the FHL. The FHL record retention schedule below gives general guidance as to which documents should be saved for a period of years, and which should be permanently archived.

Not all records should be saved. Among those that can be discarded when they are no longer in use are informal committee correspondence and e-mails, draft versions of minutes and committee reports, and reports and newsletters from outside organizations. These and similar records of transient importance do not belong in the FGC archive.

Not everything worth saving should be in the public archives. Clerks and staff should maintain a separate file of important personal or confidential correspondence and reports. These materials will be archived separately to protect privacy and confidentiality. This file should be clearly labeled "Confidential" before being sent to the FGC archivist. NOTE: Try not to mix official and confidential business in the same letter. Write official letters with the idea in mind that they may be read by strangers. Anything you do not want read by strangers belongs in the confidential file.

Committee clerks should routinely provide the FGC Archivist with copies of committee minutes, and all attachments. In addition, clerks should plan to archive: committee reports, committee rosters, formal committee correspondence (including e-mails) dealing with substantive or policy issues, planning and policy documents, records of sponsored events, committee generated newsletters and publications, press releases and press clippings, photos (labeled and dated), and any other records that would help a researcher understand the history and accomplishments of FGC.

Staff should save formal correspondence and reports, as well as a range of legal, financial, personnel, and other records as described in the record retention schedule below. When a clerk or staff member is completing his/her term of service, he/she should organize these records and turn them over to the FGC archivist, who will deliver them to the Friends Historical Library.

The following statement was approved by the FGC Archives Working Group as a basic philosophical guideline:

Archives are important because...

They record our accomplishments, and testify to what we thought was important enough to save. They are a message to the generations that come after us: This is what we said; this is what we did; this is what we believed. Most religions are bound together by sacred writings and creedal statements. Quakerism is bound together by stories. We learn from the lives of those who came before us. We teach by sharing our own lives and experiences with those who will come after. Archives are one of the tools we have for adding our stories to the common stream.

Records Schedule

Holding onto unnecessary records will quickly use up all available storage space. A formal records retention program should be carefully developed and endorsed by the Board and take into consideration special circumstances, legal requirements, and other factors. *The following retention periods are intended as general guidelines only.*

Record Type	Retention Period (Years)	Comments
Unless otherwise indicated one copy only is retained.		
Administrative Records		
Agendas	7 years	
Annual reports	Permanent	
By-laws/Constitution	Permanent	Retain all historical versions
Correspondence & memoranda: general	3 years	
Correspondence & memoranda: substantive (i.e. deals with legal or other important matters; potential value for historical research on policy or issues)	Permanent	
Legal documents (e.g. deeds, titles, mortgages, bills of sale)	Permanent	
Minutes (all boards, committees, organizations within FGC)	Permanent	
Minutes: of other committees (i.e. outside of the FGC)	While current	
Organizational charts	Permanent	Unless included in reports or other documents
Planning documents (e.g. goals & objectives; Priorities)	Permanent	
Policy statements & Procedures manuals	Permanent	Maintain all historical versions; Policies are defined to include all written policy statements, procedures, standards, protocols, and practice guidelines and directives
Reports (generated by board/organizations/committees)	Permanent	

Record Type	Retention Period (Years)	Comments
Finance/Property		
Audited Annual Financial Returns	Permanent	Includes External auditor & Federal
Bank Statements, pass books, reconciliations & cancelled checks	7 years	This is a requirement of the Income Tax Act
Budget planning documents	Retain until budget approved	
Capital Construction Records - Includes: - survey & title search - contracts (incl. change orders) - equipment listing - funding approvals - testing reports & certificates - As Built drawings	Permanent	
Cash Receipts	7 years	
Contracts - supplies - service - maintenance	Permanent	
Deposit Books/Slips	7 years	
Donor Files (e.g. objective forms)	While active	
Donor Receipts	7 years	
General Ledgers	Permanent	
Inspection Reports (incl. fire, elevator)	Retain until next inspection	
Insurance Policies: Liability	Permanent	
Insurance Policies: Other (incl. property, boiler & machinery, travel, accident, course of construction)	7 years	
Invoices: construction	Permanent	
Invoices: other capital	5 years	
Invoices: operating	5 years	
Journals & Subsidiary Ledgers - accounts payable - accounts receivable - cash receipts - misc. & other - payroll	7 years	
Plans, Drawings & Specifications (i.e. architectural engineering)	Permanent	
Property Records: deeds, titles, leases	Permanent	
Subscription Files (e.g. Observer)	While current	
Tax Returns - charitable - GST	7 years	
Tax Bills: property, municipal	7 years	
Utility Contracts	7 years	

Record Type	Retention Period (Years)	Comments
Personnel Records		
Payroll Records: Time cards/sheets	2 years	
Payroll Records: T4's	7 years	
Payroll Records: T4A's	7 years	
Payroll Records: Deductions CPP, UI	7 years	
Personnel Policies	Permanent	
Personnel Records	Permanent	Working file; deposits to be marked confidential
Membership		
Directories (i.e. members, staff)	Permanent	
Mailing Lists	While current	
Other Records		
Biographical material of key members	Permanent	
Film/Videotape produced by FGC/of historical importance; identified	Permanent	
Gathering Records	Permanent	Registration packet, Daily Bulletin, Other program(s), including High School Program handouts, Other handouts
Histories of FGC (published or unpublished)	Permanent	
News clippings	Permanent	Must be dated and include name of newspaper; photocopy onto acid-free paper
Newsletters	Permanent	Complete set
Oral History: tapes/transcripts	Permanent	
Photographs (identified and dated)	Permanent	
Press Releases: those issued by FGC	Permanent	
Publications: by FGC	Permanent	
Publications: non FGC	while in use	
Scrapbooks (historical contents identified and dated)	Permanent	
Slide/Tape shows (subjects identified and dated)	Permanent	
Sound Recordings (of event/activity; key speakers identified; date of event)	Permanent	
Speeches (dated)	Permanent	
Surveys and Evaluations	Permanent	Examples of blank evaluation/survey forms, Summaries/composite tallies of surveys & evaluation forms

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