

# A CONVERSATION ON THE PROPOSED PYM STRUCTURE & PROCESS

Long Range Planning Group and Interim Meeting

January 11, 2014



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Conversation on Proposed  
PYM Structure



Feedback Forum  
October 2013



Report Annual Sessions  
July 2013



Day of Visioning  
April 2013



Listening Sessions  
2012

# PROPOSED STRATEGIC DIRECTIONS FOR PYM

1. Assist local Meetings in fostering dynamic, Spirit-led faith communities that (a) nurture spiritual disciplines and practices; (b) welcome seekers and encourage diversity.
2. Connect Friends through effective communications and technologies.
3. Develop and communicate widely clear messages about Quakers and PYM.
4. Simplify and strengthen governance and administration.
5. Foster a climate conducive to innovation and change within PYM.
6. Plan and hold annual sessions and other PYM-wide gatherings.
7. Facilitate effective, PYM-wide corporate witness and social action.
8. Partner with other organizations to achieve common goals.



**STRUCTURE &  
PROCESS ARE  
MEANS FOR  
ACHIEVING AND  
LIVING INTO OUR  
VISION**



**FROM OUR  
PROPOSED VISION  
FOR PYM'S FUTURE**

*“our  
organizational  
structures are  
simple so our  
primary bond  
may be to God.”*

# TODAY WE ASK YOU TO

- Listen to these proposals for PYM's organizational structure and for how staff and volunteer leaders do the work of PYM
- Allow us to answer and/or receive your clarifying questions
- Give us your additional feedback by **January 18** [<https://www.surveymonkey.com/s/LRPG>]



## ***NEEDS, ASPIRATIONS, YEARN INGS***

Things we have learned that have shaped the proposals you will hear today:

**PARTICIPATION**

**ACCESS**

**VITAL MEETINGS**

**SIMPLIFYING and  
STRENGTHENING**

# PARTICIPATION AND ACCESS

1. Increase participation of younger members
2. Provide new ways to access and participate in the life and work of our Yearly Meeting
  - Short-term assignments
  - Remote access; meet in other locations
  - Opportunities for developing skills and encouraging new leadership
  - Being open to experimentation and change



# NURTURING VITAL MEETINGS

## NEEDS, ASPIRATIONS, YEARNINGS:

- 1. Our individual and collective contributions to PYM more readily assist and strengthen our Meetings**
  - Training, resources, advice; improve communication to and from the Yearly Meeting
  - Be visible and welcoming presence in our communities
  - Engage more with our children and young people
- 2. Answer God's call, individually and collectively**
  - Deepen worship, care for one another
  - Ministry and witness
- 3. Be resources to one another beyond our own Meetings**

# SIMPLIFYING STRUCTURE AND GOVERNANCE

1. Consolidating similar responsibilities and functions
2. Handling financial affairs more efficiently
3. Improving accountability and responsiveness to corporate leadings
4. Focusing on a few things and doing them well
5. Partnering with others who do the same thing

# SIMPLIFYING AND STRENGTHENING OUR STRUCTURE AND GOVERNANCE

We do not have the staff and volunteer capacity we once did. Let us:

- Combine and consolidate the oversight and management of some of our functions
- Reorganize essential functions into 2 main areas of responsibility and service:
  - Administrative
  - Quaker Life
- Welcome Spirit; live into the possibilities!

# TWO BASIC AREAS OF RESPONSIBILITY

## Administrative Functions

Property and Finance

Budgeting

Personnel

Grant-making

General Secretary support  
and oversight

## Quaker Life in our Meetings and among our Meetings

Worship and Witness

*Faith and Practice*

Visible and welcoming  
communities

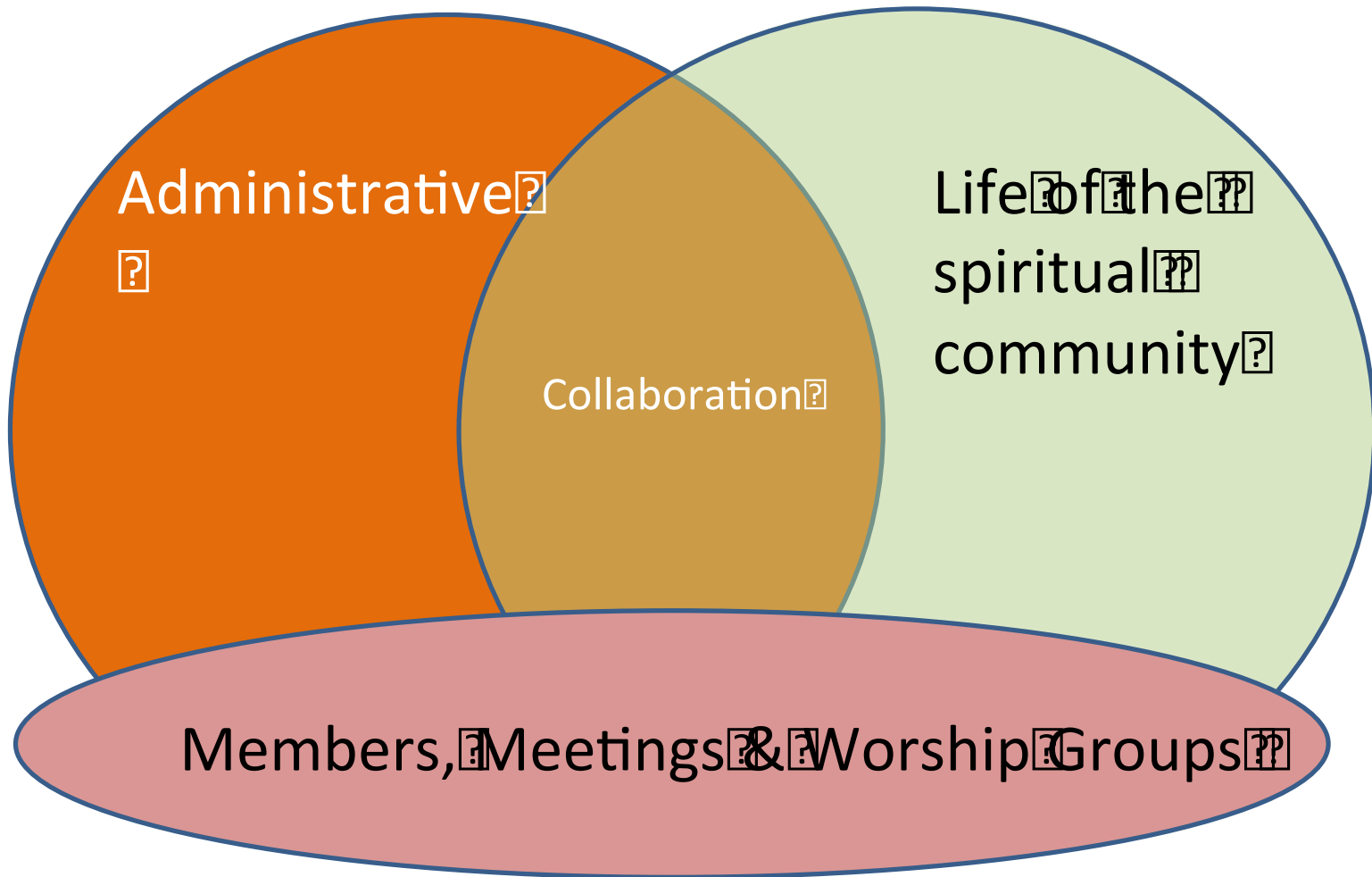
Speaking out about our faith

Children and youth; families

Peace and social justice

Caring for one another, our  
neighbors and the Earth

# SIMPLIFYING OUR STRUCTURE



Hotchkiss Diagram for PYM (LRPG 1/11/13)  
(modified from "A Map for Thinking About Congregations"  
appearing in Dan Hotchkiss' book "Governance and Ministry")



# **PROPOSAL: ADMINISTRATIVE COUNCIL**



## ***PROPOSAL:***

### **ADMINISTRATIVE COUNCIL**

**Need for an  
Administrative Council**

**Responsibilities of an  
Administrative Council**

**Membership of an  
Administrative Council**

**Committees of an  
Administrative Council**

# NEED FOR AN ADMINISTRATIVE COUNCIL

1. Consolidate oversight of finances and property, which is currently spread widely among several groups and committees
2. Respond to rapid challenges or emergencies
3. One group to be accountable for allocation of resources according to our priorities and capacity
4. General Secretary should have a smaller, more responsive supervisory group



# **RESPONSIBILITIES OF ADMINISTRATIVE COUNCIL**

- 1. Accountable to the Yearly Meeting through timely reporting**
- 2. Oversees allocation of resources. Holds PYM committees and staff accountable to PYM's priorities and expectations and to their own goals**
- 3. Seasons some matters of concern coming to the Yearly Meeting**
- 4. Handles matters that don't fit elsewhere in the Yearly Meeting structure determining the proper place for seasoning and decision-making**
- 5. Discerns, and may act, on behalf of the Yearly Meeting in emergencies or when conditions require**

# **RESPONSIBILITIES OF ADMINISTRATIVE COUNCIL,** **CONTINUED**

6. Supervises the General Secretary
7. Acts as a sounding board for the General Secretary
8. Appoints its own committees and working groups, as needed
9. Sees that at-large members are named to Nominating Committee, as needed
10. Thinks broadly about the functioning of the Yearly Meeting
11. Oversees periodic strategic planning on behalf of the Yearly Meeting

# **MEMBERSHIP OF ADMINISTRATIVE COUNCIL**

- 1. The clerks of the committees that are accountable to the Administrative Council**
- 2. The clerk of the Quaker Life Council, a piece to be described next**
- 3. At-large members, one of whom serves as clerk of the council**
- 4. Clerk and Treasurer of Yearly Meeting**
  - General Secretary attends the meetings**
  - Staff support the work of the council**

# COMMITTEES THAT REPORT TO ADMINISTRATIVE COUNCIL

1. Property, consolidated
2. Budget and Finance
3. Audit
4. Development
5. Personnel
6. General Secretary Oversight and Evaluation
7. Granting



# PROPOSAL: QUAKER LIFE COUNCIL

# OVERALL VISION OF QUAKER LIFE COUNCIL: **VITAL MEETINGS**

- 1.** Build a network of interested Friends who want to engage in meaningful work that supports vital Meetings.
- 2.** Gather state-of-the-Meeting input and provide training, advice and support for the identified needs and priorities.
- 3.** Encourage new leaders.
- 4.** Provide ways for those with limited time to participate; short “sprints” of service and effective meeting methods that do not require travel.



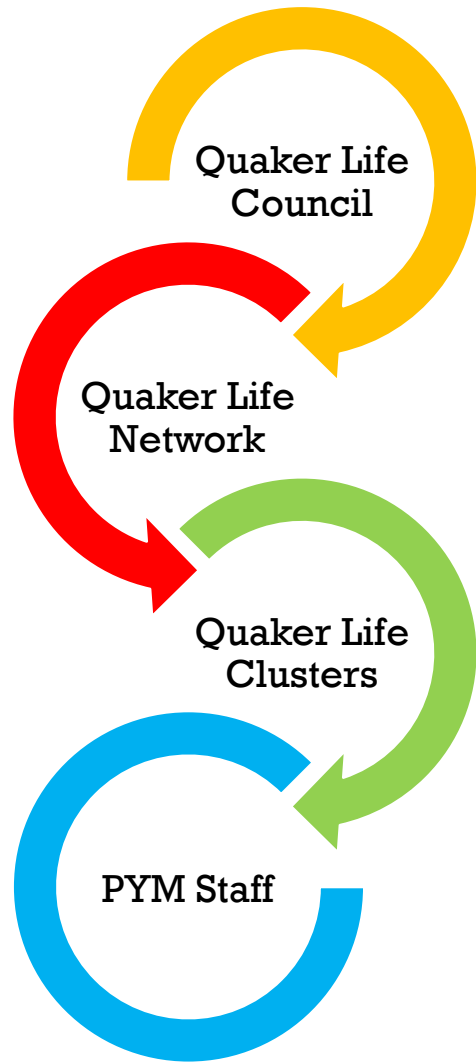


## PROPOSED: "QUAKER LIFE COUNCIL"

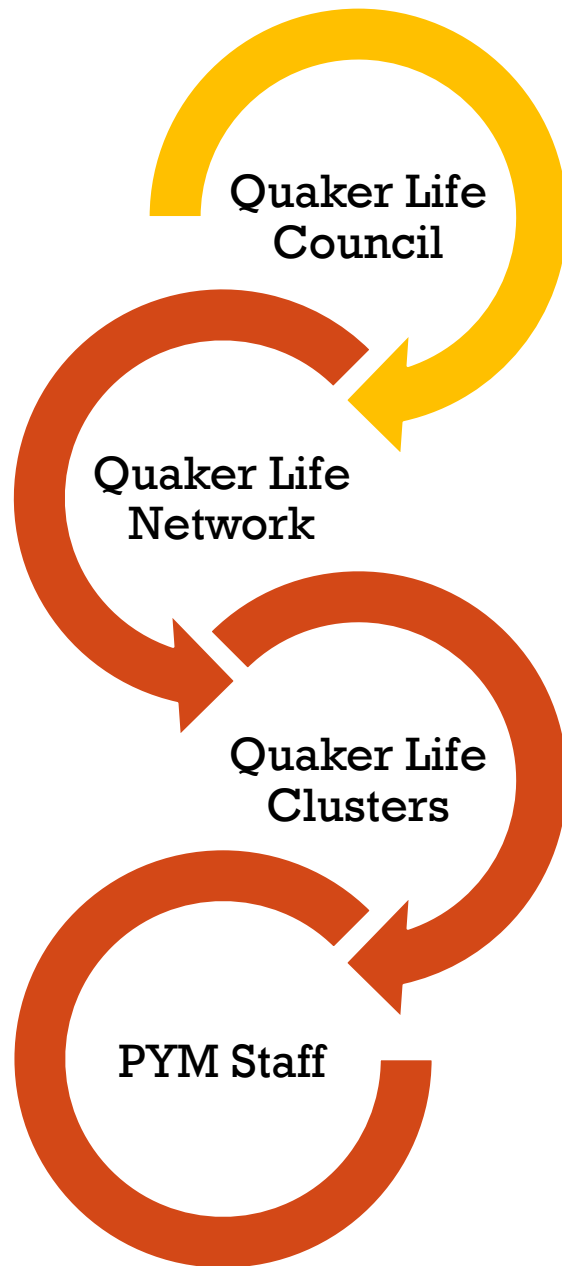
Strengthen and sustain the fabric of Quaker life in:

- Our monthly meetings
- Our quarterly Meetings
- Worship groups throughout PYM

Welcome others to discover the Quaker way.

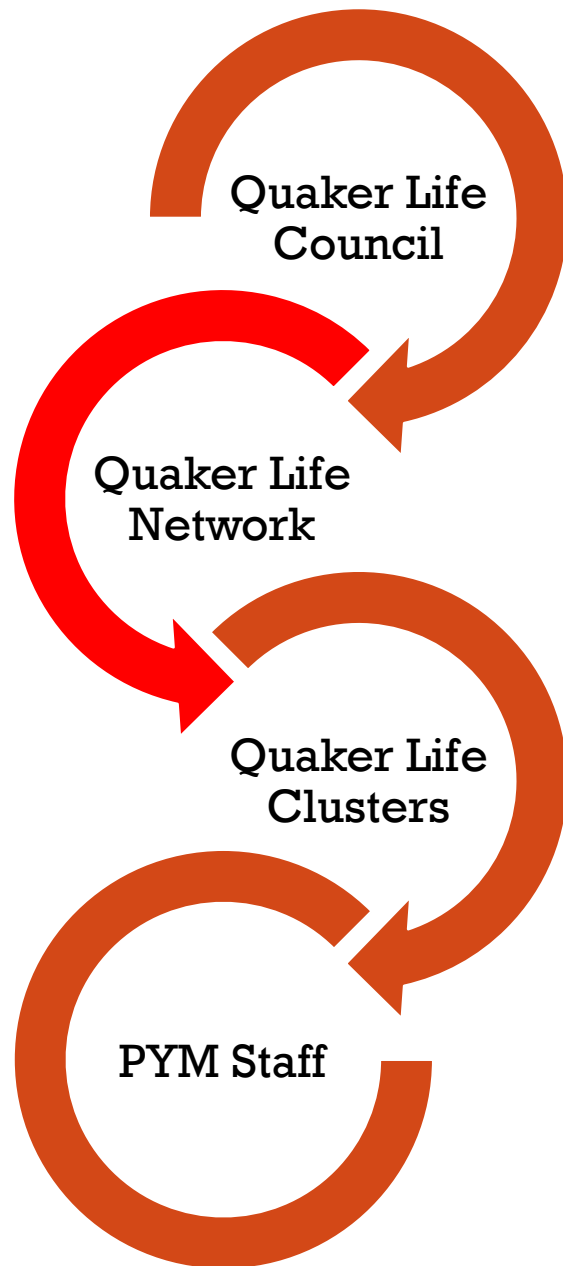






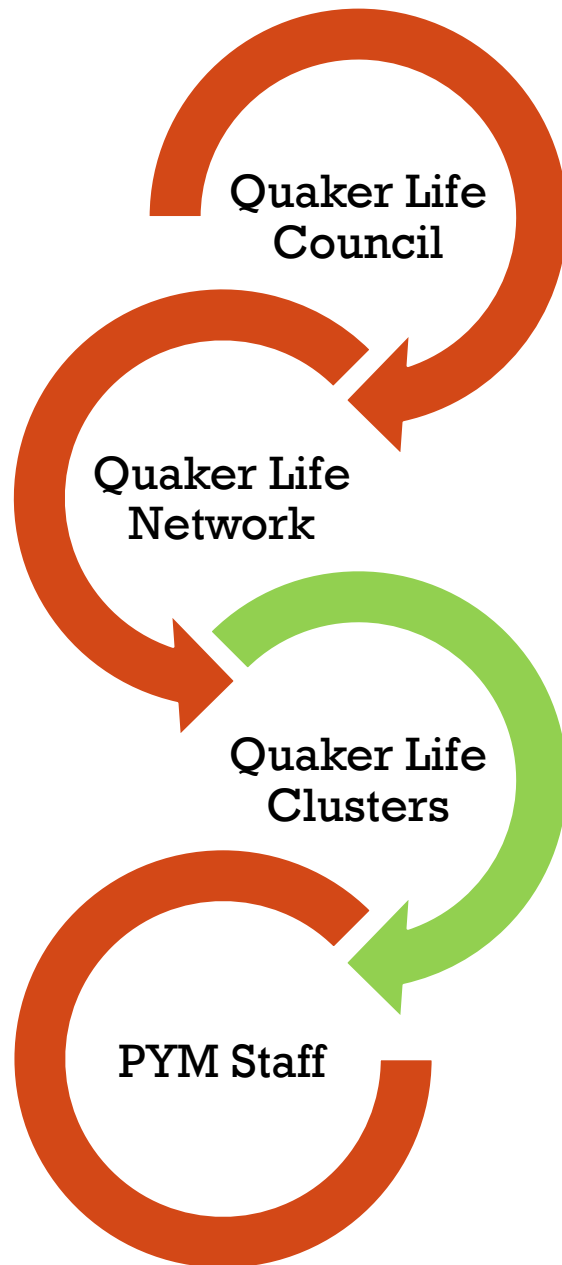
## QUAKER LIFE COUNCIL

1. Provides sustained coordination and oversight of programs;
2. Oversees process to identify a few priorities;
3. Reports to Annual Sessions.



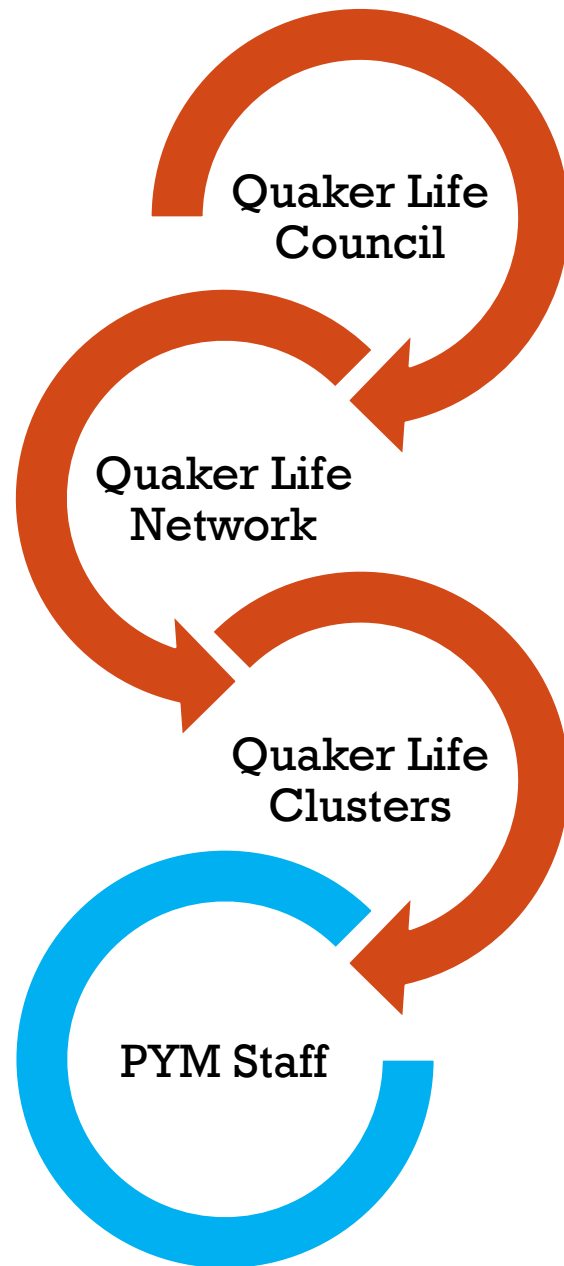
## ROLE OF QUAKER LIFE NETWORK

1. a reservoir of volunteers with skills and enthusiasm,
2. self-selected,
3. to do a variety of tasks, some on-going,
4. some sprints (short-term tasks)



## ROLE OF QUAKER LIFE CLUSTERS

1. Groups of Friends within the Network brought together by a common interest



## QUAKER LIFE COUNCIL & PYM STAFF

1. Help build the framework for the network and clusters,
2. Support access,
3. Help provide training and
4. Maintain resource bank(s).



# PROPOSAL: CONTINUING SESSIONS

# AT OUR LISTENING SESSIONS, LRPG LEARNED:

1. Annual Sessions should continue to serve us as described in *Faith and Practice*. Friends would like attendance at sessions to grow.
2. Annual Sessions and Interim Meeting as the governing body of PYM do not need to make all the decisions we ask of them now. We do not do effective committee work as a large body.
3. There is a need for a small group to make decisions in a timely manner on our behalf for matters such as property, finances, personnel.
4. We seek extended time together to worship and discern on matters related to our ministry and witness in the world.



# **ANNUAL SESSIONS AND CONTINUING SESSIONS**

**LRPG proposes:**

- 1.** The functions of Interim Meeting to “represent PYM between sessions and carry out its work” by holding Continuing Sessions instead. Called meetings may be needed in rare situations.
- 2.** Delegating some matters for decision to Administrative and Quaker Life Councils.
- 3.** Engaging Friends attending Continuing Sessions only in the highest level governance (versus operations) in order to focus more on worship, witness and other leadings rising up from Meetings.
- 4.** Increasing participation by younger Friends, newcomers and, through innovative forms of access, Friends from across the region.





## **PROPOSED:** **“CONTINUING SESSIONS”**

New one-day gatherings, held 2 or 3 times a year, that allow us to come together as a wider community to share and celebrate the Life and Spirit among us.



## **CONTINUING SESSIONS MAY INCLUDE**

- 1. Extended worship**
- 2. Extended time for considering topics of wide importance**
- 3. Time for sharing and seasoning how we are doing on our corporate leadings and priorities**
- 4. Meeting for worship for the continuing business of the Yearly Meeting, as needed**
- 5. Additional work of being a community including: teaching and learning, working on projects and committees, friendship and fun.**





## **A PAUSE:** **YOUR QUESTIONS FOR CLARIFICATION**

1. Administrative Council?
2. Quaker Life Council?
3. Continuing Sessions?



# PROPOSED: GRANTING COMMITTEE

# CHALLENGES OF PYM GRANT-MAKING TODAY

1. 15 granting groups operate in isolated silos
2. Relationship between standing committees and their granting groups:
  - Oversight role is not clearly defined – approaches vary
  - Challenges for standing committees to appointing granting group members
  - Composition of granting groups is inconsistent and sometimes less than ideal
3. We lack “big picture” reporting on granting activity across granting groups

# 15 GRANTING GROUPS FOR RESTRICTED FUNDS

	GRANTING GROUP	STANDING COMMITTEE	DISTRIBUTABLE INCOME (FY 2013)
1	Tuition Aid	Education	\$80,342
2	Other Education Grants	Education	\$52,088
3	Legacy (now Pusey)	General Services	\$25,000
4	Meeting House Trusts	General Services	\$49,002
5	Pemberton	General Services	\$10,777
6	Fund for Sufferings	Peace & Social Concerns	\$2,000
7	Indian Committee	Peace & Social Concerns	\$8,644
8	International Outreach	Peace & Social Concerns	\$8,842
9	Friends Institute	Support & Outreach	\$13,315
10	Membership Development	Support & Outreach	\$13,180
11	Willits	Support & Outreach	\$2,914
12	Aging Funds	Worship & Care	\$72,161
13	Family Planning	Worship & Care	\$27,619
14	Greenleaf	Worship & Care	\$337,551
15	Jeanes Fund	Worship & Care	\$228,962

# ADVANTAGES OF SEPARATING GRANT-MAKING FROM OTHER PYM ACTIVITIES

1. Bring grant-making out of the shadows and into the light “As a whole, granting is a major function of PYM.
2. Consolidate grant-making under a single oversight umbrella
  - Facilitate and encourage collaboration and sharing of information and best practices
3. Granting Committee to nourish spiritual aspects of grant-making
4. Increase clarity and transparency by reporting regularly, routinely and separately on grant-making activities

# GRANTING COMMITTEE TO ADMINISTER RESTRICTED FUNDS

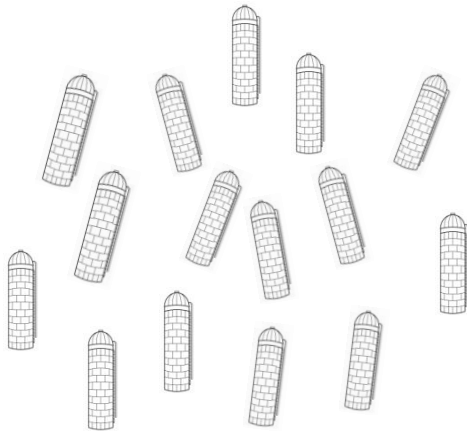
## Function

1. Oversee all granting groups
2. Insure that all granting activity is aligned with overall mission of PYM
3. Report regularly on granting activity across granting groups (holistic picture)
4. Appoint granting group members to insure appropriate mix of perspectives (program knowledge, stewardship of restricted funds, YM leadership)
5. Evaluate existing structure (15 granting groups) and consider consolidation into fewer granting groups aggregated by related intention (e.g. aging, etc.)

## Organization

1. Members nominated by Nominating Committee and appointed by Annual or Continuing Sessions
2. Report to Administrative Council

# CONSOLIDATED GRANT-MAKING FUNCTION



15 Disconnected  
Granting Functions

VS.



One Cohesive Granting Function  
With 15 Parts





# PROPOSED: NOMINATING COMMITTEE

## **CURRENT NOMINATING COMMITTEE CHALLENGES**

- 1. 43 members allotted but only 16 appointed now by the 13 quarters.**
- 2. Ideal size is around 20, not 43.**
- 3. 3 of 16 existing member's terms have expired; 5 more expire this year.**
- 4. 3 quarters have not appointed anyone, and only 1 quarter has appointed their full allotment of members.**
- 5. Some quarters are healthy, some inactive, so our current arrangement of PYM Nominating being entirely composed of Friends named by quarters needs attention.**

# **PROPOSED: NOMINATING COMMITTEE**

- 1.** Committee would have approximately 20 members.
- 2.** Each Quarter to name one member, and an additional 7 at-large members would be brought to Annual Sessions or Continuing Sessions by a naming committee appointed by the Administrative Council.
- 3.** If a Quarter makes no appointment, then the naming committee would also seek someone from that Quarter to serve on Nominating.

# **NOMINATING COMMITTEE NOMINATES – APPROVAL BY ANNUAL SESSIONS OR CONTINUING SESSIONS:**

- 1. PYM Clerk, Alternate Clerks, & Recording Clerks**
- 2. PYM Elders**
- 3. PYM Treasurer & Assistant Treasurer**
- 4. Clerks and members of Quaker Life Council and Administrative Council**
- 5. Members of the some of the committees that report to Administrative Council and Quaker Life Council**
- 6. PYM reps to outside groups such as FCNL, FGC, AFSC, Friends Fiduciary, interfaith councils**



## **A PAUSE:** **YOUR QUESTIONS FOR CLARIFICATION**

1. Granting Committee
2. Nominating Committee

# Annual Sessions & Continuing Sessions

## Administrative Council

### Committees:

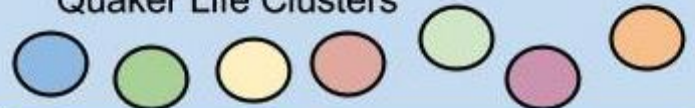
- Property
- Budget & Finance
- Personnel
- General Secretary Oversight
- Audit
- Development
- Granting

## Nominating

Priorities Process

## Quaker Life Council

Quaker Life Clusters



Quaker Life Network

Friends in their meetings and worship groups



# OUR CONVERSATION



# NOW, WE ASK YOU TO

- Allow us to test the sense of this meeting by taking Interim Meeting's pulse in response to these proposals
- Give us your additional feedback electronically by January 18  
<https://www.surveymonkey.com/s/LRPG>
- Join us in closing worship





<https://www.surveymonkey.com/s/LRPG>

*“Thank you” from LRPG*

