



2012 ANNUAL REPORT

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### ***Cover and below***

*Presbyterian missionaries first took the gospel to Korea in 1884. In September 2012, Presbyterian Church (U.S.A.) representatives joined members of the Presbyterian Church of Korea in Seoul to celebrate the 100th anniversary of the church's first General Assembly. Photos by Erin Dunigan.*





## Message from Linda Valentine and Matthew Schramm

*Finally, beloved, whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about these things.*  
—Philippians 4:8

As we reflect on the many changes we have witnessed during the past year, the apostle Paul’s eloquent exhortation calls us to rightly focus our attention and energy on those things that are positive and life affirming.

In 2012 we were charged with a new name. The 220th General Assembly (2012) affirmed us in our missional purpose and identity by calling the former General Assembly Mission Council the Presbyterian Mission Agency, a name that captures well who we are.

Presbyterians were *inspired* by the 1001 New Worshiping Communities movement, excited that new, varied, and even unconventional forms of church have begun to change the world and the church for the sake of the gospel.

Presbyterian young adults were *equipped* by our new young adult catalyst and an ambitious initiative called UKIRK, which is bringing new life and energy to the church’s ministry with college students.

Presbyterians were *connected* through our many transition-into-ministry programs, such as the Company of New Pastors, For Such a Time as This, and racial ethnic leadership institutes. We also worked with existing congregations—through programs such as New Beginnings—to help presbyteries and congregations discern their future stories.

Even in the midst of chaos, Presbyterian Disaster Assistance delivered God’s gift of consolation and hope through an outpouring of volunteer support, teaching materials, and other resources.

At the Dallas II global mission consultation, World Mission and mission leaders from across the PC(USA)—as well as global and ecumenical partners—affirmed a collective call to focus on three critical global initiatives: address the root causes of poverty, share the good news of God’s love in Jesus Christ, and pursue reconciliation amid cultures of violence.

As you read this report, we hope that you will not only “think about these things” but also joyfully engage with us in God’s mission for the transformation of the world.

**Linda B. Valentine**, Executive Director  
Presbyterian Mission Agency

**Matthew Schramm**, Board Chair  
Presbyterian Mission Agency







## Message from Roger Dermody

*Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God—what is good and acceptable and perfect.* —Romans 12:2

2012 was a year filled with changes for the Presbyterian Mission Agency. While everything in existence experiences change, we are comforted with the assurance that in the midst of the change, God's Spirit continues to direct our work all over the world as we strive to inspire, equip, and connect the Presbyterian Church (U.S.A.) and its many expressions to serve Christ in the world through new and existing communities of faith, hope, love, and witness.

During this period of transition and change, the agency began to live into its vision of joyfully engaging in God's mission for the transformation of the world. 2012 was the year for the development of a new and exciting plan that will guide our work as we seek to work in partnership with congregations, mid councils, and communities globally. As we move in a new direction, we demonstrate a creditable faith that makes a difference. Our faith will enable us to inspire the church to cultivate, nurture, and sustain diverse transformational leaders for Christ's mission. Our faith will equip congregations to receive and send disciples who demonstrate and proclaim God's justice, peace, and love in an increasingly globalized world. It is our faith that will help us help Presbyterians empower, engage, and join young adults in reforming the church for Christ's mission. This faith will ignite a dynamic movement within the Presbyterian Church (U.S.A.) that results in the creation of 1,001 new worshipping communities.

While there is always uncertainty with change, we know that God does not change. It is our unchanging God that will help the Presbyterian Mission Agency inspire, equip, and connect Presbyterians to new and engaging ways of reaching out to those seeking the hope of the gospel.

A handwritten signature in blue ink that reads "Roger Dermody". The signature is fluid and cursive, with the first name being more prominent.

**Roger Dermody**, Deputy Executive Director for Mission  
Presbyterian Mission Agency



## Mission Highlights



Presbyterian Disaster Assistance (PDA) enables congregations and mission partners to witness to Christ's healing love through spiritual care and support in the aftermath of disaster and in long-term recovery. Through its

National Response Team and Volunteer Villages, PDA helps deploy volunteers to equip the church for local response. In 2012 PDA responded to disasters in 34 states, including mass shootings, Hurricane Sandy, and numerous tornadoes and wildfires. Internationally, PDA responded in 35 countries while continuing long-term response in Japan, Haiti, and Indonesia. Through brick and mortar, prayer and partnership, PDA works to rebuild lives and fulfill its mission—out of chaos, hope.

**Laurie Kraus**, Coordinator  
Presbyterian Disaster Assistance  
[presbyterianmission.org/ministries/pda](http://presbyterianmission.org/ministries/pda)



Welcoming those from all racial and cultural backgrounds is an expression of God's love for all, and as we ignite a movement to grow 1,001 new worshiping communities, much of the new growth is among immigrants and

racial ethnic groups. Many congregations within the PC(USA) are seeking to better reflect the diversity of their surrounding communities. The Cross-Cultural Ministries office assists these congregations in identifying new opportunities for mission and connection with racial ethnic groups in their neighborhoods. The office also works with mid councils and other PC(USA) entities to train, connect, and equip leaders with the understanding, partnerships, and tools to meet the unique challenges of cross-cultural ministry.

**Sterling Morse**, Coordinator  
Cross-Cultural Ministries  
[presbyterianmission.org/ministries/cross-cultural-ministries](http://presbyterianmission.org/ministries/cross-cultural-ministries)



Helping Asian Presbyterians plant communities of faith and grow their own congregations is the focus of the Asian Biblical Theological Study Program. This program addresses the need of Asian congregations for more leaders within their

communities, especially in smaller towns and small groups in larger cities. It provides training a day before or after caucus events, making attendance easier and cost-effective. Courses are translated into multiple languages and focus on biblical interpretation, Reformed theology, teaching in the Reformed tradition, preaching, and Presbyterian polity. Participants earning six credits can use these as proof of education in seeking ordination as a commissioned ruling elder.

**Mei-Hui Chen Lai**, Associate  
Asian Congregational Support  
[presbyterianmission.org/ministries/asian](http://presbyterianmission.org/ministries/asian)



Igniting a churchwide movement that results in the creation of 1,001 new worshiping communities is one of the most important ministries of the PC(USA). In their recent book *Lost in America*, authors Tom Clegg and Warren Bird note that if the

unchurched population in our country were a nation, it would be the fifth largest in the world. Only 5 percent of the millennial generation (18–30) is involved in any faith community, and every year more than a million immigrants make the United States their new home. Working in partnership with churches and mid councils, the Presbyterian Mission Agency is providing vision and training resources to innovative leaders, helping with credentialing and financial support where needed and keeping Presbyterians at the edge of the Spirit's work.

**Vera White**, Associate  
1001 Worshiping Communities  
[onethousandone.org](http://onethousandone.org)

# Compassion, Peace, and Justice

## Sara Lisherness, Director



*The ministries of Compassion, Peace, and Justice inspire, equip, and connect Presbyterians and ecumenical partners around the world to*

*• rebuild communities devastated by a natural or human-caused disaster;*

- promote peace and the resolution of conflict;*
- educate and equip individuals and congregations to address the issues that perpetuate hunger;*
- help people who are caught in poverty help themselves; and*
- advocate for justice, freedom, and human fulfillment in the local, national, and international arenas.*

*Together, in real and tangible ways, we are responding to God's call through the prophet Isaiah to be repairers of the breach, restorers of the streets to live in—making God's community livable for all.*

## Ministries of Compassion, Peace, and Justice

The Advisory Committee on Social Witness Policy  
Child Advocacy  
Environmental Ministries  
James N. Jarvie Commonwealth Service  
Mission Responsibility through Investing  
Presbyterian Disaster Assistance  
Presbyterian Health, Education, and Welfare Association  
Presbyterian Hunger Program  
Presbyterian Ministry at the United Nations  
Presbyterian Office of Public Witness  
Presbyterian Peacemaking Program  
Self-Development of People

## Growing new opportunities

The Presbyterian Hunger Program (PHP) equips the church to respond to hunger and poverty with compassion and justice, here in the United States and around the world. Hunger and poverty are realities for many Latinos and immigrant communities across the country. In Eugene, Oregon, PHP has partnered with Huerto de la Familia (Garden of the Family) in



Courtesy of Huerto de la Familia

a microenterprise program that provides training and business counseling for families interested in creating small businesses related to food and agriculture. Celia Sam Pedro, a longtime participant in Huerto's organic-gardening program, realized she could turn the small garden plot she rented from Huerto into a business. She began to develop a business plan and turned her idea into a reality. Funding from PHP supports Huerto and similar initiatives around the world designed to build self-reliance and healthy, prosperous communities.

*Celia Sam Pedro, now a small-business owner as a result of an organic-gardening program offered by PHP partner Huerto de la Familia, gives back by baking hundreds of preordered loaves of pan de muerto to raise funds for Huerto's programs.*





Erin Durrigan

When the remote village of Ingo in Kenya needed water after several years of harsh drought, Presbyterian Disaster Assistance (PDA) partnered with the Presbyterian Church in East Africa (PCEA) to provide the expertise, tools, and supplies to build a borehole well. Members of the village finally had the cleaner drinking water for everyday activities, and farmers had water for crops, allowing the village to thrive again. PDA is helping Ingo and other parts of Kenya recover from the severe drought. One of PDA's strengths is providing long-term assistance in partnership with communities that have been affected by disaster, both in the United States and around the world. Presbyterian Disaster Assistance inspires, equips, and connects congregations to witness to the healing love of Christ through caring for communities adversely affected by crises and catastrophic events.

*Residents of Ingo village and other parts of Kenya now thrive after several years of drought because a borehole well made possible through PDA and PCEA provides cleaner drinking water for crops and other everyday needs.*

# Evangelism and Church Growth

## Eric Hoey, Director



*Evangelism and Church Growth ministries support the church's desire to make disciples for the transformation of the world. We do this by helping congregations and mid councils partner with the Holy*

*Spirit to accomplish God's redemptive plan through faith in Jesus Christ. Our vision is to help the PC(USA) become a turnaround denomination by igniting a passion for Jesus, inspiring the church to be the church, and equipping leaders for 21st-century mission and ministry. We are gratified that God is working through our ministries to benefit congregations, presbyteries, church leaders, youth and the people who work with them, young adults, college students, and leaders of PC(USA) camp and conference centers.*

### Evangelism Ministries

Camp and Conference Ministry  
Collegiate Ministries  
Evangelism  
Ministries with Youth

### Church Growth Ministries

Congregational Transformation  
Mission Program Grants  
New Church Development  
1001 New Worshipping Communities

## Everyday evangelism

What does evangelism look like? Evangelism and Church Growth equips congregations to explore this question. Sometimes evangelism looks a lot like a hug. The opening prayer at the 2012 Evangelism and Church Growth Conference challenged retired schoolteacher Sherrill Coutourier to draw close to Jesus and discern how she might share the good news once she returned home. Reflecting on Scripture and the conference theme taken from Acts 1:6–11 (“What are you waiting for?”), she began to realize how much she had experienced



Courtesy of the Fellowship Place

God's mercy and grace. Drawing on teaching from the conference, she began reaching out to others, even greeting strangers with a hug at a monthly food-and-clothing giveaway. One woman asked for prayer: like Coutourier, she was a breast-cancer survivor. As they prayed, both were reenergized, prompting Coutourier to marvel at how God works when we share our faith and to give thanks for the way the PC(USA) encourages and supports everyday evangelism.

*After attending the National Evangelism and Church Growth Conferences, Sherrill Coutourier began sharing her faith and inviting people to her church to share in God's goodness, mercy, and grace.*





Courtesy of HeBrews 2:11

A *Presbyterians Today* article about a movement in the PC(USA) to create 1,001 new worshipping communities helped launch a worshipping community in Lincoln, Nebraska. Pastor Brent Johnston of First Presbyterian Church asked his new youth and young adult ministry director to check out the 1001 website ([onethousandone.org](http://onethousandone.org)) and watch videos there. Prompted by the story of a church that started a coffeehouse to reach a different Sunday-morning crowd, Chris Hansen began to talk to students at the University of Nebraska, who said they would come if they could do church in a new way. Within six months HeBrews 2:11 coffeehouse

was born in a water-damaged chapel that had sat empty for years. Now some 50 young adults pack the coffeehouse, encountering the Word and discovering its relevance for their daily lives. The 1001 vision inspired the Lincoln congregation to engage a new generation of students in meaningful faith conversations.

*Young adults gathered for conversation at HeBrews 2:11, a coffeehouse attracting students from the University of Nebraska, who explore how Christian faith relates to their daily lives*

## Racial Ethnic & Women's Ministries/PW

### Rhashell Hunter, Director



*Racial Ethnic & Women's Ministries/Presbyterian Women follows the call "to do justice, to love kindness, and to walk humbly with your God" (Micah 6:8). We empower racial ethnic, new immigrant, and women*

*leaders through training, coaching, leadership institutes, and networking and by providing grants to racial ethnic schools and colleges and racial ethnic and immigrant leaders. We also assist the church in becoming inclusive and racially just. The newest growth in the church is among immigrants and certain racial ethnic communities. Racial Ethnic & Women's Ministries assists congregations and mid councils in their efforts to become more cross-cultural. With Presbyterian Women Inc., we continue to do justice, love kindness, and walk humbly with our God.*

### Racial Ethnic Congregational Support Offices

African American Congregational Support  
Asian Congregational Support  
Hispanic Latino-a Congregational Support, including  
Portuguese-Language Congregational Support  
Native American Congregational Support

### New Immigrant and Emerging Communities Offices

African Emerging Ministries  
Korean Emerging Ministries, including  
Korean English Ministries (EM)  
New Immigrants and Emerging Ministries, including  
Middle Eastern Ministries

### Cross-Cultural and Multicultural Ministries Offices

Cross-Cultural Ministries  
Multicultural Congregational Support

### Racial Ethnic Leadership Development

Racial Ethnic Leadership Development  
Racial Ethnic Schools and Colleges

### Women's Leadership Development and Justice Ministries

Gender and Racial Justice  
Women's Leadership Development  
Young Women's Leadership Development

### Presbyterian Women Inc.

## Empowered to lead

It's easy for young women to get lost in the shuffle of the larger church. Racial Ethnic & Women's Ministries is reaching out to young women and equipping them with the skills and platforms necessary to voice their concerns at Presbyterian conferences, including General Assembly, Big Tent, and the Commission for the Status of Women at the United Nations. Courtney Payne, 23, is a Presbyterian from Cleveland, Ohio, who has been drawn into deeper involvement with the church through the Young Women's Leadership Development (YWLD) program. YWLD not only seeks out opportunities for young women to share their ideas but also provides resources and guidance for their spiritual development while empowering them to hone their leadership skills within the church. "We are young women of color, and the church is making space for us," Payne said. "[YWLD] is saying to us, 'Yes, you can be leaders in the Presbyterian church.'"



Jessica Reid

*Courtney Payne and Ana Lara attended and contributed to committee meetings during the 220th General Assembly (2012) as part of the YWLD program.*





Presbyterian Mission Agency

## Supporting new African worshipping communities

As Africans immigrate to the United States, many seek worshipping communities that have a touch of home. With the unprecedented growth among African communities comes a host of challenges, from financial to cultural. Racial Ethnic & Women's Ministries is assisting congregations and new worshipping communities by providing places to meet, educational materials, connections to local presbyteries, and leadership-development tools. One beneficiary is Stephen Yaw Nkansah, pastor of 700-plus-member Ebenezer Presbyterian Church in Woodbridge, Virginia. The church's building is so packed that Sunday-school

classes don't always have enough places for children to sit. Nkansah has reached out to the larger church for help finding similar congregations and for assistance with his blossoming ministry. Racial Ethnic & Women's Ministries is providing essential support for Nkansah's congregation and many others across the nation as they grow into and with the larger PC(USA) family.

*Ebenezer Presbyterian Church, a new African worshipping community in Woodbridge, Virginia, is growing so quickly that Sunday-school classes are filled to overflowing.*



## Theology, Worship, and Education

### Charles B. “Chip” Hardwick, Director



Theology, Worship, and Education (TWE) ministries support Presbyterians' commitment to join God's mission in the world by working in three distinct areas: Congregational Ministries Publishing, the office of

Theological Education, and the office of Theology and Worship. The conviction that what we believe shapes how we pray and how we pray shapes how we live animates all that TWE does. Our ministries prepare clergy and all Christians to wrestle with issues of theology, discipleship, and worship. TWE initiatives inspire, equip, and connect the church to think, pray, and live the faith.

#### Congregational Ministries Publishing

*Feasting on the Word* (ecumenical curriculum)  
Korean, Spanish, and Braille language resources  
*We Believe* (denominational curriculum for all ages)

#### Theological Education

Committee on Theological Education  
Seminary Support Network  
Theological Education Fund

#### Theology and Worship

Communities of Theological Friendship  
Company of New Pastors  
Interfaith Relations  
Invitation to the Word  
Worship Resources

## App connects congregation to Scripture—and to one another



Courtesy of Steve Wright

Steve Wright, pastor of a new church development in Southern California, loves the ease of calling up daily Scripture and prayer provided by the Presbyterian Church (U.S.A.)'s first smartphone application, the daily prayer app. This handy tool helps the fortysomething pastor to focus spiritually and pray on the go. While Wright still prefers to open the pages of a printed Bible, he is grateful that the next generation in his congregation carries something from the church around in their pockets. He sees them digging deeper in our tradition and is grateful for how the app has helped connect his congregation. Amid busy lives they nevertheless feel united, knowing that each day they are reading the same passages and saying the same prayer. Released on Reformation Day (October 31), the app debuted to positive reviews and climbed into Apple's top 20 lifestyle apps (#19) by Christmas.

*Pastor Steve Wright using the PC(USA)'s first smartphone application, the daily prayer app. Thanks in part to the easy access to daily prayer and Scripture readings provided by the app, he and his congregation are together practicing ancient disciplines of faith.*



## Educating the whole church

Barbi Smith, director of Christian education and spiritual formation at a Missouri congregation, wasn't sure she was going to like the new online curriculum *Feasting on the Word: Teaching the Revised Common Lectionary*. But now that she's used it for a year, she's amazed. Her traditional Sunday-school classroom has been transformed. Because *Feasting* is downloadable, it provides the flexibility that church-school programs need. Since each lesson begins with Scripture and a solid theological base, teachers are learning right alongside the children, being grounded in Reformed theology and the language of the church. During children's time at

Barbi's church, the pastor asked, "Does anyone know what today is?" Based on previous experience, the congregation expected the kids to say no. This time, six hands shot up. A first grader excitedly answered, "The first Sunday in Advent." Hundreds of churches have been transformed by the *Feasting* online curriculum, produced by Congregational Ministries Publishing and the Presbyterian Publishing Corporation.

*Young adults using Conversations on the Feast, from the Feasting on the Word Curriculum.*



Rebecca Kueber

## Office of Vocation

### Marcia Myers, Director



*What an amazing, tumultuous, energizing time in the church! There is so much going on, so many conversations and initiatives, so much anxiety and change. In short, it is a time of incredible opportunity. The*

*focus of the work of the office of Vocation is to support the development of leaders for our changing church—leaders who can effectively love and lead existing congregations into new mission in their neighborhoods and leaders who can birth new worshiping communities reaching new Christians in 1,001 new ways. Today’s leaders are called to discern God’s will, explore new paths, and take risks to seize new opportunities. In 2012 we changed the name of the Financial Aid for Studies office to Financial Aid for Service, formalizing a shift from an emphasis on education purely for the sake of education to education for a life of discernment and service. For Such a Time as This—our small-church pastoral-residency program—launched its third class of missionary pastors, called to service in these days of risk and opportunity. In challenging times such as these, we must encourage a new kind of passionate leader for the frontier on our doorstep. There is much to be done in the name of Christ, and we are blessed by gifted Presbyterians eager to respond to God’s call.*

### Vocation Programs

Affiliated Specialized Ministry Organizations  
Christian Educator Certification/Christian Vocation  
Church Leadership Connection  
Commissioned Ruling Elders  
Financial Aid for Service  
For Such a Time as This Pastoral-Residency Program  
Ministry Support/Committee on Ministry  
PC(USA) Leadership Trends  
Preparation for Ministry/Ordination Exams  
Presbyterian Council for Chaplains  
and Military Personnel  
Healthy Ministry and Racial Ethnic  
Seminarians Conferences

## Open invitation

Through For Such a Time as This: Growing Leaders, Growing Churches, God is providing the means and the leaders to renew and grow small churches and help them to become healthy, missional congregations. In the first year of Jason Clapper’s leadership at Lavonia (GA) Presbyterian Church, it received eight new members and started a children’s Sunday school and a youth group. “We went from not having a children’s



Jason Clapper

Sunday school at all to one Sunday where we counted 55 people in worship and 12 kids in Sunday school,” says Clapper. “Of those 12 children, 5 were Mexican American. I think it’s really cool that about 25 percent of the attendance at our basically all-Anglo congregation is now Hispanic.” Through For Such a Time as This, congregations like Lavonia are finding renewal and growth in expanding witness in their communities.

*Stacy Garcia, invited to Lavonia Presbyterian Church by a church member, in turn invited her cousins to Sunday school and worship.*





Aaron Willett

2012 witnessed the flourishing of the Transformational Leadership Debt Assistance program (TLDA), a new forgivable-loan program for risk-taking pastors of small, growing communities of faith or in emerging worshipping communities. Making a part-time or temporary call work requires creativity and resourcefulness. Tasha Hicks—the newly installed part-time pastor of Mt. View Presbyterian Church in Seattle—quickly lined up another job as a girls’ basketball coach at a local high school and applied

for TLDA to reduce the balance on her educational debt. “The school debt keeps you looking in the rearview mirror in some ways, so having the assistance helps me to have a more forward-looking perspective of where God is leading me and also the church,” Hicks says. “I am excited for the opportunity to be more fully invested in the lives of the youth and families in our community.”

*The ordination and installation of Tasha Hicks*

## World Mission

### Hunter Farrell, Director



US Presbyterians at unprecedented levels are directly involved in international mission through service and giving. Having listened closely to our global partners, we are striving to better coordinate

these mission efforts and attune them to specific needs voiced by local communities. One way we are discerning mission together is through “communities of mission practice,” in which US Presbyterians, global partners, and World Mission personnel are mutually shaped by prayer and Bible study. Community members share knowledge and practice to spur one another on to more faithful and effective mission. I believe this is one way the Spirit is calling us toward new ways of being a connectional church. You’re invited to join a community of mission practice by engaging with World Mission.

#### Mission Personnel

Recruitment and Relations

#### Mission Partners and Programs

##### Area Offices

- Africa
- Asia and the Pacific
- Latin America and the Caribbean
- Middle East, Central Asia, and Europe

##### Program Offices

- International Health and Development
- Jinshian Memorial Program

#### Global Discipleship

- Equipping for Mission Involvement
- Young Adult and National Volunteers

## Changing lives in Congo through education



Presbyterian Mission Agency

US Presbyterian congregations, working through the Congo Mission Network and the World Mission ministry area, are helping Congolese Presbyterians transform their schools. The Presbyterian Community of the Congo (CPC) developed a plan to repair or replace 700 primary and secondary schools and to provide all schools with desks, blackboards, books, scholarships, latrines, and teacher-training opportunities. More than 80 percent of the church’s 888 schools are constructed of mud and thatch or deteriorating tin and bricks. The plan, called the Congo Education Excellence Project, was written and is being implemented with the help of Presbyterian mission coworker Glenda Fletcher. It benefited further when the Congo Mission Network decided to help Congolese partners execute the plan, says Mulumba Mukundi, general secretary of the CPC. “The students are changing, and their way of life is changing,” Mukundi stressed. “So we look at this partnership as a real blessing.”

*The Congo Mission Network, working through World Mission, is helping church partners in the Congo bring much-needed facility improvements and equipment to primary and secondary schools.*





## Relationships that reach around the world

“Mission,” says pastor Lud Weaver, “gives purpose to our human existence and our calling as Christians.” The Presbyterian Mission Agency helps Weaver’s church, Westminster Presbyterian Church in Greenville, South Carolina, fulfill its mandate to be the “hands of Christ.” The congregation seeks to incarnate Christ’s presence locally and globally. Its international efforts include congregational mission trips and projects with longtime Presbyterian Church (U.S.A.) partners and mission personnel in the Dominican Republic and Malawi. In addition to hands-on mission involvement,

the congregation has a robust commitment to building relationships with mission personnel and supporting them financially. When one of the 15 coworkers Westminster supports visits the congregation, Weaver says that “it creates a connection, a feeling that we are not just providing resources but in some sense we are there.”

*Westminster Presbyterian builds relationships with mission personnel like Mark Hare, who helps the congregation fulfill its call to be the hands of Christ in the world.*



Presbyterian Mission Agency



## Supporting the Ministry of the Presbyterian Mission Agency



Courtesy of Shelly Wood

### Special Offerings

*A lot of times people wonder if their gift will go somewhere that really makes a difference. Thanks to the Christmas Joy Offering, we received money to help pay for my daughter's second surgery after she fell out of a tree and broke her leg. Today my daughter continues to dance, swim, play, and yes, climb trees.* —Shelly Wood, pastor, Cedar Heights (IA) Community Presbyterian Church

This is just one of many testaments to the impact of gifts made to Special Offerings. These gifts enable the church to restore hope to those affected by natural disasters, provide food to the hungry, aid the poor and oppressed, empower young people, share the peace of Christ in the world, and provide financial assistance to church leaders. To help spread the good news, in 2012 we expanded our social-media presence and introduced two smartphone applications.

*Pastor Shelly Wood's daughter is all smiles following a second surgery, funded by the Christmas Joy Offering, to repair the leg that was broken when she fell out of a tree.*

### Presbyterian Mission's new identity

With the blessing of the 220th General Assembly (2012), the General Assembly Mission Council officially became the Presbyterian Mission Agency—a new name that clearly proclaims our focus and ministry. As part of this transformation, the Presbyterian Mission Agency rolled out a powerful new logo that is rich with biblical symbolism: a Bible flung open with the pages forming the shape of both a flame and a dove. New graphic and design standards also communicate the best of traditional Presbyterian values coupled with our aspiration for renewed vigor and passion in the 21st century.





Dorothy Bollin



Paul Seebeck



Michael Whitman

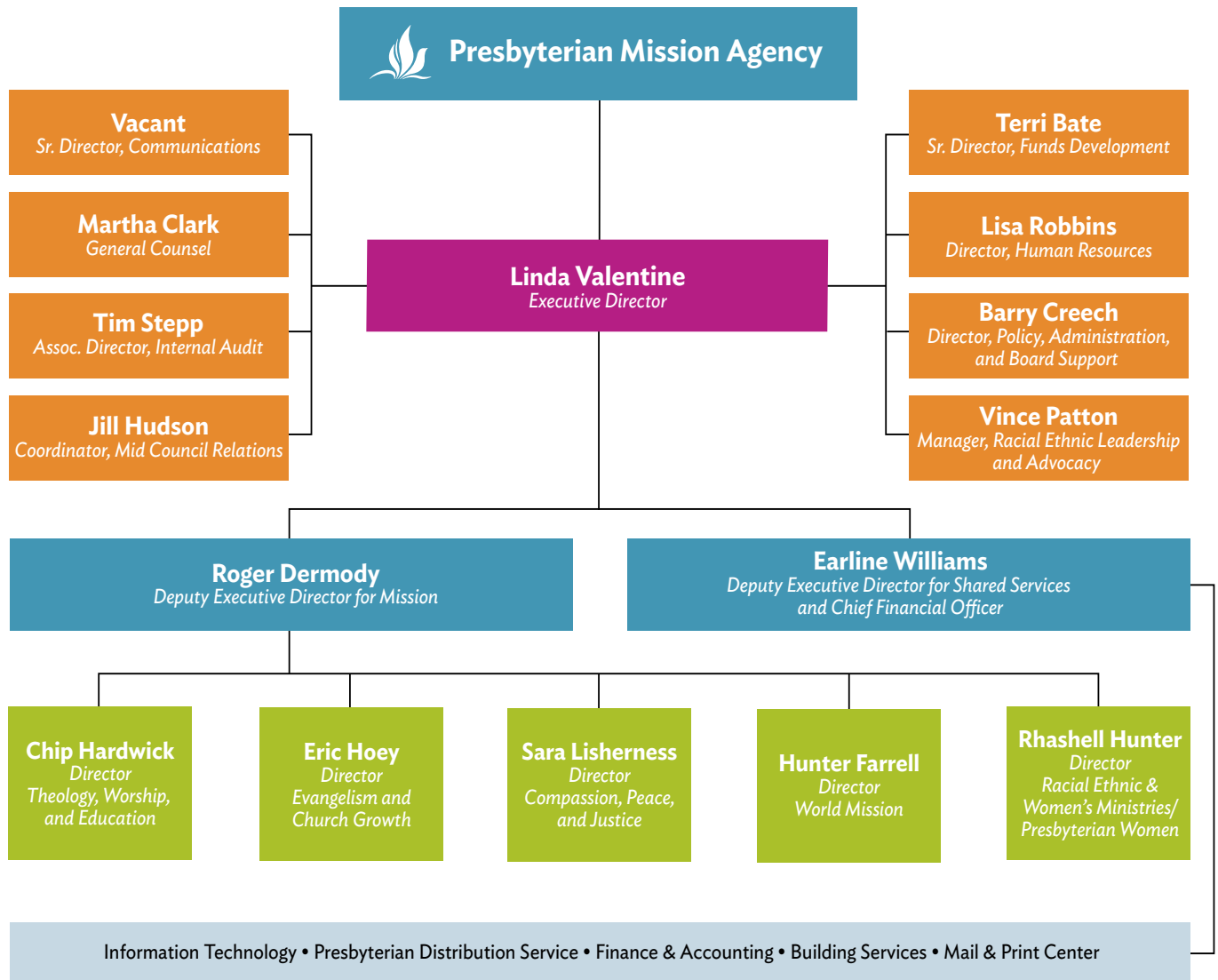
### 220th General Assembly

All roads led to Pittsburgh, as Presbyterians from across the country gathered for the 2012 General Assembly. Those in attendance learned about the work of the Presbyterian Mission Agency's six ministry areas firsthand from agency representatives and through print and electronic resources provided as part of its extensive and informative exhibit. The action of the General Assembly resulted in the official kickoff of the 1001 movement, encouraging Presbyterians to view and do church differently and reminding attendees of their common call to joyfully engage in God's mission for the transformation of the world.

*The 220th General Assembly (2012) brought Presbyterians together in worship and connected and inspired them to carry out the mission of the church.*

# PRESBYTERIAN MISSION AGENCY ORGANIZATIONAL CHART

As of July 31, 2013







## PRESBYTERIAN MISSION AGENCY BOARD MEMBERS

As of July 2013

**Matthew W. Schramm**, Chair  
**Arthur W. Canada**, Vice Chair  
**Neal D. Presa**, Moderator of the  
220th General Assembly (2012)

### **Executive Committee**

Steven J. Aeschbacher  
Arthur W. Canada (vc)  
William W. Capel  
Rachel “Mihee” Kim-Kort  
Cathryn C. Piekarski  
Heath K. Rada  
Noelle Royer  
Matthew W. Schramm (c)  
Joyce A. Smith  
Linda B. Valentine (ex officio)

### **Finance Committee**

Clarence Antioquia  
Mary C. Baskin  
William W. Capel (c)  
Clark D. Cowden  
Thomas O. Fleming Jr.  
Chad A. Herring  
Jack D. Hodges  
Jack D. Shelver (at large)  
Josephene D. Stewart (vc)  
Wendy S. Tajima\*  
Kathryn Trott (at large)

### **Justice Committee**

Melissa L. DeRosia  
James R. Ephraim Jr.  
David E. Ezekiel\*  
James E. Foucher Jr.  
Roger J. Gench (vc)  
Mary C. Jorgenson  
Janet D. Martin  
Susan H. Osoinach  
Kears K. Pollock  
Noelle Royer (c)

### **Leadership Committee**

Jan E. Dowlearn  
Jung Nam Lee  
Cruz A. Negron Torres (vc)  
Cathryn C. Piekarski  
Nancy J. Ramsay  
Joyce A. Smith (c)  
Glen E. Snider  
Bruce G. Stevens\*  
Kevin R. Yoho

### **Worshiping Communities Committee**

Steven J. Aeschbacher  
Marsha Z. Anson  
Andrew N. Barron  
Marilyn S. Gamm (vc)  
Vicki T. Garber\*  
Rachel “Mihee” Kim-Kort (c)  
Heath K. Rada  
Marianne O. Rhebergen  
David W. Shinn  
Charles A. Talley

### **Audit Committee**

Mary C. Baskin (c)  
Ellen P. Cason (at large)  
Thomas O. Fleming Jr.  
Kears K. Pollock  
Christopher E. Rhodes  
(COGA representative)  
Richard A. Turpen (at large)

### **Corresponding Members**

Stephen A. Bacon, Presbyterian  
Investment and Loan Program  
John M. Buchanan, Presbyterian  
Publishing Corporation  
David A. Davis, Presbyterian  
Foundation  
James L. Hudson, Presbyterian  
Investment and Loan Program  
Marc Lewis, Presbyterian Publishing  
Corporation

Robert W. Maggs Jr., Board of Pensions  
Thomas C. Paisley, Board of Pensions  
Gradye M. Parsons, Office of the  
General Assembly  
Belinda I. Rice, Advocacy Committee  
for Women’s Concerns  
Carmen M. Rosario, Advocacy Committee  
for Racial Ethnic Concerns  
Marcia Mount Shoop, Committee on the  
Office of the General Assembly (COGA)  
Thomas F. Taylor, Presbyterian Foundation  
Linda B. Valentine, Presbyterian Mission  
Agency  
Raafat L. Zaki, Advisory Committee on  
Social Witness Policy

### **Ex Officio**

Neal D. Presa, Moderator of the  
220th General Assembly (2012)

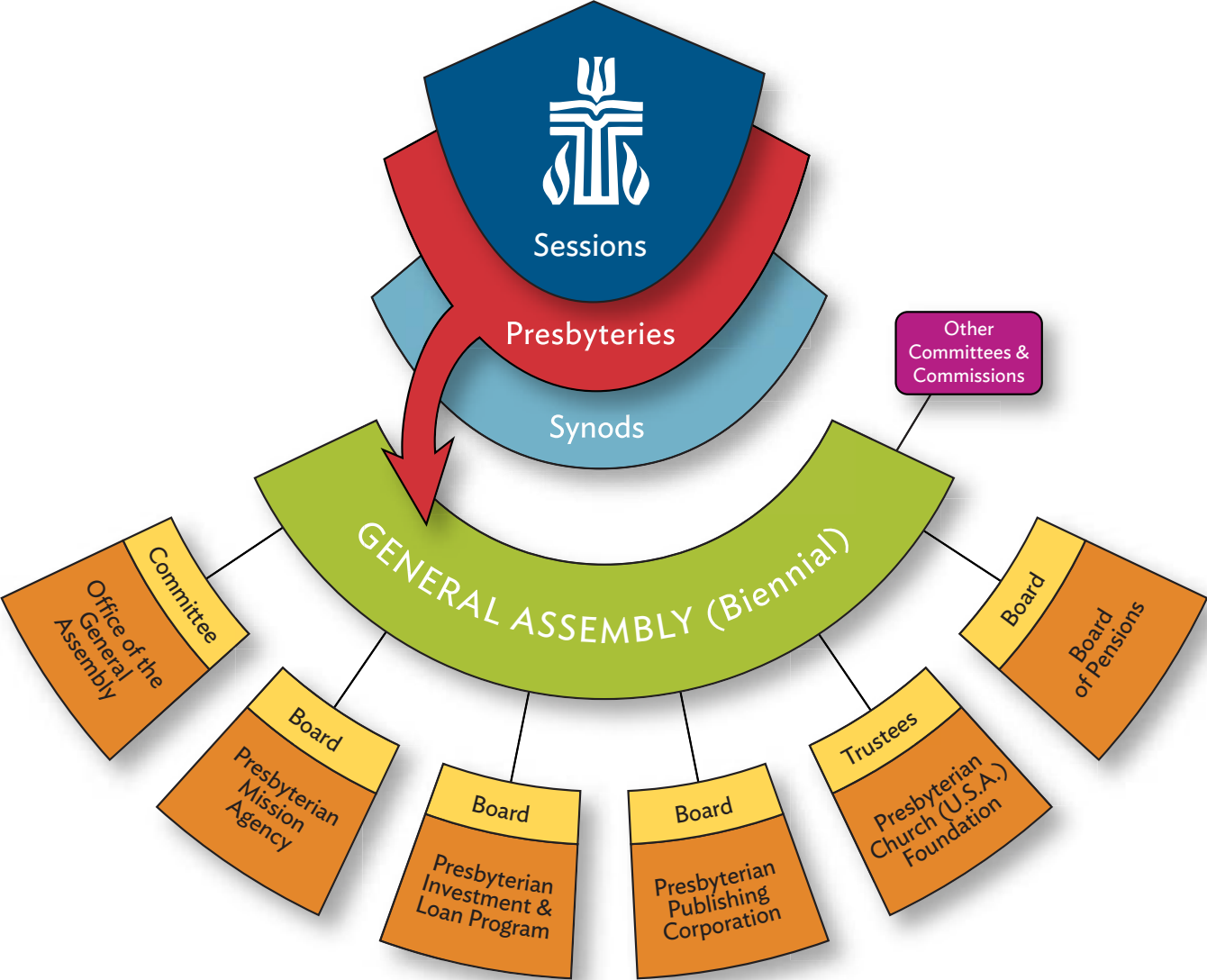
*With gratitude for their service and ministry,  
we acknowledge the following former board  
members who also served in 2012:*

Cynthia J. Bolbach (deceased)  
Robert D. Brink  
Teresa A. Bryce Bazemore  
Jean Demmler  
Joyce M. Emery  
Susan J. Ezell  
Alan D. Ford  
Aleida Jernigan  
LaVert W. Jones  
Michael W. Kruse  
Carolyn M. McLarnan  
Reginald V. Parsons  
Ethan R. Powell  
Bruce Reyes-Chow  
Marta T. Rodriguez  
Connie M. Tubb

(c) Chair; (vc) Vice Chair

\* New in 2013

**PRESBYTERIAN CHURCH (U.S.A.)  
STRUCTURAL ORGANIZATION**



## Board of Pensions

[pensions.org](http://pensions.org)

The Board of Pensions serves more than 50,000 teaching elders, other church workers, and dependents who participate in the Presbyterian Church (U.S.A.) Benefits Plan. The Board pledges to care for servants of the church throughout the stages of their lives and, after their deaths, for their dependents. The Board manages investments of \$8.1 billion and paid out over \$550 million in benefits during 2012. The Pension Plan collected \$73 million in dues and paid out \$310 million in pension benefits. The Medical Plan paid almost \$174 million in expenses while collecting over \$171 million in dues/contributions. The Assistance Program of the Board of Pensions awarded more than 1,300 grants, totaling over \$5.6 million.

## Presbyterian Mission Agency

[presbyterianmission.org](http://presbyterianmission.org)

The Presbyterian Mission Agency is the mission and ministry arm of the Presbyterian Church (U.S.A.). Guided by the Spirit, the agency inspires, equips, and connects the PC(USA) and its many expressions to serve Christ in the world through new and existing communities of faith, hope, love, and witness. In very real and practical ways, the Presbyterian Mission Agency lives into its vision of joyfully engaging in God's mission for the transformation of the world through the work of the agency's six ministry areas: Compassion, Peace, and Justice; Evangelism and Church Growth; Racial Ethnic & Women's Ministries/Presbyterian Women; Theology, Worship, and Education; Vocation; and World Mission.

## Office of the General Assembly

[pcusa.org/oga](http://pcusa.org/oga)

Empowered by the Holy Spirit, the Office of the General Assembly (OGA) encourages the Presbyterian Church (U.S.A.) to be a people of hope—seeking the mind of Christ, working for justice and mercy, and participating in God's continual reformation of the church. Under the leadership of the stated clerk, the OGA serves as the denomination's ecclesiastical arm, helping the church be the church as defined by the PC(USA) constitution. The OGA offers support for the church's governance and structure and seeks to bring alive a clear, common calling to actively engage with and respond to the reality of a changing church.

## Presbyterian Foundation

[presbyterianfoundation.org](http://presbyterianfoundation.org)

The Presbyterian Foundation was established in 1799 to raise, safeguard, and distribute funds for mission. A vital part of the Presbyterian Church (U.S.A.), the Foundation is committed to strengthening congregations, presbyteries, synods, the General Assembly, seminaries, colleges and universities, retirement communities, and other church entities by developing gifts and managing funds on their behalf and working with them to build communities of generosity among their members and constituents. We provide all Presbyterians an avenue to realize their philanthropic goals through a variety of giving options and maintain a strong focus on the Reformed values that guide our stewardship and investment.

## Presbyterian Investment and Loan Program

[pcusa.org/pilp](http://pcusa.org/pilp)

The Presbyterian Investment and Loan Program (PILP) provides low-cost loans to Presbyterian churches and entities that are building, expanding, remodeling, or reshaping ministry space. Funds come from PC(USA) endowments and investments from members, churches, and church governing bodies. Investors participate by purchasing interest-bearing term notes. PILP uses these investments to make loans to churches for capital projects. The churches repay the loans with interest, some of which goes back to investors. The remainder covers PILP's operating costs and provides capital to fund more loans.

## Presbyterian Publishing Corporation

[ppcbooks.com](http://ppcbooks.com)

Building on the Reformed tradition, the Presbyterian Publishing Corporation (PPC) seeks to glorify God by contributing to the spiritual and intellectual vitality of Christ's church. The Presbyterian Publishing Corporation publishes resources that advance religious scholarship, stimulate conversation about moral values, and inspire faithful living. PPC publishes under four imprints: Westminster John Knox Press, Geneva Press, The Thoughtful Christian, and The Presbyterian Leader. The Presbyterian Publishing Corporation releases approximately 50 new titles each year and has a backlist of more than 1,800 titles.





Julia Brown

*The Special Offerings Advisory Task Force led a call to reinvigorate Special Offerings toward a goal of raising \$20 million per year by 2020. Pictured are three members of the task force: Karl Travis, Jorge Sayago-Gonzalez, and Sarah Sarchet Butter.*

## Introduction to Financial Data

In 2012 more than \$75 million was generated for mission and ministry under the stewardship of the Presbyterian Mission Agency.

Receipts in 2012 were higher than in 2011, due in significant part to several large gifts. Thanks to careful management and the timing of some areas of expense, expenses were also lower. We ended the year with a favorable position for our Presbyterian Mission Program Fund (unrestricted reserves used for additional ministries and to manage cash flow and contingencies).

For the past decade, unrestricted receipts have continued a downward trend. We experienced exceptions in 2006, 2010, and 2012 due to large bequests. Restricted receipts have also been in decline for this period, except for 2005 and 2010, which showed upturns because of large disaster assistance. In view of these trends, the Presbyterian Mission Agency has reduced or reconfigured staff and programs to closely match expenses with available revenue and is undertaking funds-development efforts.

The charts and graphs on the pages that follow provide greater detail about the sources and uses of funds for each ministry area. This information is provided as part of our commitment to be accountable, transparent, and responsible stewards of the funds entrusted to us for the mission and ministry work of the whole church.

### The Stewardship of Mission Funds

According to our audited 2012 financial statements, the Presbyterian Mission Agency's operating expenses by functional classification for 2012 are as follows:

|                                 |                |
|---------------------------------|----------------|
| Program expenses*               | 92.15%         |
| Management and general expenses | 3.45%          |
| Fundraising expenses            | 4.40%          |
| <b>Total</b>                    | <b>100.00%</b> |

### *Independent Auditor's Opinion*

*The full set of audited financial statements and notes is available at our website, [pcusa.org/financials](http://pcusa.org/financials).*

*BKD LLP has expressed an unqualified opinion on the consolidated financial statements of the Presbyterian Church (U.S.A.), A Corporation, as of December 31, 2012, and for the year then ended.*

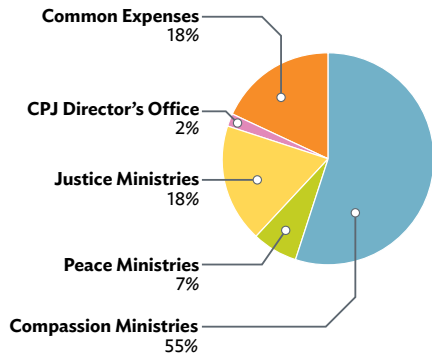
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\* Includes payments to affiliates: grants to other agencies (such as the Board of Pensions for the Christmas Joy Offering), mid councils (for Mission Partnership Funds), and partner institutions around the world.

# COMPASSION, PEACE, AND JUSTICE

2012 Actual

## USES OF FUNDS



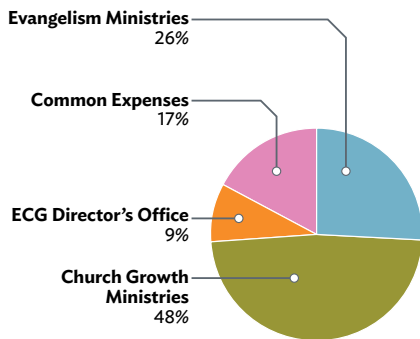
## Sources of Funds

| Uses of Funds         | UNRESTRICTED                            | RESTRICTED                   |                        |                            |
|-----------------------|-----------------------------------------|------------------------------|------------------------|----------------------------|
|                       | Shared Mission and Interest & Dividends | Churchwide Special Offerings | Other Specific Appeals | Additional Forms of Giving |
| Compassion Ministries |                                         | 4,283                        | 6,103                  | 6                          |
| Peace Ministries      | 572                                     | 549                          | 13                     | 3                          |
| Justice Ministries    | 424                                     | 2,178                        | 448                    | 10                         |
| CPJ Director's Office | 45                                      | 348                          |                        |                            |
| Common Expenses       | 2,038                                   |                              |                        |                            |
|                       | <b>3,079</b>                            | <b>7,358</b>                 | <b>6,564</b>           | <b>19</b>                  |

# EVANGELISM AND CHURCH GROWTH

2012 Actual

## USES OF FUNDS



## Sources of Funds

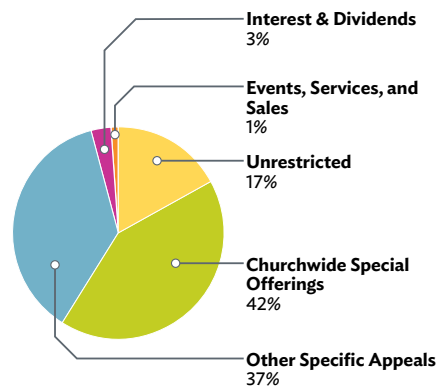
| Uses of Funds            | UNRESTRICTED                            | RESTRICTED                   |                        |                          |
|--------------------------|-----------------------------------------|------------------------------|------------------------|--------------------------|
|                          | Shared Mission and Interest & Dividends | Churchwide Special Offerings | Other Specific Appeals | Directed Mission Support |
| Evangelism Ministries    | 287                                     | 308                          | 34                     | 3                        |
| Church Growth Ministries | 1,134                                   |                              | 20                     |                          |
| ECG Director's Office    | 237                                     | 15                           | 5                      | 18                       |
| Common Expenses          | 660                                     |                              |                        |                          |
|                          | <b>2,318</b>                            | <b>323</b>                   | <b>59</b>              | <b>21</b>                |



(\$ Thousands)

|                          |                      |                             |                  | TOTAL  |
|--------------------------|----------------------|-----------------------------|------------------|--------|
| Directed Mission Support | Interest & Dividends | Events, Services, and Sales | Total Restricted |        |
|                          | 58                   |                             | 10,450           | 10,450 |
|                          | 186                  | 67                          | 818              | 1,390  |
| 2                        | 304                  |                             | 2,942            | 3,366  |
|                          | 30                   | 3                           | 381              | 426    |
|                          |                      |                             | 1,370            | 3,408  |
| 2                        | 578                  | 70                          | 15,961           | 19,040 |

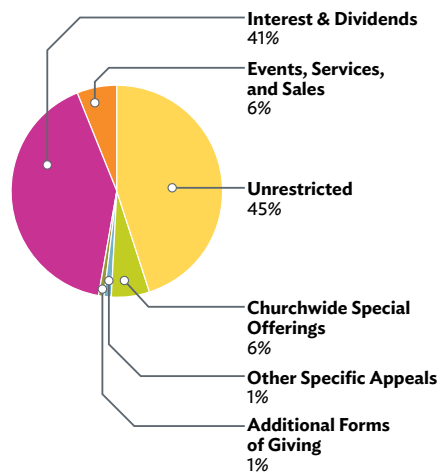
### SOURCES OF FUNDS



(\$ Thousands)

|                      |                             |                  | TOTAL |
|----------------------|-----------------------------|------------------|-------|
| Interest & Dividends | Events, Services, and Sales | Total Restricted |       |
| 730                  | 35                          | 1,110            | 1,397 |
| 1,340                | 112                         | 1,472            | 2,606 |
| 48                   | 180                         | 266              | 503   |
|                      |                             | 286              | 946   |
| 2,118                | 327                         | 3,134            | 5,452 |

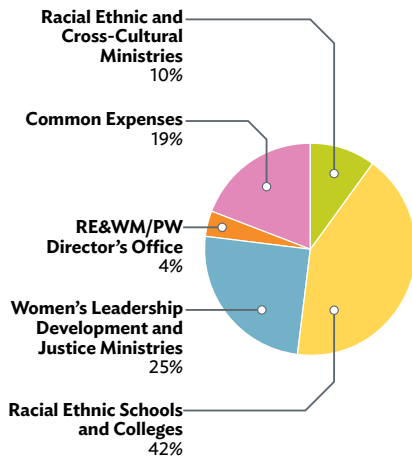
### SOURCES OF FUNDS



## RACIAL ETHNIC & WOMEN'S MINISTRIES / PRESBYTERIAN WOMEN

2012 Actual

### USES OF FUNDS



### Uses of Funds

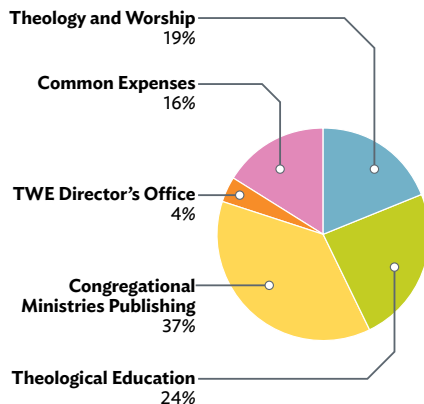
| Uses of Funds                                         | UNRESTRICTED                            | RESTRICTED                   |                        |                            |
|-------------------------------------------------------|-----------------------------------------|------------------------------|------------------------|----------------------------|
|                                                       | Shared Mission and Interest & Dividends | Churchwide Special Offerings | Other Specific Appeals | Additional Forms of Giving |
| Racial Ethnic and Cross-Cultural Ministries           | 473                                     | 41                           |                        | 8                          |
| Racial Ethnic Schools and Colleges                    |                                         | 2,415                        |                        |                            |
| Women's Leadership Development and Justice Ministries | 969                                     |                              | 32                     |                            |
| RE&WM/PW Director's Office                            | 230                                     |                              |                        |                            |
| Common Expenses                                       | 774                                     |                              |                        |                            |
|                                                       | <b>2,446</b>                            | <b>2,456</b>                 | <b>32</b>              | <b>8</b>                   |

### Sources of Funds

## THEOLOGY, WORSHIP, AND EDUCATION

2012 Actual

### USES OF FUNDS



### Uses of Funds

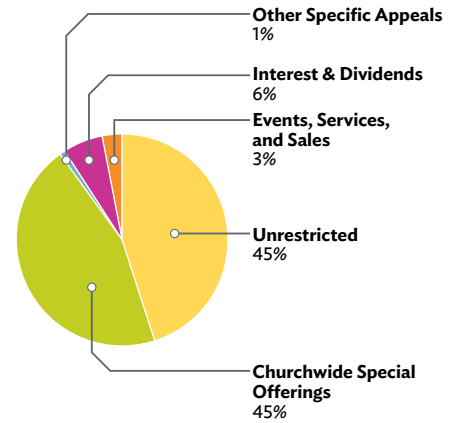
| Uses of Funds                        | UNRESTRICTED                            | RESTRICTED             |                            |                      |
|--------------------------------------|-----------------------------------------|------------------------|----------------------------|----------------------|
|                                      | Shared Mission and Interest & Dividends | Other Specific Appeals | Additional Forms of Giving | Interest & Dividends |
| Theology and Worship                 | 567                                     | 15                     | 495                        | 165                  |
| Theological Education                | 182                                     | 1,292                  |                            | 126                  |
| Congregational Ministries Publishing | 239                                     | 18                     |                            | 258                  |
| Interfaith Relations                 |                                         |                        |                            | 5                    |
| TWE Director's Office                | 232                                     |                        |                            | 17                   |
| Common Expenses                      | 989                                     |                        |                            |                      |
|                                      | <b>2,209</b>                            | <b>1,325</b>           | <b>495</b>                 | <b>571</b>           |

### Sources of Funds

(\$ Thousands)

|                          |                      |                             |                  | TOTAL |
|--------------------------|----------------------|-----------------------------|------------------|-------|
| Directed Mission Support | Interest & Dividends | Events, Services, and Sales | Total Restricted |       |
|                          | 31                   |                             | 80               | 553   |
|                          |                      |                             | 2,415            | 2,415 |
| 1                        | 322                  | 133                         | 488              | 1,457 |
| 1                        | 1                    | 20                          | 22               | 252   |
|                          |                      |                             | 343              | 1,117 |
| 2                        | 354                  | 153                         | 3,348            | 5,794 |

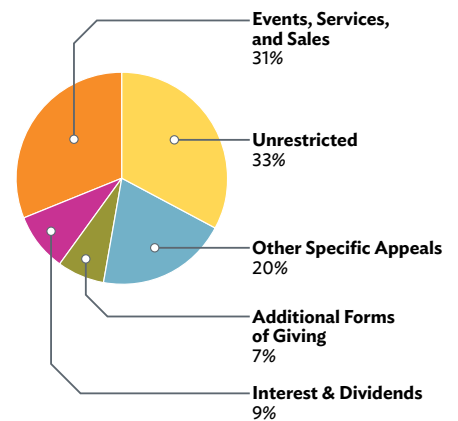
### SOURCES OF FUNDS



(\$ Thousands)

|       |                             |                  | TOTAL |
|-------|-----------------------------|------------------|-------|
| Other | Events, Services, and Sales | Total Restricted |       |
|       | 79                          | 754              | 1,321 |
|       |                             | 1,418            | 1,600 |
|       | 1,994                       | 2,270            | 2,509 |
| 18    |                             | 23               | 23    |
|       |                             | 17               | 249   |
|       |                             | 119              | 1,108 |
| 18    | 2,073                       | 4,601            | 6,810 |

### SOURCES OF FUNDS

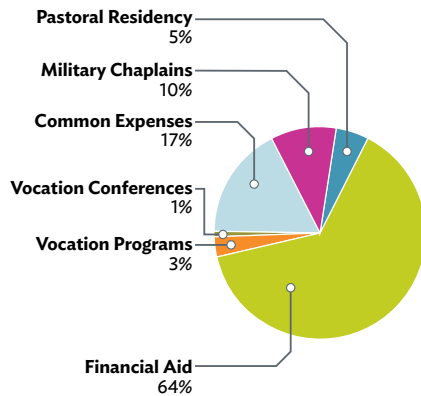




## OFFICE OF VOCATION

2012 Actual

### USES OF FUNDS



### Uses of Funds

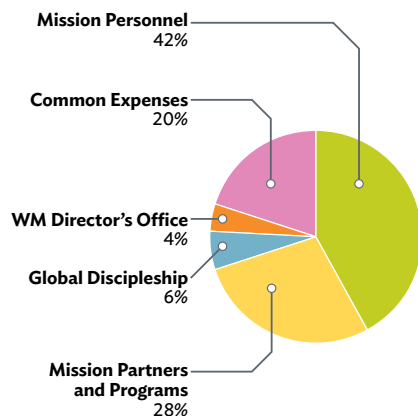
| Uses of Funds        | UNRESTRICTED                            | RESTRICTED             |                      |           |
|----------------------|-----------------------------------------|------------------------|----------------------|-----------|
|                      | Shared Mission and Interest & Dividends | Other Specific Appeals | Interest & Dividends | Other     |
| Military Chaplains   | 175                                     |                        |                      |           |
| Pastoral Residency   |                                         | 15                     | 37                   | 40        |
| Financial Aid        |                                         |                        | 1,087                | 9         |
| Vocation Programs    |                                         | 6                      | 32                   | 9         |
| Vocation Conferences |                                         |                        | 14                   | 6         |
| Common Expenses      | 253                                     |                        |                      |           |
|                      | <b>428</b>                              | <b>21</b>              | <b>1,170</b>         | <b>64</b> |

### Sources of Funds

## WORLD MISSION

2012 Actual

### USES OF FUNDS



### Uses of Funds

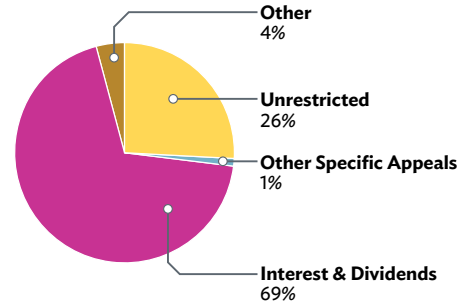
| Uses of Funds                 | UNRESTRICTED                            | RESTRICTED                   |                        |                            |
|-------------------------------|-----------------------------------------|------------------------------|------------------------|----------------------------|
|                               | Shared Mission and Interest & Dividends | Churchwide Special Offerings | Other Specific Appeals | Additional Forms of Giving |
| Mission Personnel             | 1,434                                   | 66                           | 3,585                  | 9                          |
| Mission Partners and Programs | 879                                     |                              | 2,221                  | 94                         |
| Global Discipleship           | 525                                     | 318                          | 176                    |                            |
| WM Director's Office          | 516                                     |                              | 129                    |                            |
| Common Expenses               | 2,202                                   |                              |                        |                            |
|                               | <b>5,556</b>                            | <b>383</b>                   | <b>6,111</b>           | <b>103</b>                 |

### Sources of Funds

(\$ Thousands)

|                         | TOTAL        |
|-------------------------|--------------|
| <b>Total Restricted</b> |              |
|                         | <b>175</b>   |
| 92                      | <b>92</b>    |
| 1,096                   | <b>1,096</b> |
| 47                      | <b>47</b>    |
| 20                      | <b>20</b>    |
| 31                      | <b>284</b>   |
| <b>1,286</b>            | <b>1,714</b> |

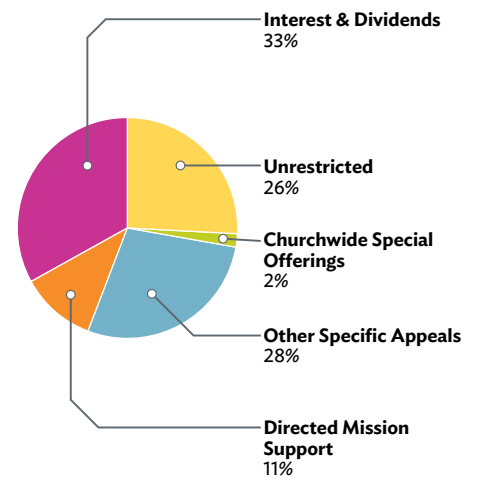
### SOURCES OF FUNDS



(\$ Thousands)

|                          |                      |            |                             | Total Restricted | TOTAL         |
|--------------------------|----------------------|------------|-----------------------------|------------------|---------------|
| Directed Mission Support | Interest & Dividends | Other      | Events, Services, and Sales |                  |               |
| 2,254                    | 2,937                | 123        |                             | 8,974            | <b>10,408</b> |
| 16                       | 3,604                |            |                             | 5,935            | <b>6,814</b>  |
| 71                       | 238                  | 11         | 33                          | 847              | <b>1,372</b>  |
| 11                       | 362                  |            | 6                           | 508              | <b>1,024</b>  |
|                          |                      |            |                             | 2,596            | <b>4,798</b>  |
| <b>2,352</b>             | <b>7,141</b>         | <b>134</b> | <b>39</b>                   | <b>18,860</b>    | <b>24,416</b> |

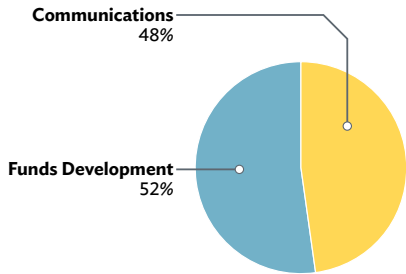
### SOURCES OF FUNDS



# COMMUNICATIONS AND FUNDS DEVELOPMENT

2012 Actual

## USES OF FUNDS



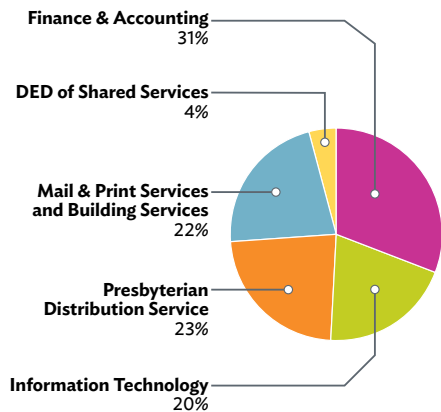
## Sources of Funds

| Uses of funds     | UNRESTRICTED   | RESTRICTED                   |                        |                             |
|-------------------|----------------|------------------------------|------------------------|-----------------------------|
|                   | Shared Mission | Churchwide Special Offerings | Other Specific Appeals | Events, Services, and Sales |
| Communications    | 2,136          |                              |                        | 1,616                       |
| Funds Development | 796            | 1,312                        | 411                    | 1,475                       |
| Common Expenses   | (2,394)        |                              |                        |                             |
|                   | <b>538</b>     | <b>1,312</b>                 | <b>411</b>             | <b>3,091</b>                |

# SHARED SERVICES

2012 Actual

## USES OF FUNDS



## Sources of funds

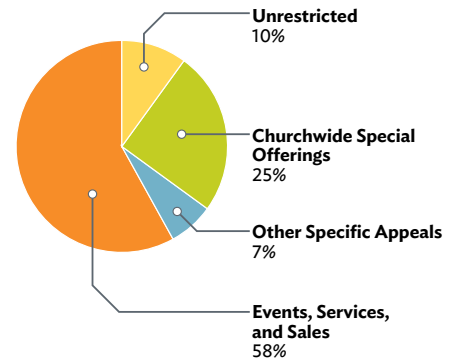
| Uses of funds                               | UNRESTRICTED                            | RESTRICTED             |                      |           |
|---------------------------------------------|-----------------------------------------|------------------------|----------------------|-----------|
|                                             | Shared Mission and Interest & Dividends | Other Specific Appeals | Interest & Dividends | Other     |
| Finance & Accounting                        | 426                                     | 37                     | 80                   | 5         |
| Information Technology                      | 1,415                                   |                        |                      |           |
| Presbyterian Distribution Service           | 527                                     |                        |                      |           |
| Mail & Print Services and Building Services | 1,085                                   |                        | 3                    | 17        |
| Deputy Executive Director's Office          |                                         |                        |                      |           |
| Common Expenses                             | (3,453)                                 |                        |                      |           |
|                                             | <b>0</b>                                | <b>37</b>              | <b>83</b>            | <b>22</b> |



(\$ Thousands)

|                         | TOTAL          |
|-------------------------|----------------|
| <b>Total Restricted</b> |                |
| 1,616                   | <b>3,752</b>   |
| 3,198                   | <b>3,994</b>   |
| (3,036)                 | <b>(5,430)</b> |
| <b>1,778</b>            | <b>2,316</b>   |

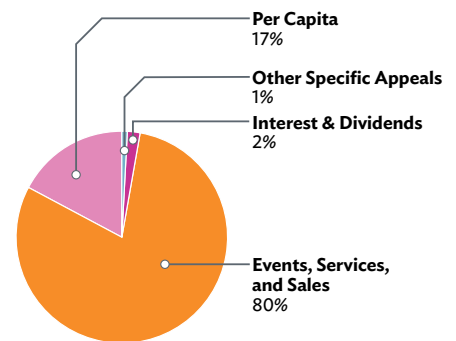
### SOURCES OF FUNDS



(\$ Thousands)

| Events, Services, and Sales | Per Capita | Total Restricted | TOTAL          |
|-----------------------------|------------|------------------|----------------|
| 1,863                       | 226        | 2,211            | <b>2,637</b>   |
| 282                         | 50         | 332              | <b>1,747</b>   |
| 1,416                       |            | 1,416            | <b>1,943</b>   |
| 436                         | 301        | 757              | <b>1,842</b>   |
|                             | 308        | 308              | <b>308</b>     |
|                             |            | (1,677)          | <b>(5,130)</b> |
| <b>3,997</b>                | <b>885</b> | <b>3,347</b>     | <b>3,347</b>   |

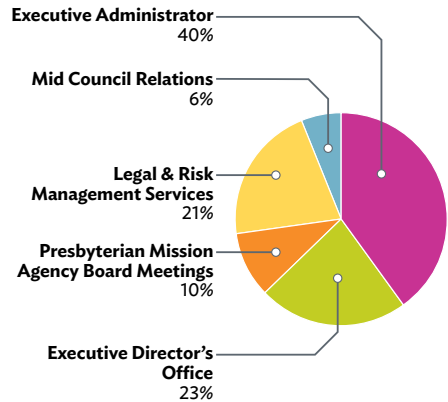
### SOURCES OF FUNDS



# EXECUTIVE DIRECTOR'S OFFICE

2012 Actual

## USES OF FUNDS

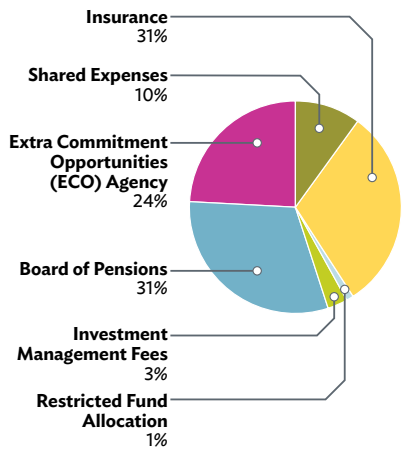


| Uses of Funds                              | Sources of Funds                        |                      |                             |              |
|--------------------------------------------|-----------------------------------------|----------------------|-----------------------------|--------------|
|                                            | UNRESTRICTED                            | RESTRICTED           |                             |              |
|                                            | Shared Mission and Interest & Dividends | Interest & Dividends | Events, Services, and Sales | Per Capita   |
| Executive Administrator                    | 701                                     | 265                  | 238                         | 297          |
| Legal & Risk Management Services           |                                         |                      |                             | 786          |
| Mid Council Relations                      |                                         |                      |                             | 204          |
| Presbyterian Mission Agency Board Meetings |                                         |                      |                             | 379          |
| Executive Director's Office                |                                         |                      |                             | 870          |
| Common Expenses                            | 143                                     |                      |                             |              |
|                                            | <b>844</b>                              | <b>265</b>           | <b>238</b>                  | <b>2,536</b> |

# OTHER

2012 Actual

## USES OF FUNDS

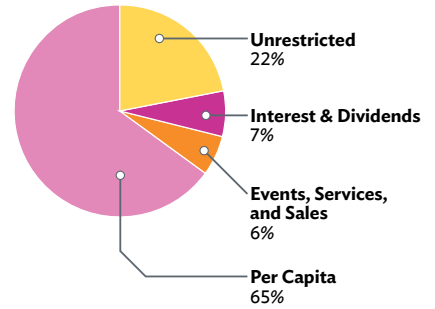


| Uses of Funds                               | Sources of Funds                        |                              |                        |                      |
|---------------------------------------------|-----------------------------------------|------------------------------|------------------------|----------------------|
|                                             | UNRESTRICTED                            | RESTRICTED                   |                        |                      |
|                                             | Shared Mission and Interest & Dividends | Churchwide Special Offerings | Other Specific Appeals | Interest & Dividends |
| Shared Expenses                             | 490                                     |                              |                        |                      |
| Insurance                                   | 507                                     |                              |                        |                      |
| Restricted Fund Allocation                  |                                         |                              |                        | 28                   |
| Investment Management Fees                  | 198                                     |                              |                        |                      |
| Board of Pensions                           |                                         | 1,749                        |                        |                      |
| Extra Commitment Opportunities (ECO) Agency |                                         |                              | 1,337                  |                      |
| Common Expenses                             | (1,036)                                 |                              |                        |                      |
|                                             | <b>159</b>                              | <b>1,749</b>                 | <b>1,337</b>           | <b>28</b>            |

(\$ Thousands)

|                         | TOTAL        |
|-------------------------|--------------|
| <b>Total Restricted</b> |              |
| 800                     | <b>1,501</b> |
| 786                     | <b>786</b>   |
| 204                     | <b>204</b>   |
| 379                     | <b>379</b>   |
| 870                     | <b>870</b>   |
| (148)                   | <b>(5)</b>   |
| <b>2,891</b>            | <b>3,735</b> |

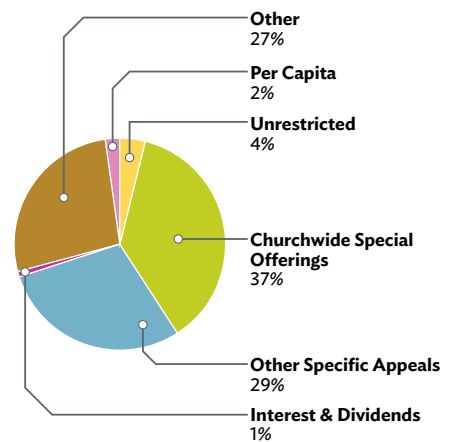
### SOURCES OF FUNDS



(\$ Thousands)

|              |            | Total Restricted | TOTAL        |
|--------------|------------|------------------|--------------|
| Other        | Per Capita |                  |              |
|              | 78         | 78               | <b>568</b>   |
| 1,261        |            | 1,261            | <b>1,768</b> |
|              |            | 28               | <b>28</b>    |
|              |            |                  | <b>198</b>   |
|              |            | 1,749            | <b>1,749</b> |
|              |            | 1,337            | <b>1,337</b> |
|              |            | 336              | <b>(700)</b> |
| <b>1,261</b> | <b>78</b>  | <b>4,789</b>     | <b>4,948</b> |

### SOURCES OF FUNDS



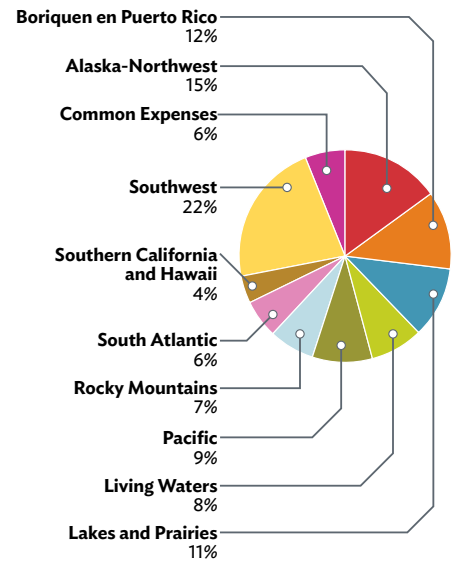
# NATIONAL MISSION PARTNERSHIP FUNDS

2012 Actual

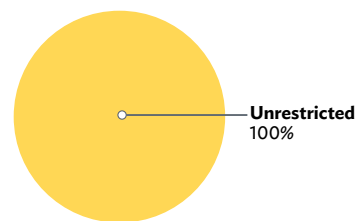
Sources of funds (\$ Thousands)

| Uses of funds                           | UNRESTRICTED                            | TOTAL        |
|-----------------------------------------|-----------------------------------------|--------------|
|                                         | Shared Mission and Interest & Dividends |              |
| Synod of Alaska-Northwest               | 351                                     | <b>351</b>   |
| Synod of Boriquen en Puerto Rico        | 268                                     | <b>268</b>   |
| Synod of Lakes and Praires              | 241                                     | <b>241</b>   |
| Synod of Living Waters                  | 189                                     | <b>189</b>   |
| Synod of the Pacific                    | 211                                     | <b>211</b>   |
| Synod of the Rocky Mountains            | 165                                     | <b>165</b>   |
| Synod of South Atlantic                 | 145                                     | <b>145</b>   |
| Synod of Southern California and Hawaii | 97                                      | <b>97</b>    |
| Synod of the Southwest                  | 517                                     | <b>517</b>   |
| Common Expenses                         | 128                                     | <b>128</b>   |
|                                         | <b>2,312</b>                            | <b>2,312</b> |

## USES OF FUNDS



## SOURCES OF FUNDS





## FUNDING PRESBYTERIAN MISSION

*Mission funding* comes from many sources. Gifts that support the church's work fund general and specific mission.

### Unrestricted Funds

Unrestricted funds, about 27% of our funding, demonstrate our connection as Presbyterians and provide resources for the church to be a collective witness to Christ. Sources of unrestricted funds include Shared Mission Support, endowments, interest and dividends, and bequests and annuities.

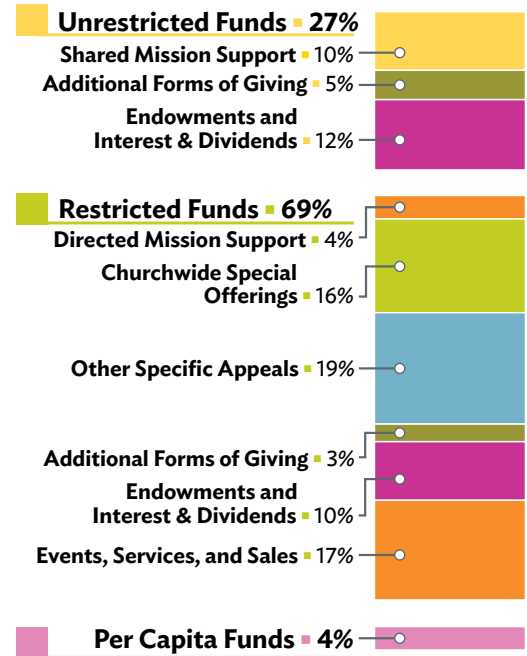
### Restricted Funds

Restricted funds, about 69% of our funding, celebrate the particular commitments to mission made by members and congregations as they are called by God. Sources of restricted funds include Directed Mission Support, churchwide special offerings, other specific appeals (such as those for Presbyterian Disaster Assistance and extra commitment opportunities), endowments, bequests, and sales of resources and services.

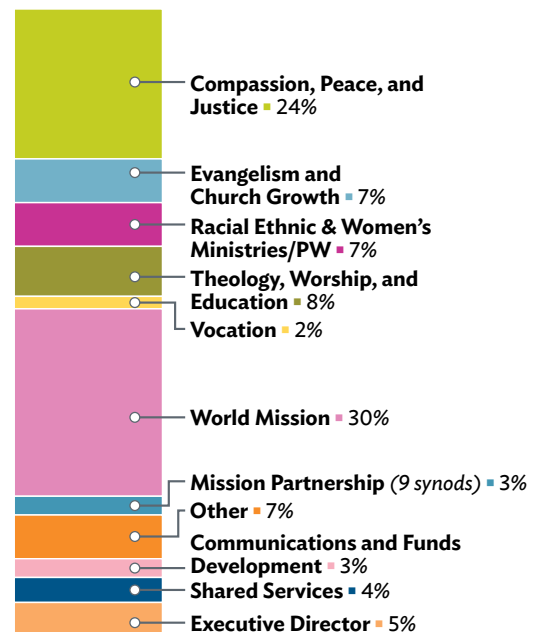
### Per Capita Funds

Per capita funds, about 4% of the Presbyterian Mission Agency budget, are used for Presbyterian Mission Agency Board meetings, the Executive Director's office, and other Presbyterian Mission Agency coordination; the offices of Vocation and Mid Council Relations (which are shared with the Office of the General Assembly); and advocacy and advisory committees.

## HOW PRESBYTERIAN MISSION IS FUNDED



## HOW YOUR FUNDS ARE USED



## PRESBYTERIAN MISSION AGENCY

### 2012 Actual Sources of Funds

|                                                | MISSION BUDGET |               | (\$ Thousands) |
|------------------------------------------------|----------------|---------------|----------------|
|                                                | Unrestricted   | Restricted    | Total          |
| <b>Basic Mission Support</b>                   | <b>7,681</b>   | <b>3,410</b>  | <b>11,091</b>  |
| Shared Mission Support                         | 7,681          |               | 7,681          |
| Directed Mission Support                       |                | 3,410         | 3,410          |
| <b>Churchwide Special Offerings</b>            |                | <b>12,844</b> | <b>12,844</b>  |
| Christmas Joy                                  |                | 3,990         | 3,990          |
| One Great Hour of Sharing                      |                | 7,070         | 7,070          |
| Peacemaking                                    |                | 960           | 960            |
| Pentecost                                      |                | 821           | 821            |
| Witness                                        |                | 3             | 3              |
| <b>Other Specific Appeals</b>                  |                | <b>14,443</b> | <b>14,443</b>  |
| Emergency and Disaster Relief                  |                | 4,189         | 4,189          |
| Extra Commitment Opportunity (ECO)             |                | 7,864         | 7,864          |
| Mission Initiative: Joining Hearts & Hands     |                | 423           | 423            |
| Special Missionary Support                     |                | 333           | 333            |
| Hunger                                         |                | 409           | 409            |
| Theological Education Fund                     |                | 1,225         | 1,225          |
| <b>Additional Forms of Giving</b>              | <b>3,855</b>   | <b>2,689</b>  | <b>6,544</b>   |
| Presbyterian Women                             | 199            | 503           | 702            |
| Bequests and Annuities                         | 3,656          | 76            | 3,732          |
| Other Gifts                                    |                | 2,114         | 2,114          |
| Validated Mission Support                      |                | (19)          | (19)           |
| Grants from Outside Foundations                |                | 15            | 15             |
| <b>Endowments and Interest &amp; Dividends</b> | <b>9,354</b>   | <b>7,496</b>  | <b>16,850</b>  |
| PC(USA) Restricted Endowment Funds             |                | 5,343         | 5,343          |
| PC(USA) Unrestricted Endowment Funds           | 6,567          |               | 6,567          |
| Presbyterian Mission Program Fund              | 101            | 196           | 297            |
| Outside Trusts                                 | 1,451          | 96            | 1,547          |
| Jinishian Fund                                 |                | 1,545         | 1,545          |
| Short-Term Investments                         | 1,235          | 316           | 1,551          |
| <b>Other</b>                                   | <b>19</b>      | <b>13,404</b> | <b>13,423</b>  |
| Partner Churches and Other                     |                | 114           | 114            |
| Enterprise Fund, Hubbard Press                 | 10             |               | 10             |
| Sales: Curriculum                              |                | 2,270         | 2,270          |
| Sales: Program Services                        |                | 9,223         | 9,223          |
| Sales: Resources                               | 9              | 1,797         | 1,806          |
| <b>Total Receipts</b>                          | <b>20,909</b>  | <b>54,286</b> | <b>75,195</b>  |
| Prior Year Accumulations                       | (351)          | 2,582         | 2,231          |
| <b>2012 Per Capita</b>                         |                |               | <b>3,499</b>   |
| <b>Total Sources of Funding</b>                | <b>20,558</b>  | <b>56,868</b> | <b>80,925</b>  |

## PRESBYTERIAN MISSION AGENCY

### 2012 Actual Expenditures by Entity

|                                             | MISSION BUDGET |               |                   | (\$ Thousands) |
|---------------------------------------------|----------------|---------------|-------------------|----------------|
|                                             | Unrestricted   | Restricted    | Per Capita Budget | Total          |
| <b>Executive Director's Office</b>          | <b>844</b>     | <b>355</b>    | <b>2,536</b>      | <b>3,735</b>   |
| Executive Administrator                     | 701            | 503           | 297               | 1,501          |
| Executive Director's Office                 |                |               | 870               | 870            |
| Presbyterian Mission Agency Board Meetings  |                |               | 379               | 379            |
| Legal and Risk Management Services          |                |               | 786               | 786            |
| Mid Council Relations                       |                |               | 204               | 204            |
| Common Expenses                             | 143            | (148)         |                   | (5)            |
| <b>Communications and Funds Development</b> | <b>538</b>     | <b>1,778</b>  |                   | <b>2,316</b>   |
| Communications                              | 2,136          | 1,616         |                   | 3,752          |
| Funds Development                           | 796            | 3,198         |                   | 3,994          |
| Common Expenses                             | (2,394)        | (3,036)       |                   | (5,430)        |
| <b>Mission</b>                              | <b>16,705</b>  | <b>47,562</b> |                   | <b>64,267</b>  |
| Compassion, Peace, and Justice              | 3,079          | 15,961        |                   | 19,040         |
| Evangelism and Church Growth                | 2,318          | 3,134         |                   | 5,452          |
| Racial Ethnic & Women's Ministries/PW       | 2,446          | 3,348         |                   | 5,794          |
| Theology, Worship, and Education            | 2,209          | 4,601         |                   | 6,810          |
| Vocation                                    | 428            | 1,286         |                   | 1,714          |
| World Mission                               | 5,556          | 18,860        |                   | 24,416         |
| Deputy Executive Director, Mission          | 669            | 372           |                   | 1,041          |
| <b>Shared Services</b>                      | <b>0</b>       | <b>2,462</b>  | <b>885</b>        | <b>3,347</b>   |
| Finance and Accounting                      | 426            | 1,985         | 226               | 2,637          |
| Information Technology                      | 1,415          | 282           | 50                | 1,747          |
| Presbyterian Distribution Service           | 527            | 1,416         |                   | 1,943          |
| Mail & Print Services and Building Services | 1,085          | 456           | 301               | 1,842          |
| Deputy Executive Director, Shared Services  |                |               | 308               | 308            |
| Common Expenses                             | (3,453)        | (1,677)       |                   | (5,130)        |
| <b>Other</b>                                | <b>159</b>     | <b>4,711</b>  | <b>78</b>         | <b>4,948</b>   |
| Shared Expenses                             | 490            |               | 78                | 568            |
| Insurance                                   | 507            | 1,261         |                   | 1,768          |
| Restricted Fund Allocation                  |                | 28            |                   | 28             |
| Investment Management Fees                  | 198            |               |                   | 198            |
| Board of Pensions                           |                | 1,749         |                   | 1,749          |
| ECO Agency                                  |                | 1,337         |                   | 1,337          |
| Common Expenses                             | (1,036)        | 336           |                   | (700)          |
| <b>National Mission Partnership Funds</b>   | <b>2,312</b>   |               |                   | <b>2,312</b>   |
| <b>Total Expenditures</b>                   | <b>20,558</b>  | <b>56,868</b> | <b>3,499</b>      | <b>80,925</b>  |



PRESBYTERIAN  
**MISSION**  
— AGENCY —

an agency of Presbyterian Church (U.S.A.)

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