

NWYM Vision and Structure
Approved July 2006

Table of Contents

Introduction.....	2
Executive Summary.....	5
Core Values.....	7
Mission Statement.....	8
Vision Statement.....	9
Administrative Council.....	11
Restructured Boards.....	13
Elders.....	14
Leadership Development and Enrichment.....	15
Local Outreach	16
Global Outreach.....	17
Congregational Care	18
Christian Education and Discipleship.....	19
Youth and Young Adult Ministry	20
Communication	21
Sub-Committees.....	22
Ministry Teams.....	23
Standing Committees.....	24
Trustees.....	25
Finance Committee	26
Northwest Yearly Meeting of Friends Foundation	
Friends Church Extension Fund	
Faith and Practice Revision Committee.....	26
Nominating Committee	27
Representatives.....	29
Organizational Flow Chart.....	30
Ministry Plans—Discernment-Based Priorities/Goals/Action Steps.....	31
Stewardship Reporting and Reallocation of Reserves.....	32
Recommendations for NWYM Staff.....	34
Areas Needing Further Review.....	36

Introduction
Organization and Strategy Group Proposal to NWYM
Long Range Planning and Re-Structuring
Yearly Meeting 2006

During the 2004 NWYM sessions, the Executive Council authorized a long-range planning process aimed at potentially re-focusing and restructuring the Yearly Meeting. Specifically, the process was implemented to re-assess our vision and strategic initiatives and consider changes to our board structure, funding base and staff to bring them in line with a new vision for NWYM.

In the fall of 2004, the General Superintendent put together a “Vision Planning Task Force” (VPTF) to design the process. Along with Colin Saxton, Dick Sartwell, MaryKate Morse, Jan Wood, and Gayle Beebe agreed to serve. Over the next several months, queries were sent out to all NWYM churches, boards, commissions, and representative groups asking two fundamental questions:

1. **How can NWYM best serve your local church?**
2. **What is God calling us to do together?**

Over 70 groups and over 700 people participated by responding to these questions. Both specific responses and a summary of what the Visioning Planning Task Force received were distributed throughout NWYM. The summary, compiled by the VPTF, suggested:

NWYM desires a clear sense of identity, a more connected and communicative fellowship, a holistic and practical missional focus directed toward reaching our world for Christ, and support and resources for effective ministry in the local church.

The list of specific responses were categorized and further summarized in four ways:

1. Identity: Who are we?

As NWYM, we desire to be Christ-centered Friends who teach and obey the whole gospel of Jesus Christ. Therefore, we

- *Need encouragement and training within NWYM
- *Need a clear, articulate vision of what this looks like and how our Christ-centered, Friends faith and practice connects with our world
- *Need our structures to support this sense of identity and ministry

2. Community: How do we do this together?

We desire greater connection by

- *Developing relationships and a clear sense of unity within NWYM
- *Visitation and personal contact by NWYM staff to local churches
- *Encouraging church to church and area gatherings, as well as creating opportunities for joint involvement in ministry, equipping and spiritual growth

We need greater communication that

- *Provides information avenues for sharing what is going on with NWYM
- *Highlights opportunities for involvement together

3. Missional Concerns: How are we salt and light to others?

As the Body of Christ known as NWYM, we will be salt and light to our world by:

- *Encouraging outreach, service, and witness as a way of life in order to minister to our local communities
- *Being involved in international missions
- *Being evangelistic, as we encourage, equip, train, and facilitate the sharing of the gospel with others
- *Our commitment to and practice of Christ-centered peacemaking and justice ministry in our world
- *Discipleship, spiritual formation and education that shapes us into the image of

Christ, so that He will be reflected in who we are and how we live our lives

4. Congregational/NWYM Resources: How do we build up and equip the Body?

In order for our local churches to do this best, NWYM can provide resources to build up and equip our congregations. Specifically, we desire...

- *Support for pastors—assistance in calling, developing, training and providing accountability for those who serve in this ministry in our churches
- *Promotion for healthy churches
- *Infrastructure support resources
- *Leadership training and support
- *Assistance in clarifying vision and calling
- *Educational programs, people resources and information for
 - *Christian education
 - *Camping, spiritual growth, and service opportunities
 - *Youth development and ministries
 - *Training, retreats and traveling ministry in response to special requests/needs

After gathering the data, the VPTF made a recommendation to the NWYM Executive Council to release a team of people to continue the long-range planning process. At the February 2005 Executive Council meeting, the Organization and Strategy Group (OSG) was formed. This group included Carla Anderson, Mark Ankeny, Ken Beebe, Tonya Comfort, Frank Engle, Eric Muhr, Maurice Roberts, and Colin Saxton.

Building on the work of the VPTF, the OSG met from the spring of 2005 to the present, continuing to create forums for input and working on the proposal in hand. Since Midyear Board Meetings in 2006, they have been refining their work and hosting a series of local church and Area gatherings in order to prepare NWYM to consider their recommendations at this year's annual meeting.

At the beginning of this process, there was a clear mandate to look critically at ourselves and address our need for change. NWYM has been in decline for several years and there was a strong feeling of disconnection and lack of common vision. Over the past many months, the sense that we do need to change as an organization has grown more sharp and strong. The rationale for change, however, also appears more positive and precise. This rationale includes:

1. The strong feeling within NWYM that it is time to refocus our ministry in order to better address the needs and opportunities around us.
2. Friends have a vision of discipleship that resonates with the spiritual hunger of our culture—this is an opportunity we do not want to miss!
3. We want to give our board structure greater flexibility.
4. To bring coherence to the whole NWYM ministry.
5. To better encourage outreach in our local churches and a more active, missional focus for all of NWYM.
6. To help the NWYM staff and boards refocus on being a resource to our local churches.
7. To develop a new set of leaders for the future of NWYM.
8. To encourage deep spiritual passion and transformed lives.
9. To rediscover our holistic vision of evangelism, service, ministry for all believers.
10. To reaffirm our commitment to being Christ-centered Friends who call people to know and follow Christ in both our words and in our actions.
11. To create new opportunities for expressing “church” in the world.
12. To clearly and positively articulate NWYM's *Faith and Practice*, values, mission, vision in a way that excites and educates us to be faithful Friends.

13. To better communicate among ourselves, and to the world around us, what God is doing in and through NWYM.
14. To better support and assist declining/struggling churches.
15. To eliminate inequities in our current board finance arrangement
16. To establish clearer lines of responsibility and authority for NWYM staff.
17. To improve and focus the work of our Executive Council.
18. To reduce and eventually eliminate conflict/barriers within NWYM—i.e. new works vs. traditional; evangelicals vs. Quaker; mission/evangelism vs. peace/social concern.
19. To eliminate redundancy and the dilution of people and financial resources within our board structure.
20. To become more focused on what God is calling us to do in the present and future, rather than relying so heavily on our past witness/history.
21. To focus more intentionally on learning how to listen to and obey Christ together.

Despite all of these really fine reasons for change, everything in us will resist it. As we all know, change is hard, scary, and is always perceived as loss. Change—even when it is good and right—inevitably creates conflict. Such conflict, when not managed well, can breed mistrust, incite anger, and divide us.

The OSG offers this proposal to NWYM, not because we believe it is the only way forward or that it solves all of the problems and issues facing NWYM. In fact, our superintendent has reminded us that our willingness to make these organizational/structure alterations is really only the first step in the change process. The real and ongoing work remains ahead of us as we follow through on our intentions and learn to act together in new ways.

The hope of the OSG is to set in motion a process of change that will free all of us to a new and more focused involvement in our community of faith. Further, we believe it establishes a healthier framework and environment for us to actually do the work God is calling us to do as NWYM. Maybe most important, we trust that the discussion, opportunities for involvement and the creation of a common vision helps us—*not just do more or better ministry—but become* the faithful people we say we want to be.

Executive Summary
NWYM Organization and Strategy Group
NWYM Annual Sessions—July 2006

In order to summarize the basic components of the Organization and Strategy Group's recommendation for action, we have prepared an Executive Summary. This is an attempt to create an easy reference point as we try to look at the "big picture" in the visioning and long-range planning report and recommendation.

- **Updated Vision Statement and Guiding Priorities:** Currently, NWYM does not have a written, guiding vision or mutually agreed upon sense of mission. The OSG is bringing both a mission and vision statement that we hope will serve NWYM in the years to come. Both documents find their origin in the NWYM *Faith and Practice*, Core Values and the priorities that have been communicated through NWYM throughout this long-range planning process:
 - Mission Statement:** *NWYM is a covenantal community of evangelical Friends churches that make Jesus Christ known by*
 - *Teaching and obeying the whole gospel as revealed by the Holy Spirit and recorded in Scripture;*
 - *Loving and mutually supporting each other; and*
 - *Equipping and releasing people to continue God's mission in the world.*
 - Vision Statement:** The new vision statement identifies eight priorities that will give shape to our long-range ministry plans: **Discernment; Local Outreach; Global Outreach; Friends Identity; Leadership Development and Support; Congregational Care; Spiritual Transformation/Discipleship; Connection/Communication.**
- **Restructuring of Executive Council to Administrative Council:** The OSG recommends the restructure of Executive Council (EC) to become a twelve-member group of non-board clerks. This group may meet more frequently than the current EC and be charged with keeping the Yearly Meeting focused on our common values, mission and vision; assist boards in discerning direction and evaluating their ministry; bringing recommendations regarding budget and ministry plans to the floor of NWYM.
- **Use of Annual Ministry Plans:** In order to insure the ministry of NWYM remains effective and continues to move toward our shared vision, the OSG recommends adopting the use of Annual Ministry Plans by each board. Along with their budget requests, all NWYM boards will bring a Ministry Plan, with proposed goals/outcomes, for each year to the Administrative Council. At the completion of every year, the Administrative Council and boards will also evaluate these plans.
- **Reorganization of NWYM Boards:** In order to insure NWYM is best able to fulfill its vision for the future, the OSG recommends an overhaul of our board structure. In place of our existing boards, we recommend eight boards that may organize both standing committees and short-term ministry teams under their care. The eight recommended boards are—**Elders, Local Outreach, Global Outreach, Leadership Development and Enrichment, Congregational Care, Christian Education and Discipleship, Youth and Young Adult Ministry, and Communication.** This recommendation is accompanied by other proposals for such groups as the Nominating Committee, Finance Committee, etc.
- **Changes in the Funding Structure and Reallocation of Reserve Funds:** In order to bring equity, coherence and flexibility to our finances, the OSG recommends the creation of a NWYM Ministry Fund under the care of the Administrative Council. This fund will come from monies currently under the care of existing boards that are not donor designated. In the future,

the whole NWYM Annual Budget will be met through Local Church Support, the NWYM Ministry Fund, and designated funds under the care of each board.

- **Changes in the NWYM Staff:** In order to more effectively carry out the mission and vision of NWYM, the OSG recommends the following staff changes within the NWYM structure.
 - In the future, all NWYM staff positions will be accountable to the General Superintendent.
 - Complete job descriptions will be written and a Personnel Handbook will be created in cooperation with the Administrative Council.
 - Each NWYM staff will be paid for out of the joint annual budget rather than through the finances of a particular board.
 - An interim staffing model (see below) is proposed by the OSG to help in the transition and establishment of our new boards and structure. New staff positions will be developed through the initial Ministry Plans that will be put together by the boards this year and ultimately approved at the 2007 Yearly Meeting sessions.

Interim NWYM Staff Plan:

- Continue with the current General Superintendent, Director of Finance, Mission's Administrator, Youth Superintendent, and Administrative Secretary.
- Increase the Friends Center Director through the end of 2007 to .50 FTE.
- Decrease the bookkeeper from full-time to .75 FTE.
- Discontinue the Peace Education Coordinator, District Superintendents and Director of New Church Development.
 - District Superintendents end at the close of the 2006 Yearly Meeting sessions, per the original design of these positions.
 - Peace Education Coordinator continues through December of 2006.
 - Director of New Church Development continues through December 2006.
- Add a full-time, interim Associate Superintendent to work with the General Superintendent: Hired from the Fall of 2006 through December 2007.
 - Assist the General Superintendent in facilitating the transition to our new structure.
 - Help the boards develop their Ministry Plans during 2007.
 - Provide additional ministry, communication, connection support.
- **Hope to begin "pilot" program in January of 2007:**
 - The OSG proposal includes a transitional plan to be implemented at the conclusion of our Yearly Meeting sessions.
 - We recommend this proposal as a three-year pilot program in which the recommended changes are thoroughly evaluated toward the end of that period.
 - A final "approval" of the plan would be needed at that time.
 - *Faith and Practice* revisions will be worked on over time and brought for approval at the end of the pilot period.

NWYM Core Values
Approved July 1997—NWYM Sessions

- **Jesus Christ is present.**
Jesus Christ is actively present with us as Savior, Teacher, Lord, Healer, and Friend. Christ is immediately accessible to all who believe in Him. Those who take time to listen to Christ can hear His voice and follow Him, individually and collectively.
- **Scripture calls us to account and helps us know God's will.**
The Bible, as interpreted by the Holy Spirit, shows us what God requires of us and provides authoritative and unfailing spiritual guidance for our lives today.
- **God is the source of life, and all human life is sacred.**
All life has its origin in the creative work of God, and human life is to be regarded as a sacred gift from God. Because all persons have equal value and are created in the image of God, we must treat others with respect and dignity, regardless of human measures of merit or value.
- **The Holy Spirit transforms and empowers us.**
The Holy Spirit enlightens our paths and transforms our lives. As we yield our lives to God and become immersed in the life of the Spirit, things change. Despair gives way to hope, and weakness gives way to empowerment. All things indeed become new.
- **We are called to be and to make followers of Christ.**
Christ through His Spirit transforms us to be more like Himself. He enables us to live lives of integrity and righteousness and calls us to bring others into this relationship. We listen to Christ, we obey Him, and we teach others how to do the same.
- **We are called to live out Christ's love.**
Jesus reveals the fullest measure of God's love by His example in His death on the cross. As we become more Christ-like, we hope to display this same quality of love corporately and individually to those around us.
- **We are called to be agents of God's peace and love to everyone.**
We are called to work for justice and to be agents of peace in a broken world. Whether situations of conflict and confusion are personal, national, or global - within the church or beyond it - we are called to be agents of the same healing and love we have received from God.

NWYM Mission Statement
Approved at 2006 NWYM Sessions

A mission statement attempts to describe the purpose of our organization in a succinct way. It serves to remind us why we exist.

Mission Statement:

Northwest Yearly Meeting of Friends Church (NWYM) is a covenantal community of evangelical Friends churches that make Jesus Christ known by

- Teaching and obeying the whole gospel as revealed by the Holy Spirit and recorded in Scripture;
- Loving and mutually supporting each other; and
- Equipping and releasing people to continue His mission in the world.

NWYM Vision Statement
Approved at the 2006 NWYM Sessions

The Vision Statement describes who we hope to become in the future. Along with creating some common language that is intended to build a sense of connection and shared focus, the Vision serves as a reference point to help keep our boards, staff and ministries aimed in the direction of our discerned leading. More specifically, the Vision Statement will serve as a practical aid for our boards and Administrative Council as they prepare ministry plans and budget requests for the future. The eight priorities listed in the Vision Statement are not in any particular order, except for placing *Discernment* at the top, to reflect our priority of listening for Christ's leadership in all that we do.

Vision Statement:

Northwest Yearly Meeting of Friends Church (NWYM) is a growing family of Christ-centered, evangelical Friends churches reaching out to the greater Northwest and beyond in creative mission that reflects the whole gospel of Jesus Christ. We seek to know Christ intimately, worship and follow Him faithfully. Joined in the bond of fellowship, we have a sense of shared identity and common vision for ministry that focuses on:

- **Discernment:** Since Jesus Christ is head of the church and present among us as our Teacher and Guide, we commit ourselves to listening to and obeying Him. In our manner of worship and decision making and in the way we order ourselves as a church, we continue to learn how to better listen to and obey Christ together.
- **Spiritual Transformation/Discipleship:** We are a community of disciples being transformed into the image of Christ and partnering in His mission to transform the world. In faithfulness to Scripture and the ongoing leadership of the Holy Spirit, we bear witness to the reality of Christ by our changed and changing lives and in our commitment to live out the values of Jesus' Kingdom in all that we do. Through our joint ministries and shared resources, we equip our local faith communities to educate people of all ages to follow Christ.
- **Friends Identity:** We believe God has called us to a unique expression of the Christian life that is an important contribution to the overall mission of God in the world. As the Friends of NWYM, our common life is described by our *Faith and Practice*. Together, we seek to live in obedience to the same Life and Power that called early Friends to courageous evangelism, compassionate service, community, integrity, simplicity, equality and peacemaking in ways that speak to the present culture.
- **Leadership Development and Support:** All people are called to ministry. Some are called to unique leadership roles that help us be the faithful people God intends. Therefore, we intentionally identify, equip and release all kinds of leaders to serve among us. Men and women called to pastoral service are well trained and adequately supported. Clerks, elders, and representatives find joy and purpose in their ministry because they understand their roles and are trained to serve well. Our young people have opportunity to explore their leadership gifts because we invest in their education and provide opportunities for service.
- **Congregational Care:** Our local faith communities take a variety of shapes and sizes, ranging from traditional to house churches to new expressions yet to be defined in a changing culture. They may be urban or rural, more homogenous or inter-cultural. We actively cultivate vibrant and healthy churches and families within their care. Our NWYM staff and board structure encourage these local faith communities to be faithful, effective, growing, and outreach-oriented by providing ongoing training and resources.
- **Local Outreach:** We are engaged in holistic evangelism, social concern, peacemaking and church planting throughout the greater Northwest. We are developing a culture of service in NWYM in which Friends of all ages understand their call to ministry and find support as they serve Christ in their communities.
- **Global Outreach:** Our ministry and church planting extends beyond the Northwest, as we reach out to the rest of the world with the love of Jesus Christ. We send people of all ages across the globe to share in word and deed the gospel that is good news to the lost, the poor and the suffering.

- **Connection/Communication:** Joined as we are in Christ, we continually work at improving our interconnection and being mutually supportive. Through the NWYM staff and our creative use of media, we communicate with each other and those around us who we are as Friends and how God is active in us for the sake of the world.

Administrative Council

The NWYM Administrative Council (AC) serves as a group of spiritually mature and discerning individuals who affirm the values, cradle the mission and help NWYM remain focused on its collective vision.

Composition

- The AC will be made up of 12 people including the NWYM Presiding Clerk, Assistant Presiding Clerk, General Superintendent and nine other named individuals.
 - NWYM Administrative Secretary serves as a non-member recording clerk.
- AC members will be recommended by the Board of Elders and must be approved at the NWYM annual sessions.
 - The Board of Elders will work to recommend those individuals with gifts of discernment, a demonstrated commitment to the whole ministry of NWYM and spiritual maturity.
 - Geographic, gender, age and racial diversity will be sought in the nomination and approval process without insisting on specific quotas or required Area representation. No more than three of the nine at-large appointments may be named from any one area within NWYM.
 - The Presiding Clerk, Assistant Presiding Clerk and General Superintendent will work with the Board of Elders in recommending nominees for the AC.
- The AC will be organized in a way that will create three-year terms, with one-third of the members rotating off each year. Those who serve on the AC may do so up to three consecutive terms before they must step off the council for at least one year.
- AC members must be active members of local Friends churches, experienced in Friends practices and committed to the Christian principles set forth in the *Faith and Practice*.

Duties and Responsibilities

- Maintain ongoing oversight and assessment of the NWYM visioning process.
- Initiate an annual process of reviewing and evaluating Ministry Plans from the various boards of NWYM. This includes regular interaction with the board clerks to discuss ministry goals and budget requests for the coming year.
 - Insure the Annual Ministry Plans fit with and lead toward the NWYM Vision.
 - Work to eliminate redundancy and improve cohesion in NWYM ministries.
 - Help create a prayerful, discernment-based environment for strategic planning.
- In concert with board clerks, develop a budget proposal based on the Ministry Plan goals that is consistent with the NWYM Vision and available resources. Present both the budget and summary of the Ministry Plans to Yearly Meeting for approval.
- In cooperation with the Finance Committee, periodically challenge local faith churches to fully fund the annual budget and long-term financial goals.
- In consultation with the Finance Committee and Director of Finance, keep up to date on the current and projected finances of NWYM.
- Develop guidelines to cover the use of the NWYM Ministry Fund under their care.
- Under the direction of the Presiding Clerk, establish an agenda for business during the annual NWYM sessions.
 - Communicate through the Council of Representatives items for discussion in the local church prior to Yearly Meeting and the anticipated business schedule for Yearly Meeting sessions.

- Receive from the local Representatives matters of business or concern that need deliberation or action by the whole Yearly Meeting.
 - The AC may appoint a task force/study groups as they see fit.
- Provide primary oversight of the NWYM General Superintendent, including annual evaluations and recommendations regarding the continuance of call.
 - Initiate and oversee the calling of a new superintendent during times of transition.
- Oversee the development and ongoing revision of a NWYM staff policy manual.
- Make recommendations regarding salary and expense accounts for NWYM staff. Approve annual housing allowances.
- Evaluate and act on recommendations made by the NWYM General Superintendent regarding personnel decisions for NWYM ministry staff positions.
 - Support staff positions are reported to, but not approved by, the AC.
- Represent the Yearly Meeting in situations where the interest or reputation of Friends requires immediate action or deliberation, reporting all such proceedings to the Yearly Meeting in session.
- Consider and act upon any request from a board or other Yearly Meeting body desiring to make a special financial appeal at the annual sessions, or a general appeal during the year for support beyond its share of the budget.
- Carefully consider and act upon any question of organization, policy, or procedure that may be submitted by an officer, an organization of the Yearly Meeting, or the Council of Representatives.
- In cooperation with the NWYM staff, maintain ongoing relationships with NWYM related organizations, i.e. George Fox University (GFU), Friendsview Retirement Community, NWYM affiliated camps, and other schools to insure connection, cooperation and appropriate risk management.
- Prepare recommendations to NWYM on matters of business brought by NWYM boards for approval. Take action on those matters that are time urgent or appropriate to the responsibility and authority granted to the AC when NWYM is not in session.
- Review and make recommendations regarding GFU board nominees to NWYM. In most cases, the Yearly Meeting as it gathers in July will approve GFU board nominees. The AC may, however, take action on approving the GFU board nominees prior to Yearly Meeting sessions, if this action will allow new GFU board members to begin service at the GFU spring board meeting.
- Develop a regular schedule of meetings that will be posted and announced to the whole Yearly Meeting. Hold other meetings as needed.
- Provide thorough and timely reporting of their activities to all of NWYM.
- Welcome representative from local churches or Areas who wish to bring concerns or matters of business when the AC is in session.

NWYM Boards

NWYM Boards

NWYM boards help carry out those ministries that we are better able to do together than as individual churches. In addition, the focus of our boards is to be a resource to the effective and vital functioning of our local churches. Our goal is to establish boards that listen to God, are engaged in meaningful ministry, have a clear mission, and are given the responsibility and authority to impact the overall ministry of NWYM. Boards will be responsible for the broad, ongoing concerns of NWYM. Under each board, both sub-committees and ministry teams may be established to carry out their work with greater flexibility and innovation.

Board Composition and Responsibilities:

- Members must be active members of a local NWYM church, experienced in Friends practices and committed to the Christian principles set forth in the *Faith and Practice*.
- Members will be selected by the NWYM Nominating Committee and will possess both a passion for and call to the mission of their particular board. Each board member is expected to be an active participant in the ministry of their board, generally through involvement on a sub-committee or ministry team.
- Boards will be comprised of 12 to 18 members. Each board may determine their own needs and communicate their desire to the NWYM Nominating Committee.
- Geographic, generational, gender and racial diversity will be sought without forced Area representation. No more than four individuals may be named to a board from any one Area within NWYM.
- Members will have three-year rotating terms with approximately one-third of the terms expiring each year.
- Board members must be re-nominated by the Nominating Committee at the end of each three-year term and may serve up to three consecutive terms. At least one year off the board must be completed before individuals are eligible for reappointment.
- Boards will submit an Annual Ministry Plan to the Administrative Council (AC), along with their budget proposal. At the end of each year, the approved Ministry Plan will be used as a basis for self-evaluation, in cooperation with the AC.
- Each board may create subcommittees under their care—which they are responsible to establish and name members for service. At least one member of the sponsoring board will serve as an active member and liaison on each sub-committee (see p. 22). NWYM staff and the Nominating Committee may be called up to provide suggestions for people to recruit
- Each board may also create ministry teams (see p. 23) under their care—which they are responsible to establish, define the purpose and recruit people to serve. At least one member of the sponsoring board will serve as an active member and liaison on each ministry team.
- Each board is responsible to name its own clerk, assistant clerk and recording clerk.
- Each board will create a mission statement for its work.
- Job descriptions of each board follow.

Board Job Descriptions:

1. Elders

The NWYM Board of Elders is a wise, discerning, and spiritually mature group of Friends who help encourage the overall, spiritual welfare of NWYM. Specifically, they:

- Pray diligently for the ministry of NWYM individuals and churches
- Serve in an advisory capacity to General Superintendent, Yearly Meeting clerks, and NWYM, as a whole.
- Reflect prayerfully on the needs of the NWYM local churches and Yearly Meeting activities and lay concerns before representatives, boards or other organizations as the Spirit may direct.
- Respond to crises and serve as peacemakers in NWYM, offering and implementing a process for reconciliation as needed.
- Oversee matters of church discipline and doctrinal dispute.
- In the case of moral failure among pastoral ministers, establish and oversee a process for assisting the church, discerning any necessary steps of discipline and the restoration of the those involved.
- Redesign a clear and helpful application process and guidelines for maintaining a NWYM annual minister's license.
- Issue annual licenses for all non-recorded NWYM pastors and other ministers.
- Act on recommendations received from the Board of Leadership Development (or subcommittee) for the recording of ministers, and make appropriate recommendations to NWYM.
- Disseminate and review annual accountability forms to each NWYM local fellowship. In cooperation with other boards, respond to needs, questions, and requests for assistance.
- Choose Yearly Meeting speaker(s) and select worship planning team members.
- Make policies concerning the Yearly Meeting sessions in consultation with the Yearly Meeting clerks and the General Superintendent.
- Consider the request of a minister or other member who wishes to be liberated for short-term service outside the Yearly Meeting.
- Assist in redesigning and maintaining the NWYM Elders Handbook.
- Provide assistance, counsel, and support to local church elders.
- Nominate nine persons to serve with the Presiding Clerk, Assistant Presiding Clerk and General Superintendent on the NWYM Administrative Council, and forward recommendations to the Yearly Meeting in session.
- Oversee the Beebe Fund, established for the support of pastors in need of counseling assistance.

2. Leadership Development and Enrichment

The NWYM Board of Leadership Development and Enrichment is comprised of Friends who are passionate and gifted in identifying, equipping and releasing leaders to serve faithfully and effectively within NWYM and beyond. Board responsibilities include:

- Provide training and resources for all levels of local leadership, including elders, clerks, and representatives.
 - i. Develop and maintain training/resource handbooks for each function
 - a. Elders Handbook in conjunction with NWYM Board of Elders.
 - ii. Develop regular training opportunities to be offered on a local, regional or Yearly Meeting-wide basis.
- In conjunction with NWYM staff, oversee continuing education opportunities for pastors: Focus Conference, Pastors' Conference, annual book to read, small learning communities, etc.
- Develop an annual pastoral review form related to leadership training effectiveness.
- Promote, develop, and oversee the NWYM Mentoring Program, encouraging participation by church planters, emerging leaders and New Works leaders.
- In conjunction with NWYM staff, plan and implement the NWYM Call to Ministry conference or small, regional workshops.
- Assist the local church with resources for identifying, equipping and releasing members for service—including young people.
- Oversee the process of recording candidates for ministry that are submitted by local churches.
- Maintain an active list of recorded ministers.
- Provide oversight for the NWYM Friends Center.
- Encourage Friends to attend George Fox University and Seminary.
 - i. Encourage leadership development options within the university.
 - ii. Consider revising and overseeing the Quaker Leaders Program to assist young Friends attending GFU.
- Work in concert with the Youth and Young Adult Ministry Board to support youth and young adult leadership development opportunities, i.e. *Samuel School*, and provide appropriate follow up with those who participate in it.
- Work with NWYM staff to create an annual, new pastor orientation retreat for those who are just beginning service or returning to service in NWYM.

3. Local Outreach

The NWYM Board of Local Outreach is comprised of Friends with gifts, passion and expertise in outreach ministries. This board encourages the work of calling people into life-changing relationships with Jesus Christ, fostering the growth of NWYM churches and promoting peacemaking, social justice and compassionate service in the Northwest. Specific responsibilities include:

- Develop consistent language to identify the corporate expressions of Body life that are developing within NWYM.
- Develop a procedure that enables our non-traditional churches to become officially recognized as “local churches” with appropriate privileges and responsibilities within NWYM.
- Provide resources and training for local churches to effectively build bridges of outreach by utilizing evangelism, teaching, compassion, peacemaking and other tools relevant to the needs of their communities.
- Support and communicate to others effective and creative outreach efforts that are operating in NWYM.
- Through resources and training, help our local churches effectively share the Good News of Jesus Christ with others and to call people into lifestyles of committed discipleship and Christian community.
- Research and consider developing volunteer options for NWYM people that will encourage both a culture of service and life-long commitments to social concerns/evangelism.
 - i. Disseminate information on compatible ministry options in the Northwest.
 - ii. In cooperation with interested NWYM churches, create internships, community houses, ministry programs that would provide a period of dedicated service for young people out of high school.
- Encourage existing and possibly new service opportunities for retired and otherwise liberated Friends—i.e. Volunteers on Wheels (VOW).
- Provide education, resources and suggested action for Friends to consider in regard to specific social justice, peace and moral issues in the Northwest—i.e. prison ministries, compassionate services, disaster or poverty relief, peacemaking and justice.
- In cooperation with the NWYM staff, revise a church planting culture and strategy for NWYM.
 - i. Encourage existing NWYM churches and Areas to consider establishing new church plants.
 - ii. Continue to develop simple/house/other church models that are fully integrated into NWYM through another local church when possible.
 - iii. Advance the work of Hispanic and other cross-cultural church planting in a way that leads to an fully integrated Yearly Meeting.
 - iv. Develop a strategy for identifying, equipping and releasing church planters.
 - v. Continue to maintain and monitor the progress of new church plants and take prompt action if any one of them is not effectively following established guidelines.

4. **Global Outreach**

The NWYM Board of Global Outreach is comprised of Friends with gifts, passion and expertise in cross-cultural and overseas outreach ministries. Like the Board of Local Outreach, this board aims to encourage evangelism, church planting, peacemaking, social justice and compassionate service but with a global emphasis. Specific responsibilities include:

- Oversee church planting and evangelism ministries in cultures outside of the Northwest.
 - i. Provide care, administrative support, and encouragement to those serving on mission fields.
 - ii. Provide relevant services through culturally sensitive ministries.
 - iii. Share Christ through friendship evangelism.
 - iv. Build self-multiplying Christian communities.
 - v. Develop independent national leadership and self-supporting, self-replicating ministries.
 - vi. Develop a support network for cross-cultural workers.
- Continue to prayerfully explore possible new fields for mission activity.
- Maintain an active participation in the outreach of EFM through the presence of designated representatives, communication, and financial support.
- Expand and broaden the shape of global ministry opportunities for NWYM people.
 - vii. Research peacemaking, hunger relief, social concerns, possibilities that NWYM might identify as outreach ministries.
 - viii. Connect with NWYM people and churches to service in short-term, global ministries, i.e. medical teams, hunger or disaster relief, peacemaking, social concerns that are compatible with NWYM.
 - ix. Provide publicity, recruitment, support raising avenues, personnel oversight for those interested in ministries identified as NWYM supported works.
- Actively identify, equip and release those individuals who are called to serve in cross-cultural ministries.
- Determine personnel and policy matters for each program, including financial support for the workers.
- Challenge individuals who sense a call to missionary service, and provide standards of qualification with appropriate procedures for their preparation, education, and ministry.
- Encourage a cross-cultural ministry focus by NWYM churches. Provide education and resources which highlight the biblical/theological/Friends concern for mission/service.
- Challenge local churches to become mission-minded with prayer and finances.
- Oversee the Teaching Abroad program and consider other, short term ministry options for NWYM people in outreach ministries.
- Provide education regarding global issues as they relate to Christian faith and practice.
- Work in conjunction with the NWYM staff to promote mission/outreach awareness, facilitate missionary deputation, and other education in the local church.

5. Congregational Care

The NWYM Board of Congregational Care is comprised of Friends with gifts, passion and expertise in helping our churches be healthy, faithful and effective communities of worship, service and fellowship. Specific duties include:

- Encourage our local churches to actively listen to God through discernment training and by providing resources for Quaker business meetings.
- Identify specific needs within the variety of NWYM local churches.
- Develop and promote practices of personal and corporate stewardship.
- Develop and encourage various models of worship.
- Encourage healthy, loving, and spiritually-enriching relationships within the Christian community.
 - i. Provide resources/training for conflict resolution.
 - ii. Promote training and resources for healthy marriages and family concerns.
 - iii. Information resources for available Christian counselors.
 - iv. Suggestions/resources for meeting needs within the local group—(i.e. sharing lists, Mennonite Mutual Aid resources).
 - v. Promote activities that build community and unity.
 - vi. Promote small groups as both an outreach and nurturing tool for the local churches.
 - vii. Encourage mentoring, spiritual friendships and other intentional, spiritual relationships.
- Develop a Traveling Minister’s resource list: i.e. workshops, speakers, training for a variety of topics related to congregational life.
- Promote and encourage Friends membership through the development of new and creative resources—i.e. written, web-based, DVD.
- Develop and promote resources/models for assisting churches with refocusing, re-visioning, renewal—i.e. Natural Church Development, strategic planning and visioning.
- Assist local churches in providing care and compassion to seniors and people with disabilities.
- Promote and encourage the development and use of fine arts throughout NWYM.
- Promote and oversee the Share Call program for NWYM churches.
- Promote the ministry of Friends Church Extension Fund (formerly Friends Church Extension Foundation) for churches interested in facility expansion, refurbishment or new building plans.
- Research useful information for local churches as they address the needs of their facilities—i.e. sound equipment, building care, computer programs, etc.
- Develop creative ways to encourage interaction among attendees at the annual NWYM sessions.

6. **Christian Education and Discipleship**

The Board of Christian Education and Discipleship is comprised of Friends with gifts, expertise and passion for assisting others to follow Christ faithfully and to be transformed into His image. Specific responsibilities include:

- Find and/or develop resources and training for children's ministry.
- Consider the development of new retreats, workshops, regional gatherings to address spiritual growth/discipleship issues.
- Assist local churches in finding or developing appropriate resources for spiritual growth, discipleship and spiritual formation for all ages (examples: Sunday school for all ages, weekday clubs and activities, Vacation Bible School, small groups, new educational materials/models).
- Promote and develop appropriate teacher education training throughout NWYM.
- Encourage Bible reading, literacy and understanding among all Friends.
- Promote peace education within NWYM and conscientious objection among young Friends.
- Develop and promote resources for Friends education, history, testimonies, spirituality, and ministry.
- Maintain and publish lists of recommended books, tapes, and other media that encourage Christian/Friends belief and practice for use in local churches and homes.
- Oversee programming for Children's Yearly Meeting during our annual sessions.
 - i. Provide suitable leadership.
 - ii. Give careful attention to the content and focus for the week.
- Publicize and encourage NWYM-sponsored spiritual formation activities and programs, camps, retreats.
- Work with NWYM-related camps to develop suitable programming and to foster mutually beneficial relationships between the Yearly Meeting and our affiliated camps.
- Provide connection and encouragement to Friends schools in NWYM.
- Cooperate with other EFI yearly meetings in joint education-related efforts. Send representatives to serve on relevant commissions.
- Oversee NWYM and local church policies for child protection and safety awareness.

7. **Youth and Young Adult Ministry**

The Board of Youth and Young Adult Ministry (middle school through age 25) is comprised of Friends with gifts, expertise and passion for youth and young adult ministry. This board helps develop a community of young people who are committed to Jesus, involved in service and connected to one another as Friends. Specific responsibilities include:

- Assist the NWYM staff member(s) in youth and young adult program development and ministry.
- Provide support, encouragement and input for the NWYM youth and young adult staff.
- Encourage comprehensive training and programming in Christian education, spiritual formation, and biblical foundations that foster mature discipleship and service.
- Encourage, support, and provide training for youth workers serving in Christian ministry to youth and young adults.
- Maintain contact/communication with Young Adult Friends (YAFs) who attend college or relocate outside NWYM.
- Support youth in the transition to adulthood, developing ministries and opportunities that encourage connection and continuing involvement in NWYM.
- Oversee Samuel School. Cooperate with the Board of Leadership Development to insure that Young Friends are encouraged in their development as emerging leaders.
- Encourage youth involvement in NWYM camps and retreats.
- Provide support and accountability for Friends Youth Executive Committee (FYE).
- Provide support and oversight of the Bible Quiz Program, Youth Yearly Meeting, NWYM Volleyball Tournament, and other developing programs.
- Develop new opportunities for service and ministry for youth and YAFs.
- Encourage youth mentoring in the local churches and assist Young Friends who need help locating a mentor.
- Oversee NWYM policies for child protection and safety awareness, as they relate to youth programs, camps and other activities. Provide input and support to local churches as well.

8. **Communication**

The Board of Communication is comprised of Friends with gifts, expertise and passion for developing connection and fostering communication. This board uses a variety of media to tell the story of God's action in and through NWYM. Specific responsibilities include:

- Develop varied and creative ways to communicate the NWYM's ministry, identity, values, mission, vision within our church and to the world around us.
- Maintain an active NWYM website.
- Provide input and oversight for NWYM e-lists, e-letters, publications, materials, etc.
- Find creative ways and avenues to "tell the story" of what is going on throughout NWYM churches and related ministries.
- Provide support and counsel to the NWYM staff and other NWYM boards in their written and other media materials.
- Develop an information and resource center to promote the materials and ministries of NWYM boards.
- Oversee the annual writing of the Epistle during Yearly Meeting sessions.
- Promote Friends publications, books, and Barclay Press resources.
- Find ways to further support the ministry of Barclay Press.
- Develop a creative way to recap our annual sessions for report in our local churches.
- Develop a regular written communication—focused on building connection, unity and communicating NWYM news, values, mission, vision and ministries—that is sent to NWYM homes, local churches and Area gatherings.
- Assist in developing promotional materials for NWYM sessions, local churches, and other events.
- Cooperate with other EFI yearly meetings in joint efforts related to communication. Send representatives to serve on relevant commissions.
- Assist in the creation of materials/media for Hispanic (and other cross-cultural) Friends churches/individuals.

Sub-Committees

NWYM boards are encouraged to create sub-committees, under their care, that will aid them in carrying out their work. These committees allow for other people to be involved in areas of ministry and should be structured as a function of the board's mission and vision. Flexibility and effectiveness, rather than added bureaucracy, ought to be the aim of created sub-committees. Sub-committees will have an ongoing, focused area of ministry that fits within the responsibilities of the sponsoring board.

- Sponsoring boards will recruit and approve individuals to serve on their sub-committees.
- Sponsoring boards will be responsible to name a clerk for each sub-committee.
- Individuals who are not on the sponsoring board may be invited to serve on a sub-committee.
- Sub-committee members must be active members of local NWYM churches, experienced in Friends practices and committed to the Christian principles set forth in the *Faith and Practice*.
- The size of the sub-committee will be determined by the sponsoring board.
- Members will be invited to serve for three-year rotating terms of service. Members may serve up to three consecutive terms.
- At least one member of the sponsoring board will serve on each sub-committee as an active member and liaison.
- Sponsoring boards will develop a clear set of responsibilities for each sub-committee under their care.
- Any funds allocated to a sub-committee will come through the budget request of the sponsoring board.
- Possible examples:
 - Recording Committee (under Board of Leadership Development and Enrichment)
 - Friend Center Committee (under Board of Leadership Development)
 - Mission's Personnel Committee (under Board of Global Outreach)
 - Church Planting Committee (under Board of Local Outreach)
 - Peace Education Committee (under Christian Education and Discipleship)
 - Natural Church Development Committee (under Congregational Care)
 - Teaching Abroad Committee (under Board of Global Outreach)

Ministry Teams

Ministry teams will focus on a very particular concern that can be addressed by a group establish for a limited duration of time. A primary goal in the formation of ministry teams is to give our Yearly Meeting structure increased flexibility, creativity and allows us to meet particular needs or address specific concerns as they arise.

- Ministry teams are set up under the care of a NWYM board either at the initiative of the board or through a group of concerned people who come to the board and request to be established as a ministry team.
- Ministry team members will be appointed/re-appointed by boards on an annual basis, should they continue more than one year.
- At least one member of the sponsoring board will serve on each ministry team as an active member and liaison.
- Individuals serving on a ministry team do not have to be active members of a NWYM church.
- The size of each ministry team will be determined by the sponsoring board.
- The focus of these teams will be carrying out ministry rather than policy setting.
- Any funds allocated to a ministry team will come through the budget request of the sponsoring board (or Administrative Council in case of immediate need).
- Possible examples:
 - NWYM Session Evening Worship Planning Team (under the Board of Elders)
 - Katrina Relief Team (under the Board of Global Outreach)
 - Ministry Team on Evangelism Training (under Board of Local Outreach)

Standing Committees

Standing committees function under the care of and accountability to the Administrative Council.

- Members of these committees will be recommended by the Nominating Committee and will be approved on the floor the Yearly Meeting
- Geographic diversity will be encouraged rather than required area appointments (except the Nominating Committee). Gender, age and racial diversity will be encouraged, as well, in the nomination process.
- The size of standing committees will vary, based on the needs of the particular group.
- Committee members must be active members of local NWYM churches, experienced in Friends practices and committed to the Christian principles set forth in *Faith and Practice*.
- Terms of service will be divided into rotating, three-year appointments with approximately one-third of all members rotating off each year (except Trustees). Members may serve up to three consecutive terms.
- Each standing committee is responsible to name its own clerk, assistant clerk and recording clerk.
- The following standing committees will be established in the proposed restructuring. Other standing committees may be established in the future, if approved by the Yearly Meeting:
 - Trustees
 - Finance Committee, with subcommittees defined as:
 - Friends Church Extension Fund (formerly the Friends Church Extension Foundation)
 - Northwest Yearly Meeting of Friends Foundation (formerly Friends Fund)
 - Faith and Practice Revision Committee
 - Nominating Committee

Trustees

Appointment and Responsibilities

On nomination by the Representatives, the Yearly Meeting appoints five persons to constitute the Yearly Meeting Trustees, naming one trustee each year for a term of five years. Trustees shall also be appointed for shorter terms to fill vacancies resulting from resignation or other reasons so that the term of one trustee will expire each year. The Trustees select their own clerk. The Trustees are the legal representatives of the Yearly Meeting. They shall cause the titles to all real and personal property owned by the Yearly Meeting to be vested in “Northwest Yearly Meeting of Friends Church,” which is an Oregon non-profit corporation. Such titles shall be recorded in official records of the state or county or in such other place where the title to such property is normally recorded. They shall also be responsible for the receipt of all funds and other property received by bequest or donation and shall administer them according to the wishes of the donors. They may make investments when advisable. The Trustees are authorized to execute legal instruments essential to normal procedure in business affairs and ownership of property held by the Yearly Meeting and the local churches. For convenience, the Trustees may designate any two of their number to sign legal documents on their behalf. These two may sign only if they do not have a vested interest in the transaction being handled and if the transaction is approved by the Trustees or by a resolution approved by the Yearly Meeting in session, or by the Administrative Council. All transactions are to be reported annually to the Yearly Meeting in session. The Trustees must exercise care to observe the requirements of the statutes of the states within which their transactions are made. They are also responsible to:

1. Administer property and funds that come from the discontinuance of a local church or other organization of Northwest Yearly Meeting. In these cases, title is to be transferred to the Yearly Meeting’s corporate name. The Administrative Council will administer assets realized from these transfers, provided that any property or funds donated for a specific purpose are to be administered in accordance with the wishes of the original donor.
2. Take action as necessary to maintain Northwest Yearly Meeting of Friends Church as a corporation in good standing in the State of Oregon, with authority to hold property and conduct business in other states or countries as considered necessary.
3. Insure policies are in place throughout NWYM to address risk management issues (i.e. child/youth safety, transportation issues, background checks, property and finance protection).
4. Review how “Organizations Serving NWYM,” other connected groups and NWYM-sponsored camps/programs are accountable within the NWYM. Make appropriate recommendations to insure risk management procedure and policies are in place.

Finance Committee

- Will be made up of five members and the NWYM Director of Finance
- Receives financial commitments from the churches and summarizes them along with other expected income. Recommends a total expected revenue to the Administrative Council (AC).
- The Finance Committee and the Director of Finance monitor the budget during the year and, if necessary, indicate their concern to the AC regarding significant changes in revenue and expenses.
- Recruits and nominates NWYM members to serve on both the NWYM Foundation and the Friends Church Extension Fund, each of which has separate duties and responsibilities. Provides accountability and oversight for both groups.
- Provides support and accountability for the NWYM Director of Finance.
- In cooperation with the AC, periodically challenge local churches to fully fund the annual budget and long-term financial goals.

Faith and Practice Revision Committee

The Faith and Practice Revision Committee of five persons handles all matters pertaining to proposed revisions to *Faith and Practice*. The committee itself or any officer or official body of the Yearly Meeting may initiate proposals for amendment. Any proposal originating elsewhere than in the committee is referred to it through its clerk before being presented on the floor of the Yearly Meeting; this is to insure consistency with *Faith and Practice* as a whole and uniformity of style and expression. All proposals will be read twice for approval. Substantive amendments to either reading require that the proposal be resubmitted for first reading. Proposals treating matters of Friends faith or rules of discipline must be read the second time at the subsequent annual sessions. Proposals treating matters of government, procedures, and organizations may, with the approval of the business meeting, be read twice for approval at the same annual sessions, provided that the readings do not occur on the same or consecutive days, and that notices of the proposed changes have been given to the monthly meetings at least three months prior to the Yearly Meeting sessions.

Nominating Committee

The NWYM Nominating Committee (NC) is a standing committee under the care of the NWYM Administrative Council (AC). Their task is to generate nominations and review nominations received to recommend called, gifted and passionate individuals to serve on NWYM boards, standing committees and for service in other designated NWYM roles.

- The NC will be comprised of one person from each of the nine Areas in NWYM, plus one clerk nominated by the AC, serving three-year terms, one-third rotating off each year.
- NC members will be nominated by the Representatives. Reps from each Area are encouraged to get input from their local churches and Area gatherings in the process of nominating individuals for this position.
- NC members must be approved by the floor of Yearly Meeting, and attend the sessions where they are approved, to be immediately oriented to the work of the NC.
- Members may serve a maximum of three consecutive, three-year terms of service.
- Members must be active members of local Friends churches, experienced in Friends practices and committed to the Christian principles set forth in the *Faith and Practice*.
- Members may not be members of YM boards.
- Members will meet as necessary (Yearly Meeting, Midyear Boards, June Retreat)

Duties include:

- Become familiar with people in the member's Area who would serve well within NWYM.
- Nominate individuals for boards, as well as standing committees under the care of the Administrative Council. Provide nominations for Presiding Clerk, Assistant Presiding Clerk, and Recording Clerk.

Process:

At Yearly Meeting sessions:

- New members to the NC will be approved, serving three-year rotating terms.
- The NC Clerk, will be nominated by the AC and approved by the YM.
- Meetings during scheduled board time will allow the NC to review its process with new NC members and establish the group's sense of community
- The NC's recommendation of new names for boards will have been completed prior to YM sessions and will be submitted for YM approval

Between July and December:

- The NC will communicate with board clerks about current and future needs
- The ministry descriptions and needs of each board, along with nomination forms will be sent to all Representatives, to enable interested people to either self-nominate or be nominated and complete the consent forms.

At Midyear Boards:

- Meet early Friday to discuss needs, forms; make assignments to members for follow up on nominations.
- Make a presentation to the YM Reps about where the boards and the NC have needs and what they can be looking for locally.
- Review the nominations process with emphasis on the YM representative's role in working with the NC Area Representative.

- Encourage YM reps from local churches to understand the important role of their NC Area Representative and the need for ongoing communication about potential nominations.

February–May:

- Consult with area churches/area gathering regarding possible nominees for open positions. Contact representatives in each local Friends faith community to assist in this process, possibly utilizing “YM Sundays.”
- Emphasize the timeframe of nominations and consent forms to be received by end of May due to the NC’s June meeting schedule.
- Check with NWYM staff and the nominee database for possible nominees.
- Pay particular attention to new and young people who may be called to serve.
- The ministry descriptions and needs of each board, along with nomination forms will be sent to all Representatives, to enable interested people to either self-nominate or be nominated and complete the consent forms.

June Retreat, last weekend:

- Nominating Committee retreat to discern nominations to be presented at YM sessions.

NWYM Representatives

The Council of Representatives is composed of members of local churches who have been chosen prayerfully on the basis of spiritual maturity, respected judgment, and acceptance of Friends beliefs and procedures as set forth in the *Faith and Practice*. At their first meeting, roll call is taken and representatives are seated. Alternates may be seated in place of representatives to fill allowable quotas. No late seating may take place except as authorized by the presiding clerk of the Yearly Meeting. Those approved and seated are the official Representatives.

The presiding clerk and recording clerk of the Yearly Meeting also serve as presiding clerk and recording clerk of the Council of Representatives. The general superintendent is an ex officio member. The Representatives meet in open sessions to encourage wider understanding of church business. If a matter of seriously sensitive nature should arise, however, the presiding clerk with the concurrence of the Representatives may request other members and visitors to absent themselves.

Meetings

The Council of Representatives meets in conjunction with the annual sessions of the Yearly Meeting but may be called to meet at times between the annual sessions with the concurrence of the presiding clerk of the Yearly Meeting, and the general superintendent of the Yearly Meeting. The Council of Representatives meets prior to the first business meeting, normally on the previous Saturday, for the purposes of seating Representatives and approving the agenda for the business meeting. All other scheduled Representatives meetings are held during Yearly Meeting business session.

Term of Office

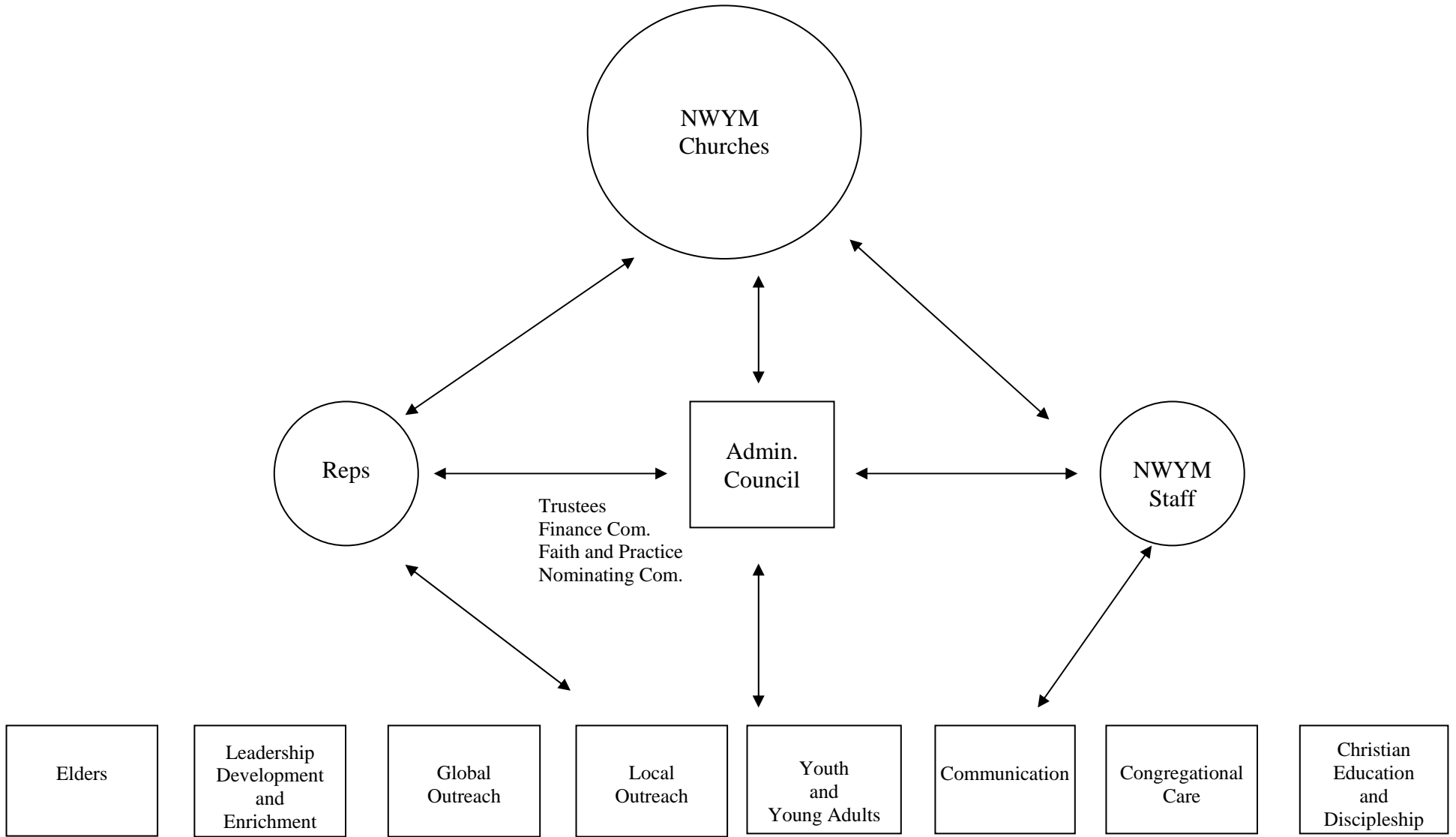
The local church appoints representatives for a term of not less than two years commencing with the start of the calendar year. Terms should last either two or three years, a proportionate number being replaced each year.

Duties

The Council of Representatives attends to any business that it initiates or that the Yearly Meeting organizations, Areas, or local churches refer to it. It is also specifically responsible to:

1. Serve as a primary link between the whole Yearly Meeting and the local church.
2. Communicate to the local church the work, decisions, concerns and vision of NWYM.
3. Convey concerns, actions, information and matters of business to the NWYM—either at the annual sessions or through the presiding clerk at other times of the year.
4. Along with others gathered during Yearly Meeting, prayerfully discern matters of business.
5. Encourage the presiding clerk, when appropriate, to limit the discussion on the floor of the Yearly Meeting to representatives.

NWYM Organizational Flow Chart



Sub-committees and ministry teams established under each board.

Ministry Plans—Discernment-Based Priorities/Goals/Action Steps

Each board will operate within the framework of the NWYM vision statement. The eight priorities remind us of the concerns we most want to address. In addition, each board has a job description that identifies areas of responsibility they are charged to address on behalf of NWYM.

An annual process for developing “ministry plans” will serve to guide the work of each board, become the basis for our annual budget, and serve as a way to evaluate the ministry of NWYM each year.

More than an adaptation of a business model to the work of the ministry, this plan will genuinely focus on attending to Christ, seeing where God is already active in our midst and in our world, and on focusing on the priorities that call us together as Friends in NWYM.

Rather than formulating vague goals, the NWYM Ministry Plans will move us toward identifiable goals and specific operation plan/action steps. Timelines will be used to help make the action steps both more concrete and able to be evaluated.

The Administrative Council will help the boards in this process by evaluating Ministry Plans in light of our Vision Statement and by encouraging each board to carry out their full job description. Each year, the primary goals of the boards, along with their budgets, will be presented to the floor of the Yearly Meeting for approval.

Stewardship Reporting and Reallocation of Reserves

The NWYM Annual Budget —The total annual budget

Local Church Support —The monies received from churches/individuals (formerly known as the Great Commission budget)

The Ministry Reserve Fund —A newly created account under the care of the Administrative Council

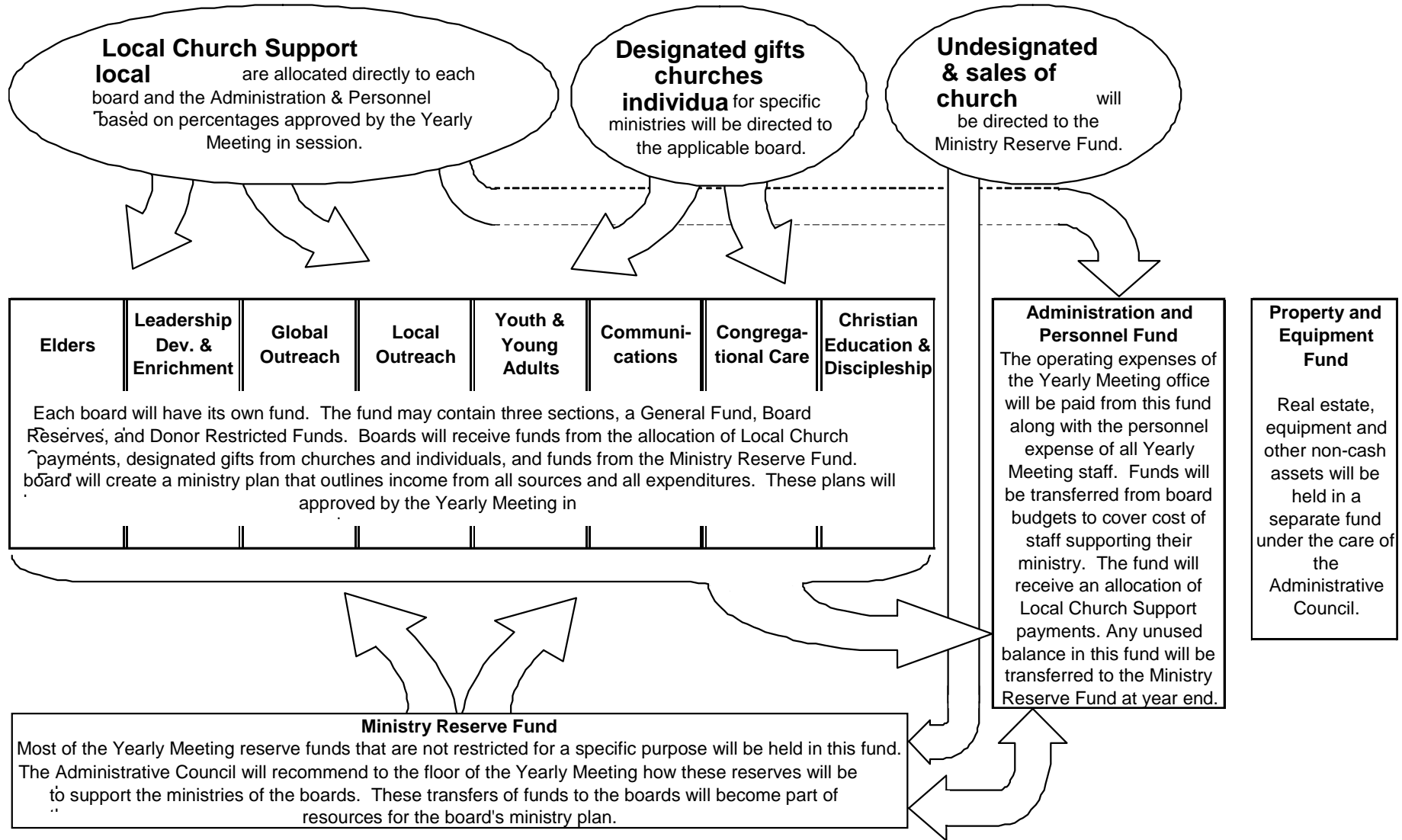
Board Designated and Reserve Funds—Individual board reserve and pass-through accounts

The Ministry Reserve Fund was created through the transfer of non-donor-designated reserve funds.

- This flexible spending fund will give us an equal opportunity to fund all of our priorities for the whole NWYM. Determining how to apply these monies will come through the cooperative discernment of the AC and boards, based on ministry plans submitted by the boards and the guiding Vision Statement for NWYM
- In the creation of this fund we approved:
 - Appropriate legal and ethical guidelines will be used to govern the transfer of any funds. No donor-restricted funds were transferred to the Ministry Reserve Fund.
 - Those funds which needed to remain under the governance of a particular board were applied to the most appropriate board in the newly approved structure.
 - Where a donor’s intentions were not clear, NWYM staff made every effort to talk to the principal parties to find out their wishes.
 - The Director of Finance and General Superintendent met with each former board clerk to gather input/recommendations about which restricted funds were to be released into the newly created NWYM Ministry Reserve Fund.
 - The outgoing Executive Council discussed the full list of recommendations at the 2006 annual sessions and approved final transfers.
 - The outgoing Executive Council minuted this action and communicated clearly with the outgoing boards.
- Most of the Ministry Reserve Fund is an actual “fund,” available for full use at the discernment of NWYM.
 - Guidelines will be established by the AC during the fall of 2006 regarding how the NWYM Ministry Reserve Fund may be used.
 - The current “NWYM Endowment” (roughly 250K) will be used as seed money for establishing a larger endowment for the future within the NWYM Ministry Reserve Fund.
- Our total NWYM Annual Budget will be met through a combination of Local Church Support, monies from the Ministry Reserve Fund, and Board Designated and Reserve Funds.
- Local Church Support will be allocated to boards on a percentage basis as part of the NWYM Annual Budget process as recommended by the AC to the business session. These monies will be distributed to the NWYM boards as they come in throughout the year.
- Boards are able to keep and use donor-restricted gifts – either as pass-through monies for ministry (i.e. support for missionaries, support for YC team members) or for later projects connected to future ministry plans (i.e. income that might come in from a designated gift or estate gift).
- Each year, boards will keep unspent, budgeted monies in their reserve account—unless a pattern of hoarding funds without a clear plan for later use develops.
- In conjunction with board clerks, the Administrative Council will develop a new policy for whom, and under what circumstances, people may raise monies outside the NWYM Annual Budget

For a picture of how the actual budgeting process will work, please refer to the next page:

Northwest Yearly Meeting Annual Budget



NWYM Staff

In a “purpose statement” drafted and adopted by the NWYM staff in 2004, it was agreed that:

Under the Lordship of Jesus Christ, the NWYM staff serves our local churches, boards and commissions through administrative and pastoral support. We seek to provide leadership that builds unity, connection and vision among Friends, and equips leaders for effective service.

This statement of purpose serves as the framework by which the NWYM staff chooses its priorities and maintains its focus in ministry.

Additionally, the long-range planning and visioning process allows for a new opportunity to insure that our staff structure and make-up best enables us to carry out the mission and vision of the NWYM, in light of our available resources. Therefore:

- All NWYM staff positions will be funded through the whole NWYM Annual Budget, rather than having positions funded solely by a particular board.
- The General Superintendent will be recommended to and approved for service at the annual sessions of NWYM.
- All other ministry staff personnel will be approved for hire by the NWYM Administrative Council at the recommendation of the General Superintendent.
 - The NWYM Administrative Council will oversee the creation of a NWYM staff policy manual
 - At the time any NWYM staff position becomes vacant, the General Superintendent will assemble a search team of appropriate and relevant persons to assist in the search and recommendation process.
- All NWYM support staff positions will be filled by the General Superintendent, in conjunction with the Director of Finance and Development.
- Each year, all NWYM staff will develop a ministry plan, in conjunction with the General Superintendent, based on their prayerful discernment, job description and needs within the organization. This ministry plan will also serve as the bases of an annual evaluation.
- The General Superintendent will be evaluated annually by the Administrative Council, who will be responsible to recommend an extension of call when appropriate.
- Every NWYM staff person will serve as a primary contact for one or more NWYM board, including the Nominating Committee.

As has already been stated, a newly developed NWYM staff structure ought to be determined by our collective vision and priorities. At this stage in the change process, we recognize that our specific ministry goals need time to emerge. For this reason, we approved the following interim NWYM staff structure through December 2007:

- Interim Plan:
 - Continue with the current General Superintendent, Director of Finance, Mission’s Administrator, Youth Superintendent, and Administrative Secretary.
 - Increase the Friends Center Director through the end of 2007 to .50 FTE.
 - Decrease the bookkeeper to .75 FTE.
 - Discontinue the Peace Education Coordinator, District Superintendents and Director of Church Planting.
 - District Superintendents end at Yearly Meeting sessions.
 - Peace Education and Director of Church Planting continue through December of 2006.

- Add a full-time, 18-month interim Associate Superintendent to help facilitate the transition to our new structure and help the boards develop their Ministry Plans during 2007 and implemented in 2008 (see below).
- Over the course of 2007, the boards will work together with the Administrative Council to design a new staff structure that will best facilitate the ministry of NWYM for the foreseeable future.
- We would expect that a redesigned NWYM staff would be assembled throughout 2007 and, hopefully, completely in place by January 2008.

Interim NWYM Associate Superintendent

This full-time position will begin as soon as possible after Yearly Meeting 2006 and remain on staff through December 2007. This person will work closely with the NWYM General Superintendent to assist in facilitating the transition to our new structure, help in the development of our new boards and ministry plans, assist in overseeing current NWYM ministries/activities and encourage connection to all our local churches and communication within NWYM.

Qualifications:

- Familiar with and committed to the work of NWYM
- Good communication skills—preferably someone with web and publishing expertise
- Administrative and organizational abilities
- Works well with individuals and groups—able to draw people together
- Pastoral heart and manner
- Effective leadership skills
- Willing to travel as needed

Areas Needing Further Review/Action

Though the scope of the OSG's work was broad, by necessity we had to focus on the most crucial aspects of long-range planning and visioning for NWYM. Several matters of concern need further review and work. Recommendations for each concern follow:

Areas:

- A few individuals raised excellent questions about the function of the Areas within the life of NWYM. While certain area representation continues in this new structure, it is also true that some of the emphasis on Areas for nominating purposes has diminished.
 - We continue to encourage the Areas to meet for worship, fellowship and business.
 - Further, we hope that less-functioning Areas will be re-vitalized through regional trainings, workshops, etc., that will likely arise from the new board structure.
 - Similarly, we hope that Areas will find new and creative ways to unite in joint ministries, outreach and resource sharing.
 - We encourage local churches in a particular Area to consider how they might plant a new Friends church together.
 - We recommend that each Area continue to name an Area Clerk, who can help to facilitate gatherings and oversee meetings. In addition, we encourage this person to serve as a primary contact for NWYM boards and staff, as events are scheduled.
 - We recommend using regularly scheduled Area gatherings as opportunities to provide input to the Area Nominating Committee member regarding names of individuals to serve within NWYM.

George Fox University:

- Over the last two years, the General Superintendent has worked to strengthen the relationship between NWYM and George Fox University. Along with the growing significance of the Friends Center through the seminary, there have been several conversations about how the university and the denomination can be more mutually supportive of one another.
- The OSG encourages the continuation of this kind of work and advocates for further formal and informal connections, including:
 - More scholarship monies for NWYM students attending GFU.
 - More targeted admission's counselor attention to NWYM high school students.
 - Partnerships between GFU and NWYM at promoting the university within NWYM.
 - Conversations with Tiliikum about Yearly Meeting week and how NWYM might be better served by greater flexibility in scheduling.
 - NWYM support of GFU with prayer, finances and by sending students.

Membership:

The OSG recognizes that a renewed emphasis on membership would be helpful at this period in our history. Along with new resources that promote membership and encourage a common understanding of Friends history, theology and practice in NWYM, there is a specific concern that needs attention: Therefore, we recommend:

- The new Administrative Council (in cooperation with the Board of Local Outreach) complete a thorough review and establish a plan to allow new works/simple churches to be recognized as fully functioning local churches in NWYM. Included in this is the creation of a way for individuals to have membership in their local church and provide opportunities for service within the NWYM structure, including sending representatives to our annual sessions.

Faith and Practice Revision Committee:

Approval of the OSG proposal will necessitate a thorough overhaul of the NWYM *Faith and Practice*. Therefore, the OSG recommends systematic re-design of the NWYM *Faith and Practice* in light of changes instituted by the OSG proposal.

Representatives:

Two concerns related to the effective functioning of the representatives have arisen that we feel need further review. The first is a newly developed policy for how the Clerk of the Yearly Meeting should distribute minutes from local churches.

Second, several individuals and local meetings would like consideration given to the unique role of representatives as we gather during Yearly Meeting sessions. Questions have been raised like:

- *Are there times/issues when the representatives ought to meet alone?
- *How do we insure that the representatives have an opportunity to speak to matters of business when local residents (who are not reps) can dominate discussion?
- *Should reps be more easily identified—at least by where they sit—during annual sessions?