

LEADERSHIP NEWS

Presbyterian
FOUNDATION 

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FOR CURRENT AND PAST FOUNDATION LEADERS

CHURCH FINDS MINISTRY FOCUS STRENGTHENS ITS MISSION

By Robyn Sekula Davis

From the first day in 2011 that Rev. Jane Jones-Norris took on her new temporary supply pastor role in Bradenton, Florida, she could tell that the church was struggling.

But she saw so much hope and love in the church's congregation – and a willingness to change. She knew the congregation could be reinvigorated, if only the church could find another place to worship that was less of a burden on the congregation.

The building that had once been the most innovative church in the country – the nation's first drive-in church, dedicated in 1952 – simply didn't fit its 21st century needs. Jones-Norris turned to Paul Grier from the Presbyterian Foundation for help. Grier is vice president, Project Regeneration, and leads congregations through a discernment process. In some cases, Project Regeneration leads to selling a church building or physical plant that is beyond the needs of the current congregation – which is exactly what the Bradenton church did. The church changed its name from Whitfield Estates Presbyterian Church to Oak Pointe Church, moving into a renovated building in January 2017.

“They went through a lengthy and at times difficult season of discernment, examining how they can best live into that future,” Grier says. “We helped them organize their thinking. Having someone on the outside who knows the church well, but isn't in the church on a daily or weekly basis, is helpful because it brings a certain level of objectivity. They are the ones who have done the hard work and the heavy lifting.” *continued on page 2*

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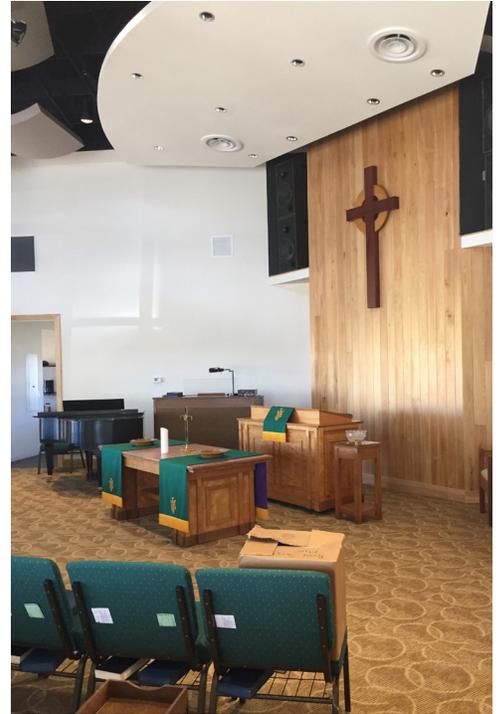


CHURCH FINDS MINISTRY FOCUS STRENGTHENS ITS MISSION

Project Regeneration brought them to selling their property and acquiring a new location closer to their congregation and potential new members. The move has given the congregation the ability to continue growing its mission as it continues to fulfill the call of Christ.

“Churches have a tendency to think that if you don’t have a youth program, you won’t have a future for your congregation, but that’s not true,” Jones-Norris says. “It was important for us to find a focus for our ministry and to build that around our strength. Our ministry and our mission is by and for seniors.”

Since relocating, more members from the senior community have joined the church. The church has also partnered with neighboring churches for programs beyond the scope of what they can do on their own. St. George Episcopal, just a block away, had a food pantry, so the church now supports that food pantry, and the church helps with the neighborhood Vacation Bible



School program that serves area children.

St. George’s also has a playground, which Oak Pointe does not, and Oak Pointe has some amenities that St. George does not.

The cooperative relationship has helped each church prosper and not duplicate efforts, Jones-Norris says.

The move didn’t come without some grieving. Once the move was made, everyone breathed a sigh of relief. The new building is so much easier to get in and out of and folks are finding it much more accommodating to their needs, Jones-Norris says.

“We do have original members in our congregation who were concerned with the stained-glass windows,” Jones-Norris says. “Over the years every window in the building became stained glass. We found an art studio in Kentucky that removed the 12 large story windows plus hundreds of others for re-purposing. One of the story windows is being refurbished to hang in our new sanctuary.”

Grier notes that the congregation’s attitude is what truly shaped this project. “As the membership shrunk, it would have been very easy to be complacent and blame it on others,” Grier says. “But they decided God is not done with this ministry. There are things they are prepared to do and they can do that for a lot of years into the future.”

Presbyterian Foundation Project Regeneration

Summary: Project Regeneration works with congregations struggling with building issues. This can include having a building that is too large for current needs, a building that needs major repairs that the congregation cannot afford or for churches that are considering a merger. The Presbyterian Foundation works with churches in a process of discernment. The Foundation can walk alongside you when you need to transition church assets for a new ministry, to leave a legacy of your congregation’s ministry, or to work with you to determine other creative solutions to be a good steward of the resources that your congregation has been blessed to receive.

Number of congregations assisted: 632

Assistance given: “As simple as a conference call or sometimes helping with a multi-year project that leads to a church sale – and everything in between,” Grier says.

Find out more: Contact Paul Grier, Vice President, Project Regeneration, at 800.843.9547 or paul.grier@presbyterianfoundation.org.

PRESIDENT'S MESSAGE



I have experienced several incoming and outgoing classes of board members of the Presbyterian Foundation and New Covenant Trust Company over the years. While it could be easy to view each year as a discreet, segmented board leading our work, just for that time-period, that would be

a mistake. Instead, I think of our board much more like a flowing river, with a 200+-year history, consistency, purpose, direction, and a future. The board has made changes in strategic or tactical course over the years, decades and even centuries. But our mission – to gather, manage, and disburse assets for Christ's church through the PC(USA) – remains the constant. Because of this, the board has remained consistent in its visionary leadership.

Always working to improve our fiduciary excellence has at all times remained one of our highest priorities. We have also looked to what the Foundation can do to help shape the future in positive ways on behalf of the church. During my tenure so far, we have committed to help ensure the health and vitality of our local congregations. Motivated by increasing expense and regulation in the financial services industry, the board moved the Foundation from complexity in the organization, to focus on our core competencies – concentrating on what we do best and uniquely and what the church at large truly wants and needs us to do today and for the future. Increasing secularization of our society and declining church attendance have challenged our churches to think in new ways about evangelism and stewardship. Thus, we are creating tools to help churches find resources and fund their ministries.

In all of this, we have developed a kind of research and development philosophy, being willing to try new directions. In all of this, our board members remain bound together, standing on the shoulders of their predecessors, while giving clarity and direction to each new incoming class. Some of the specific results have led to deeper and broader collaborations with all the PC(USA) agencies. We have expanded certain international missional relationships, including sister organizations such as the World Communion of Reformed Churches,

Evangelical Lutheran Church of Jordan in the Holy Land, Presbyterian Church of Taiwan, Presbyterian Church of Syria and Lebanon, and Waldensians in South America, to name a few. We are engaging with our Presbyterian seminaries in refreshing ways. Use of our Ministry Partnership Funds, primarily for gifts to congregations, continue to increase at astonishing rates. And since 2010, our new gifts and assets – one of the key yardsticks for the Foundation's health – has grown from approximately \$18 million to over a record \$72 million in 2017.

Unquestionably, to God be the glory for all of this. Yet, we also see God's glory reflected in faithful Foundation board members who have had the vision and courage to move with creativity and continued energy to make the work of the Foundation and the New Covenant Trust Company so effective for the cause of Christ nationally and around the world.

The best news to report is that we continue to provide tens of millions of dollars to mission every year. In 2017 alone, over \$63 million was paid out in funds to mission. Collectively, from 2010 to 2017, \$494,200,000 has been given to mission. I hope and pray that news warms the hearts of every board member who has been a faithful and significant part of this work and makes you proud to be a part of the Presbyterian Church (USA). I know I am proud to serve along with you.

In Christ's service,

A handwritten signature in black ink, appearing to read "Tom Taylor". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rev. Tom Taylor, J.D., Ph.D.
President and CEO

Tom's Travels and Meetings

Since our last newsletter, Tom attended, participated in or led several meetings and events, some of which included the following:

- **Chairs and Executives Meeting** – Louisville, Ky.
- **Association of Presbyterian Church Educators** – Louisville, Ky.
- **Presbyterian Mission Agency Board Meeting** – Louisville, Ky.
- **Presbyterian Foundation/NCTC Board Meetings** – Louisville, Ky.
- **NEXT Church Gathering Post-Conference** – Baltimore, Md.

SOLAR PANELS SOLVE BIG PROBLEMS IN PALESTINE

by Erin Dunagin

In 2012, in the midst of debates over divestment, the 220th General Assembly directed the Presbyterian Church (U.S.A.)'s national agencies to seek out 'positive investments' in Israel-Palestine. The Presbyterian Foundation took the lead and, after identifying potential projects, the Foundation selected the Arab Development Society (ADS) in Jericho as one such positive investment.

"We were drawn to the ADS because of its history and the work that it currently does," explained Greg Rousos, who serves as President of New Covenant Trust Company and Executive Vice President and Chief Operating Officer of the Presbyterian Foundation.

ADS has deep roots in Palestine

The Arab Development Society (ADS) was founded in 1945 by a Palestinian, Musa Alami, as an agricultural center. It thrived until 1948 when a portion of the ADS was destroyed in the crossfire of a military conflict. Alami rebuilt, and in addition to an agricultural center, he created a center for refugee orphans to receive vocational training. In the Six Day War of 1967 it experienced more destruction and struggled to recover in the years that followed. Over the last decade, new leadership took over, with the goal of returning the ADS to a more efficient and helpful organization.

The ADS has begun to thrive again, with an extensive date farm, fishery ponds, and a dairy plant that produces milk and yogurt for Palestinian communities - 'the best dairy products in the West Bank.' There is only one problem: they can't make enough of it.

"They can't import additional dairy cows because of the occupation, so they are limited in terms of production," explained Rousos. But, at least if they can keep costs down, they can pass that savings along to their Palestinian customers.

"We saw that electricity was one of their highest expenses," shared Rousos. Various methods of reducing that cost were discussed. The ADS had been running at a deficit, primarily relying on donors.

"We realized that the most helpful we could be right now is with a solar project," Rousos explained.

Ninety-five percent of the electricity in the West Bank comes from Israel. There are black outs or brown outs, most often in warmer weather. Lack of electricity for a dairy plant means that they cannot store or produce their product.

So, the Foundation loaned the ADS \$300,000 for a solar project, with a six-year repayment period on the loan. The loan included a one-year grace period and a below market interest rate. The solar plant was installed with the work of an Israeli consultant for the technical specifications and a Palestinian contractor to install the panels. The project went live two years ago and in that time the ADS has realized a 30 percent reduction in electricity costs, has balanced their budget, and has repaid the loan in its entirety.

It is not the largest solar installation in the West Bank, but it is the first of its kind implementing a 'tracking system' that moves with the sun to take full advantage of all daylight hours.

"In addition, because of their newfound financial stability, they have gone back to providing programs for orphan



SOLAR PANELS SOLVE BIG PROBLEMS IN PALESTINE

refugee children, bringing them onsite for training,” said Rousos. They also have been able to utilize a shelter that was built many years ago to once again provide a place for abused women.

“It is a great program that we have been privileged to partner with,” explained Rousos. “It has done exactly what we had hoped - the loan has been paid off early, it has impacted their bottom line so that they are stable, and thus they are able to implement some of these other programs to help refugees and women.”

For more information about our investment practices, visit our website, www.presbyterianfoundation.org.

NCTC CHAIR’S MESSAGE



Each February I look forward to the New Covenant Trust Company’s overlapping meeting with the Presbyterian Foundation and the opportunity to update trustees on trust company activities. In Louisville on Feb. 22 I was delighted to announce new assets gathered of \$49 million in 2017, raising the total NCTC

assets under management to \$230 million. We are both expanding and broadening NCTC’s business scope. New clients include two sister denominations and one of our seminaries. We are not only bringing in new clients, but the relationships are larger and have positive implications for our profitability. We have begun 2018 with a strong growth curve, solid margins on our business lines, generous levels of liquidity, and more than adequate capital.

As a board we continue to devote significant amounts of time and energy to strategic planning. Tactics and metrics are fleshed out by staff, and each meeting includes a review of progress. As we continue to grow, we are paying close attention to staffing needs and infrastructure adjustments to maintain high levels of service and client responsiveness.

Ultimately our mission at the trust company is to support the various ministries of the Presbyterian Church. We do this by annually up-streaming a licensing fee to the Foundation – currently about \$225,000 per year. In addition, when NCTC has the capacity, we pay a dividend to the Foundation. I am delighted to announce a dividend

of \$225,000 paid at the close of our fiscal year March 31. With this payment, NCTC will have paid over \$2.5 million in dividends since our inception in 1998.

In closing, I and the NCTC board would like to recognize and thank Donald S. Hunt for his dedication and service. Don is retiring after six years as Vice Chair and head of the Audit Committee. We shall miss his energy, thoughtfulness, and wisdom. Don’s infectious enthusiasm for Chicago baseball had us all rooting for the Cubs during the 2016 World Series.

Blessings,



Richard H. White, Chair
New Covenant Trust Company

Upcoming Events

- **Baptismal Site Board Meeting and Positive Investment Due Diligence**
– Jordan/Israel/Palestine
- **NCTC Board Meeting**
– Chicago
- **Presbyterian Mission Agency Board Meeting**
– Cincinnati, Ohio
- **Presbyterian Foundation Board Meeting**
– St. Louis, Mo.
- **223rd General Assembly**
– St. Louis, Mo.

PRESBYTERIAN FOUNDATION SUPPORTS GREEN ENERGY WITH INVESTMENTS

by Erin Dunagin

For the Presbyterian Church (U.S.A.), climate change is not just a conversation to be had, but a pressing issue to be addressed. As stewards of God's creation, how can we be both responsible and proactive in our attempts to stem the rising tides?

The Presbyterian Church is not alone in such concerns. Hundreds of denominations, private endowments and institutional investors are studying how their investments can best be leveraged and mitigate the negative effects of climate change. Since 2015, the board of trustees of the Presbyterian Foundation have sought a positive approach to addressing these concerns. During the past three years, the Foundation and the trustees have worked together to seek positive investments in clean energy that also provide the returns needed to continue the Foundation's legacy of supporting general Presbyterian missions. This mission continues as the Presbyterian Church (U.S.A.) heads toward another General Assembly in 2018.

"We started talking with our trustees and asking, 'What are some positive actions that we can take to bring about change on the consumption end?'" said Anita Clemons, Vice President, Managing Director of Investments for the Presbyterian Foundation. "We may criticize Exxon and Chevron for profiting from burning fossil fuels. However, we continue to drive our cars and fly in planes which changes nothing."

THE ONE-PERCENT CHANGE

Along with other actions taken in response, the Foundation's board of trustees committed that at least one percent, or approximately \$7

million of the Foundation's permanent endowment fund holdings will be invested in companies working on climate change solutions and engaged our Outsourced Chief Investment Officer (OCIO) to help identify these investments.

"We told the OCIO we wanted to have clean energy investments in our portfolio," Clemons said. But not just any clean energy investments.

"Our endowment fund provides funding for mission all over the world, ranging from churches and schools to poverty programs to food pantries," Clemons said. "Given the track record of clean energy investing to date, we didn't want to invest in anything that would have any negative impact on this mission work." Because of these factors the Foundation sought investments that are both clean and financially solid.

THE FIRST TWO INVESTMENTS

After much research, the OCIO proposed two initial investments, both with good cash flow and that are also 'doing good.' The first is LL Funds LLC in Philadelphia, which finances residential clean energy projects. The second is True Green Capital Management LLC (TGC) in Westport, Connecticut, which finances installation and management of commercial solar projects.

LL Funds helps individuals use PACE (Property Assessed Clean Energy) financing by providing loans to upgrade residential spaces to be more energy efficient.

TGC financed projects have already converted major retailing space into clean energy by installing commercial grade solar power generation in more than nine states across the U.S.

"We hope that the General Assembly will continue to be concerned about climate change," Clemons said. "We also hope that the GA will look at the efforts we have made trying to be good stewards, making responsible investments that are also good to the environment."

THIRD INVESTMENT FULFILLS COMMITMENT

The Foundation wanted to have the entire one percent committed by the 2018 General Assembly, and recently made a third investment in BlackRock iShares Clean Energy ETF to bring the full allocation in line with the guidelines. BlackRock iShares Clean Energy ETF invests in stocks of publicly-listed solar and other renewable energy companies around the world like First Solar.

"We must invest prudently," Clemons said. "Our responsibility is to maintain fiduciary excellence while being faithful to the social witness principles of the PC(USA)."

The Presbyterian Foundation believes that its investments can both do good and do well. Through practices of impact investing, corporate engagement, and use of positive and negative screens, the Foundation seeks to manage all aspects of the funds entrusted to us in accordance with God's call for faithful stewardship. Care for God's creation is one element of this stewardship. This story is one in a series about ways the Foundation is using its investments to work for greater change in the care and keeping of the earth we inhabit. For more information about our investment practices, visit our web site, www.presbyterianfoundation.org.

FOUNDATION CHAIR'S MESSAGE



Since 1799, the Presbyterian Foundation has served our denomination to “cultivate, attract and manage financial resources of individuals and institutions to further Christ's mission.”

Historically, its success has been measured by the Foundation's assets under management,

currently over \$1.8 billion. While asset size generally leads to making more funds available for church mission, it is only one way we measure success. The diverse and increasingly sophisticated demands created by a complex 21st century environment are calling for new and creative strategies for achieving the goals of those we serve. The board continues to work closely with our excellent staff to engage in generative thinking on those subjects.

For calendar year 2017, the Foundation's performance greatly exceeded its goals for asset growth. More than \$72 million in new assets has been received from a wide range of investors and donors who believe in the Foundation's mission and its dedication to socially responsible investing. We want to offer our appreciation to those who have placed or renewed their trust with the Foundation.

AD HOC FINANCIAL STRATEGY COMMITTEE REPORT

The ad hoc Financial Strategy committee, chaired by Steve Bass, has spent the past 12 months conducting a review of our budgeting, financial reserves, staffing, fees, services and collaboration with other agencies. The board adopted their recommendations in February, following extensive, thoughtful discussion. We look to the report as a key document for future planning efforts and to provide a framework for monitoring key performance measures.

GENERAL ASSEMBLY

The 223rd General Assembly in St. Louis is less than three months away. Looking ahead, the Foundation will have very positive messages to share on servant leadership of stewardship, financial literacy and responsibility, growth and support of GA initiatives in the Way Forward Commission and All Agency Review Committee. We are looking forward to those opportunities to share our story.

INVESTMENT TRANSITION

The Investment Committee, chaired by Rob Olcott, is very encouraged by the performance of the new Outsourced

Chief Investment Officer, Northern Trust Company. The transition to Northern Trust is complete and we are very encouraged by their commitment to lower fees and improve performance of the portfolio. The committee has reviewed model communications that explain the benefits of this new partnership.

NOMINATIONS FOR NEW TRUSTEES

Six trustees will complete their service to the Foundation in June 2018. The Nominations Committee, led by vice chair Eustacia Marshall, has worked tirelessly to recommend an outstanding slate of new candidates and to renominate four existing trustees for a second term of four years. Both groups will be considered for election at the upcoming General Assembly.

RENOMINATION OF PRESIDENT AND CEO TOM TAYLOR

The Board unanimously approved a resolution to renominate Tom Taylor as President and CEO for another four-year term. Tom's vision for and leadership of the Foundation have been characterized by a period of unmatched growth of assets and collaboration with other PC(USA) agencies and denominations within the Christian faith across the globe. This will be Tom's third term as the leader of the Foundation.

As we look forward, we are exploring opportunities to work more closely with other agencies on strategic partnerships that will prove to be mutually beneficial. We are seeking to understand the needs of mid-councils for financial direction and support. Our staff and board will continue working closely with churches and individuals to build a common culture of generosity based on shared goals and a deeper understanding of the needs of all segments of our society. We are in the initial phase of a pilot program to promote financial literacy among church leaders, using a grant from the Lilly Endowment and believe its success will lead to an expansion of that program in years to come. We give thanks for the outstanding work of our dedicated staff and for your continued support of the Presbyterian Foundation.

A handwritten signature in blue ink that reads "Stephen C. Kelly". The signature is written in a cursive, flowing style.

Steve Kelly, Chair

PARTNERS IN FUNDING MISSION

Ministry Relations Officers partner with you to increase funding for your ministry. Call us to discuss how we can serve you. (Email is first.last@presbyterianfoundation.org.)



Olanda Carr
East Region
888.711.1318



Rob Hagan
Northwest Region
888.211.7030



Robert Hay
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855.514.3152



Ellie Johns-Kelley
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Steven Wirth
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CAREER MASTERED LEADERSHIP IN ACTION AWARD



Trustee **Bridget-Anne Hampden** received a Career Mastered Leadership in Action Award during the annual North Carolina Women's History Month charity event March 6. The Career Mastered Awards were established in 2015 by Linwick & Associates, a global human resources consultant firm, to honor the achievements of women who have made a compelling mark in business. Honorees are women leaders across diverse industries and disciplines who take charge of their careers and are exceptionally strong role models of what a woman can do. Congratulations Bridget-Anne!