

Agenda
Permanent Board:13 May 2017
Amesbury Monthly Meeting

Opening Worship (0930)
Presentation by Lisa Graustein

Roll Call
Minutes: 18 February 2017

Presiding Clerk's Report
YM Secretary's Report
Director, Friends Camp, Report

Development Report
Treasurer's Report
Finance Committee: Budget

Purposes, Procedures and Composition
 Correspondence Committee
 Peace and Social Concerns Committee

White Supremacy Working Group
Legacy Gift Committee

Travel Minute: Brian Drayton
Ad hoc Joint Permanent Board/M&C Travel Minutes Working Group

Nominations
 Clerk's Nominating Committee
 Internal Nominating Committee
 Moses Brown School

Memorial Minutes
 June Correia
 Evelyn "Lyn" Wellington Danforth
 Sylvia DeMurias
 Herb Hillman
 Al Norton
 E. Kirk Roberts and Janet Johnson Roberts
 Mildred Roberts
 Glenn Smith

Lois Thompson Smith
Ann Richardson Stokes
Ruth Stokes
William Boyce Upholt
Alex Vanderburgh
John Watts
Joan Wayne
Bee Wehmeyer
Sally Wiggins

Informational:

Faith & Practice Revision Committee: Letter and Chapters
Travel Minutes: Reports
Marian Baker
Mary Ann and Len Cadwallader
Debbie Humphries
Friends Journal Article: "What We Cannot Do Alone"

Announcements

*Presiding Clerk Report to Permanent Board
May 2017*

Dear Friends,

Cornel West spoke last week at Dartmouth. He challenged his audience to “return to the source,” saying “the first challenge is spiritual integrity, not as a proposition but as a life lived.” My daily reading that day included John 10:10 reminding me that Spirit, God comes that “we may have life in all its fullness.” This spring I have been deeply aware of both the challenge of living with integrity and the overflowing abundance of our life in God’s grace in our communities.

This year Cuba Yearly Meeting named Enilda Zaldiver and Julio Rubio August to come to NEYM Sessions as representatives at NEYM sessions. We sent the necessary invitation and assurances required to obtain a temporary visa so they could come. Senator Patrick Leahy sent a strong letter of support and spoke directly with the State Department on their behalf. Unfortunately the United States Embassy has denied their application. The reason given us by US authorities was that neither applicant had sufficient ties to their home country. In other words, the embassy officials thought they were unlikely to return to Cuba. The official reason has nothing to do with Julio and Enilda’s integrity; we know they would have returned to their homes and their communities. In 2016 Ailsa Pavon and Alexis Gonzalez were rejected for the same reason and only Kirenia Criado was able to come in 2015. Over the past 3 years, only one of the six named representatives from CYM has been allowed to come. Our ongoing relationship with Cuba Yearly Meeting has been substantially impacted as our government takes an even stronger anti-immigrant stand. Puente and the *Mesa Directiva* of CYM are working on how to maintain this enriching relationship in the current reality of our government’s intransigence.

In your advance documents are the revised purposes, procedures and composition for most of the YM committees. The majority of these came to you in February; since then the editing group has worked through each proposal. Some of the original proposals were adjusted because of overlaps, gaps or inconsistency. All of these have been reviewed by the relevant committee clerks and come with their support. These proposals represent the work of many friends. The introduction and overview identifies the substantive changes, some topics for future discernment, and the unfinished work. The purpose, procedure and composition proposal for Permanent Board was shared with all members for comment; but has not been reviewed by the gathered body. Our job today will be to approve forwarding these purposes and procedures to Annual Sessions for approval. A principle of institutional, architectural and biological design is that “structure follows function.” As I have worked through these documents I have celebrated the increased clarity of the function of the committee and the alignment of the structure to this function.

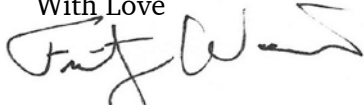
We will receive a report and recommended direction addressing the reality that the Yearly Meeting Peace and Social Concerns Committee has not been functional for a number of years. This has been true even in times when the witness of Friends in New England is vital.

Katherine Fisher and I facilitated the Climate Consultation day on April 22nd at Friends Meeting at Cambridge. During opening worship the prayer “What if the Truth were true? What would we do?” was offered. We had only received 4 confirmations that Friends would attend, and planned for an intimate gathering. Eighteen Friends from nine meetings came. The group has generated a list of ways each of these nine meetings have been engaged in addressing Climate Change and a lengthy set of suggestions for the direction forward. Other meetings and Friends have been submitting reports and suggestions to witness@neym.org. A working group hosted by Earthcare Ministries Committee will be gathering all the reports of how Friends have been engaged in the witness on Climate Change and sustainability and preparing a report to Sessions with recommendations for the next steps on this path.

One of the concerns I am carrying is that the agenda for the 2017 Annual Sessions is very full. I have asked that we receive reports back on our faithful engagement with the Truths minuted in 2016 on white supremacy and Climate Change; I also anticipate a minute coming from several quarters on immigrants and sanctuary. We will receive three draft chapters from the Faith and Practice Revision Committee. The Finance Committee and the Development Committee will be challenging the Yearly Meeting to meet the commitments we approved for both financial sustainability and for fair salaries. The Archives Committee is ready to begin accepting material for the Yearly Meeting archives; Legacy Gift Committee has substantial questions for us that we will review at our meeting today. We will celebrate the AFSC centennial and we will conduct our usual business. I very much hope that the members of Permanent Board come prepared, read the advance documents and bring questions and concerns to me that occur to you so that I may also come prepared.

I am looking forward to our day together.

With Love

A handwritten signature in dark ink, appearing to read 'Fritz Weiss', written over a horizontal line.

Fritz Weiss
Presiding clerk

To: NEYM Permanent Board and Ministry & Counsel Committee
From: Noah Merrill, Yearly Meeting Secretary
Re: Report in preparation for May 2017 meetings

Dear Friends,

This month marks five years since with fear and trembling I wrote a letter to explore serving as Yearly Meeting Secretary. In reviewing that letter this morning, I was struck by how much the sense of leading and invitation I sought to describe still aligns with the work before us to nourish and encourage the life of the Spirit among Friends. I included in that letter a quotation from the *Testimony concerning* (early Friend) *John Banks*:

“It is a living ministry that begets a living people...”

Five years later, I see us growing in trust, in faith, in humility, in boldness and in grace. I am grateful for the blessing of our shared service together.

Shoemaker Project: Fostering Vibrant Multigenerational Meetings

Our outreach project in partnership with New York Yearly Meeting is wrapping up its first year. We have learned a lot through the partnership with Hanover Meeting, and through the dedicated work of Hilary Burgin and Beth Collea. Next up: focused conversations with the team from both yearly meetings to review our progress so far, strengthen our collaboration, and plan for adjustments in this new year; creating a joint outreach newsletter to serve Friends in NEYM, NYYM, and in other yearly meetings without staff support; and developing a joint website for sharing what we are learning in brief, clear and useful formats. We are also working more closely with outreach and inclusion efforts in Baltimore Yearly Meeting, and are exploring how to bring their work (also funded by Shoemaker) more fully into ours, and vice versa.

Denominational Leadership and Staff Retreats

In March, at the encouragement of Coordinating Advisory Committee, Nia Thomas and I attended an event focused on building effective teams for organizational ministry, sponsored by the Massachusetts Council of Churches. Sarah Gant and I attended this event last year, and I look forward to sharing these opportunities with more Friends in the future. With representatives from other denominational bodies across New England, we explored shared challenges and how to bring the good work and learning that is happening in our sibling churches home to support New England Friends.

In April, the Yearly Meeting staff met for our staff retreat, including an overnight at St. Scholastica Priory in Petersham, MA. While much of our time was unscheduled, our program time focused on how we as staff could support the growth and renewal we are experiencing among New England Friends, and how we as a staff team can be more intentional about naming and practicing a set of shared values that will challenge, guide and support us in making our most faithful, effective, and loving

contribution to support the life and ministry of New England Friends. The sense was that it was our most fruitful staff retreat yet, and we look forward to carrying forward the conversations we had there in our ongoing work through monthly staff meetings.

Beyond Diversity 101

Following up on the powerful experience of four New England Friends (including myself) as first-time participants in a BD101 workshop in January (a reflection from the group was published in a recent email newsletter), the Presiding Clerk and I have sent invitations to Friends serving in leadership roles in several of our larger and more urban local meetings to invite them to participate in an upcoming BD101 workshop in July. At least one staff member who has not previously attended also hopes to participate.

Recognizing that Annual Sessions in 2016 authorized that funds raised in excess of the \$4000 goal to support the FGC cultural competency audit should be directed by Permanent Board to support work within NEYM to interrupt white supremacy, with the support of Coordinating & Advisory I **am requesting that Permanent Board now approve the use of some portion of the surplus funds raised to cover the costs of participation in upcoming Beyond Diversity 101 workshops for Friends serving in leadership roles—in local meetings, and for yearly meeting volunteer leadership and staff.**

Program in Leadership Development

As Friends know, thanks to the generous support of Friends both within and beyond our yearly meeting, since December I have been part of the Harvard Business School's Program in Leadership Development, an intensive course in leadership and management skill-building and practice. Working intensively with a team of seven, and with a wider cohort of more than 150 from many different countries, sectors and backgrounds I have been challenged, stretched and strengthened in my organizational skills and perspective. I've learned much that is applicable to our work for New England Yearly Meeting, including strengthening my understanding of financial accounting, strategy, management, decision-making, prioritization, teamwork, innovation and communication. I've had opportunities to focus using a case study method on specific challenges in our own context. I'm learning more about the strengths I bring to my work, as well as areas for growth, finding insights in how I might be more skilful and intentional as I continue my service as Secretary.

Payroll and time tracking

The staff are settling into the work of tracking time for bi-weekly payroll, and the new way of reporting on our use of staff time is running smoothly. I'm grateful to feel that we've settled into a rhythm with this process, and the time and energy needed to keep this administrative process going are significantly reduced. Still needed: developing a meaningful and realistic set of areas/kinds of work to allow greater insight into where staff time is invested over the course of the year, so that we can be sure we are using our time as faithfully and effectively as possible.

Travel and visits

Continuing a theme from my last report, in recent months I have found myself becoming aware of or participating in even more conversations about how our meetings support and care for ministry. Several Friends have reached out to me seeking support and resources as they have explored challenging topics relating to releasing Friends for service, recording gifts in ministry, and how they might share with others what they have learned on the journey of corporate faithfulness and stewardship of gifts.

In March I helped facilitate the initial training for the Friends World Committee for Consultation's new Traveling Ministry Corps, of which Debbie Humphries (Hartford) is a first-year member. More information about this endeavour is available at fwccamericas.org.

In late April, Kathleen Wooten (Fresh Pond), Marian Baker (Weare), Maggie Edmondson (Winthrop), Rhoda Mowry (Smithfield) and I participated in the annual pastoral meetings retreat held at Powell House, jointly with New York Yearly Meeting. The plan for this event next year is to invite Friends from throughout our yearly meetings who may be identified by those around them as exercising pastoral gifts, regardless of the approach to worship practiced in their home meeting.

At the meeting's invitation, I attended and spoke briefly at Wellesley Meeting's "Celebration of the Earth," which coincided with the completion of the installation of their solar panels. It was a blessing to be part of this interfaith gathering, and to reflect on the process of consultation, discernment, visioning and commitment that had led the meeting to take this significant step toward sustainability.

By the time of our meeting, I will have attended the All Maine Gathering with Falmouth and Vassalboro Quarters (joining Falmouth Quarterly Meeting at their request for discernment about its future), as well as visiting Smithfield (RI) Meeting, bringing a message and meeting with Friends to support the life of the meeting in a season of change. Later in May, I will visit Northampton Friends at their invitation to explore qualities of vital meetings and how they can deepen the life of their faith community.

Living Faith: Two gatherings, time to review—and recommit?

With the approval of the Permanent Board, in November and April we held "Living Faith" events, held at Friends School of Portland in Maine and at Moses Brown School in Providence, Rhode Island.

Overall, nearly 340 Friends participated in these events, 135 in Portland and more than 200 in Providence. Several of these were attending a wider Quaker event for the first time. While some expenses and revenues related to book sales from the April event remain to be finalized, the two events ran a very slight surplus in direct costs (which do not include staff time). Participant evaluations (including those submitted by parents on behalf of their children) were overwhelmingly positive, energy was

palpable, and worship was rich.

This first year's experiment taught us a lot, and the small planning group feels confident that future events will benefit from this year's experience. Our sense is that approximately 200 participants is close to a natural upper limit. We saw a significant jump in complexity and intensity from November to April (which was wonderful), and imagine that another such increase would exceed currently-available resources of staff and volunteer energy. While there might be sufficient demand for larger events in some regions of New England, it feels important to keep the event to a size that allows for more connection, informal fellowship and shared worship, keeping Annual Sessions as our one large-scale annual event.

With one year's experience, we are much clearer on how to more gracefully plan for, budget and manage the accounting and logistics for these events, and how to manage the various roles and functions required. We've learned a lot about how to "set the table" for the gatherings in ways that provide for the nourishment of those who participate. We've learned that we need to have coffee available in abundance all day long, and that there is a great deal we've learned from Sessions, Youth Ministries retreats, and elsewhere that we can apply effectively for Living Faith events, without reinventing the wheel. Adding a bookstore in April, thanks to the generous and dedicated work of Jean and Christopher McCandless, Frederick Martin and others, was a significant plus, and something we hope to continue.

The Living Faith Planning Team, clerked by Lisa Graustein and consisting of Hannah Zwirner-Forsythe, Sue Reilly (for November), Kathleen Wooten and Noah Merrill is in need of perhaps two more strong and flexible team members with relevant skills and time to support the organizing of many details. Joining this group presents a wonderful opportunity for intense work over a few months to help offer this nourishing experience to our wider Friends communities.

Since this year's experiment was conducted with the approval of the Permanent Board, with the support of the clerk and planning team **I am asking Permanent Board to consider approving two more Living Faith gatherings in FY2018, to be held in Connecticut in October 2017 and in Maine in April.**

Monthly Email Newsletter and Communications

We are now one year into the new monthly email newsletter, so it may be time to stop calling it "new." It has become a regular part of the rhythm of work for the staff, though we're still working on making the process of collecting, writing and editing more efficient. Awareness of the newsletter, feedback on how we can improve it, and submissions of dynamic content are increasing, though we still have a long way to go to reach Friends in all corners of New England. As always, we welcome any input or suggestions on how it can be improved. Still to be done: A more intentional evaluation of the work one year out, and a robust effort to raise awareness of the newsletter and encourage new subscribers.

I intend to give more attention to developing the audience for our email newsletter following Annual Sessions this year, in alignment with our emerging Communications plan. Development of this plan is being coordinated by Kathleen Wooten through a grant from Duke Divinity School and the Lilly Endowment, supported by Kyle Oliver, an Episcopal priest and church communications consultant.

Also closely connected to growing the email newsletter list: reviewing and upgrading our website to make it more responsive, improve navigation, better manage content creation, and generally make it easier for people to find and access what they're looking for, to know what's happening across our communities, and to participate in it. This is another project I intend to make a priority for us to get accomplished in the coming year.

Database: Training, Sessions Registration, Support for Development

Since last fall, when we confirmed an ongoing relationship with Idealist Consulting, a leading provider of Salesforce expertise to nonprofits Sara Hubner has been working closely to make revisions and prepare our Salesforce database and online registration system for Annual Sessions 2017. This process is in final testing, and we are on track to launch online registration for Sessions by June 1.

Sara's other priority has been (with Accounts Manager Frederick Martin) preparing our database, data and reporting system to support more robust development efforts in the coming months.

She is also working with our consultant to make adjustments and improvements to our database overall, and to strengthen her own skillset as she moves fully into the role of Salesforce administrator for NEYM. Facing a very steep learning curve, Sara has made remarkable progress in the last few months, only adding to the contribution she makes to supporting the ministries of New England Friends overall as Office Manager.

Recommendations for Development: Ministry and Money

A memo describing progress and recommendations for how our development and fundraising work can more fully support the ministries of New England Friends is presented as a separate advance document for the upcoming meeting of the Permanent Board. I look forward to exploring those recommendations and discerning our way forward together.

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Friends Camp: Director's Spring Report

Anna Hopkins, (207) 445-2361 or director@friendscamp.org

May 6, 2017

2017 Camper Census

I am pleased to report outstanding enrollment for the upcoming summer. As of May 6, we have 393 campers registered for the summer, with almost all sessions filled to capacity. Jones Session (both weeks) has 44 campers, Week 1 has 49 campers, and Week 2 has 37 campers. Dyer session has 101 campers, Fox has 107 campers, and Fell has 103 campers. This fiscal year budgeted 357 campers, so I predict a significant budget surplus due to the current enrollment. I believe many things contributed to this good enrollment, including some of the following:

- A great summer in 2016, especially with the changes we made to improve Jones Session.
- Nat's assistance and clear communication with families about the director transition
- A streamlined website, with some clarified information and new photos.
- My presence at NEYM youth retreats; I staffed a YF retreat in November, a JYM retreat in January, and a JHYM retreat in April. Immediately following each of these retreats, I got a few new registrations.
- New marketing techniques: Facebook advertising, Google AdWords, Instagram, an updated e-newsletter, attending school events such as parent nights & parent coffees at Friends Schools.
- I have worked hard to be extremely responsive to families: returning calls and emails within a few hours, extended conversations about whether our camp is the right fit (meeting folks in person when possible), etc.
- I believe the current political climate may be encouraging families to seek out a camp promoting acceptance and equality, but this is only a hunch.

Staffing

Our leadership staff is returning this year: Jeff Adelberg as asst. director, Jack Belyeu as maintenance director, Erica Shed as cook, Seb Hilton as waterfront director, and Maggie Nelson as arts director. I have hired an additional 20 counselors with an average age of 21. 7 are returning counselors, and 14 are first-timers. Because of unusually high enrollment in Jones session, I have hired an additional 3 returning counselors to work just that session. We have 3 new kitchen/ maintenance assistants and a new assistant cook. Before summer our counselors will attend trainings in Wilderness First Aid, First Aid/ CPR, Youth Mental Health First Aid, Sailing, Small Craft Safety, and Lifeguarding. Our new part-time nurse is a school nurse whose children will be attending Jones session. We have international staff members from the UK and Australia.

Through a generous legacy grant, we will also welcome 4 resident fellows to Friends Camp this summer, for 2 weeks each, to share their Quaker background and areas of expertise with campers. These fellows include Roxanne Rapaport (Seattle, WA), Matt Shorten (Worcester, MA), Jay O'Hara (Vassalboro, ME), and Rob Spencer (Concord, NH). We will have 2 parent volunteers during Jones Session as "camp moms": Sasha Kutsy, who piloted this program last year, and Lisa Graustein.

One of my goals for pre-camp staff training this year was to incorporate sessions by experts in various fields. We have arranged (through a NAMI Maine grant) an optional full-day training for camp staff in Youth Mental Health First Aid to be held at Friends Camp. We have also arranged a training by some folks at Maine Behavioral Health on caring for children who have experienced trauma, and specifically the trauma of having a parent incarcerated.

Campership Programs

Our camperships are continuing this summer. Many families have requested partial support, which comes in the form of a discounted tuition. Campers receiving a full (or almost full) campership are through the Codman Academy relationship (6 campers), the Maine Children's Home/ Keller Fund (18 campers), and the One Child at a Time program for children with an incarcerated parent (8 campers). Next year, I hope to collaborate with the NEYM youth staff to make sure that there is campership support for children in the NEYM youth retreat programs and that families are aware of how to apply for support.

Buildings & Grounds

The physical property and buildings of camp are looking pretty good this spring! The alternative sentencing group did significant maintenance, repairs, and painting in the fall. It is a great blessing to have a reliable and skilled maintenance director, Jack Belyeu. We are hoping to make the following improvements to the camp property this spring and summer.

1. Insulate and install ceilings in 2 staff cabins
2. Replace hot water heater serving the kitchen and wash room
3. Replace the convection oven
4. Finish foundation work on 3 remaining cabins
5. Replace the roof of one staff cabin
6. Install mirrors and better lighting in all shower changing stalls (for better tick checks)
7. Continued reorganization and cleaning out of the Meetinghouse (art room)
8. Installing 2 little libraries in the cabin areas

Possible projects for the Fall include:

1. Insulating the ceiling of Big Bird Dining Hall to reduce the heat inside and the sound of rain
2. Renovations to Owl, the on-camp office
3. Installing porches on some of the camper cabins
4. Discussing plans for a capital campaign for a large project

Diversity and Equity at Camp

Promoting diversity and equity at Friends Camp is an ongoing and important part of my work. This spring (following my attendance at a Beyond Diversity 101 training in January), added diversity work to the job descriptions of all staff members, and began discussing this topic with candidates in job interviews. It continues to be a challenge to identify and hire staff members of color, and this work is deeply important in order to have a staff that reflects the diversity of our camper population. We also have some work to do around inclusion of campers who identify beyond the gender binary; creating cabin and bathroom spaces that work for these campers is an area I plan to work on this summer and over the next year.

Professional Development

This spring I attended the 4-day American Camping Association camping conference in Manchester, NH, which included a full day for new camp directors. The sessions, as well as connections with other camping professionals, were very helpful. I enjoy the active online community of camping professionals, including many webinars, articles, and discussion groups. I have enrolled in a program for young camp professionals, called the Summer Camp Society, which will include weekly online projects with a working group in September and October, a 3-day retreat in November, and individual consulting sessions with experts. I continue to look for professional development opportunities that fit my schedule in Quaker Youth work, management, diversity & equity, and fundraising.

Spring and Fall Rentals

This spring was a slow season for rentals; we historically hosted a Youth Activism gathering and the Ray of Hope camp, but both groups have found places with heated facilities in recent years. With increased rentals in the fall, however, we are not facing a shortcoming on the budget for this area. We are going to host Common Ground Fair guests, Vassalboro Quarterly Meeting fall gathering, and a weekend of Quaker worship through art in September. We will also have 4 weddings this season and a 3-day retreat for the entire Moses Brown 9th grade—100 students—in August.

ACA Accreditation

Following our first accreditation in 2014, we are up for a re-accreditation visit this summer. On May 4th, I had the first of two visits: the paperwork review. Along with one of the two standards visitors who will visit camp this summer, we were able to complete an almost full document review. This was helpful so that I can make a few changes before the official visit this summer. It also gave us the opportunity to complete many of the standards requiring documentation so that the summer visit can be shorter and more observation-based rather than paperwork-based.

I feel blessed to serve this wonderful community of Friends, campers, families, staff, and more. Please hold camp staff and campers in your prayers this summer as we endeavor to a community gathered in worship, joy, Light, acceptance, and growth.

Respectfully submitted,
Anna Hopkins

MEMORANDUM

DATE: May 5, 2017

TO: The Permanent Board, New England Yearly Meeting of Friends (NEYM)

FROM: Noah Merrill (Secretary); Jennie Isbell Shinn (Consultant); Sara Smith (outgoing Clerk, Development Committee); Chris Gant (Clerk, Long Term Financial Planning Committee; rising Clerk, Development Committee)

RE: Report and Next Steps for NEYM Development Program

Summary

- We've affirmed that **the Yearly Meeting as an organization exists to support and strengthen the web of local meetings across New England**, helping us do together what we cannot do alone, under the guidance of the Spirit. The work before us is to more fully realize this clarified charge.
- To sustain and grow the ministries of Friends in New England—as individuals, as meetings and as an institution—we need to transform and heal our relationships with and understandings of **money** and **ministry**. This will be **challenging work that involves real risk, but we believe now is the time to embrace it**.
- We need to be working in parallel to both **close the existing structural budget gap** within two years while **laying the groundwork for increased vibrant support—including financial support—of our shared ministries**. We need to do this in a way that is **faithful, grounded in who we are as Friends, and supportive of local meetings** as well as of the Yearly Meeting as an organization.
- Over the next two years, we need to **increase current fundraising significantly and develop concrete, realistic plans** (“programmatic funding goals”) **to help the ministries of New England Friends to grow and thrive**.

This document contains:

- A report of key insights and findings from our recent Development assessment
- Recommended next steps that we hope the Permanent Board will affirm
- An Appendix including background information and a detailed report on the process of listening and analysis conducted since February

Since Last We Met

Since the February Permanent Board Meeting, we have proceeded with the approved data-gathering project and bring some insights and recommendations for your consideration at the upcoming

Permanent Board meeting. When we are together on May 13, we hope to review this information, share some more detail, field your questions, and receive your guidance and feedback on next steps.

Here below we weave together historical data and contemporary feedback to illuminate what we believe to be the two primary areas of work to advance fundraising in the Yearly Meeting over the next two fiscal years. In addition to these two concrete development program goals, there are two significant foci that extend far beyond the purview of the development function (including the committee, staff and their associated tasks) but are vital to success in building a long-term, sustainable fundraising program that reflects and deepens our collective faithfulness.

These two “big picture” issues are **money** and **ministry**. We often consider them separately, but cannot miss the complexity and transformative power of considering them as two sides of one coin. When explored in light of our current concern of raising money to support the ministries of New England Yearly Meeting, they are indeed inseparable.

Building the Boat as We Sail

The two tracks of concurrent forward motion for strengthening the fundraising functions of the Yearly Meeting are:

1. To address current and next year’s budget needs and
2. To develop capacity, structure, and an implementable plan for long term fundraising

Addressing Current and Next Year’s Budget Needs

In the balance of the current fiscal year, and into FYE 2018, we need to increase our overall giving goal, with emphasis on securing gifts from individuals. With this intention, we need to commit to the work that is needed in the short term to reach the goal. This will require engaged volunteers (a vibrant Development Committee) and focused staff time. Where fundraising from individuals has been done “as needed” or “as the occasion arises” in the past, this year and next it will need to be strategically implemented with goals, measures of progress, and sufficient time to do the work well.

A key element in long-term financial stability will be **identifying fund-able programmatic goals** that reflect and support the ministries of New England Friends. We propose that the coming year be focused on discerning these programmatic funding goals, with intention to present them in a final proposal to Permanent Board in May 2018, and to Annual Sessions in August 2018.

In the years that follow, as we invite Friends to share in the vision of Quaker ministries in New England, we will also need to invite them to share in funding the vision.

Ministry, Money, and Faithfulness

In addition to strengthening infrastructure related to fundraising (administrative processes, mailings, committee tasks, etc.) there are two significant topics that will aid in a robust fundraising program.

First, **we remain clear that the purpose of raising money for the Yearly Meeting is to support the ministries of Friends in New England.** Our recent data-gathering project illuminated and confirmed that

there is not a clear and unifying vision of what ministry is around the Yearly Meeting. It would be very difficult to raise money in support of something that is not understood or even advocated at times. This is a very difficult topic to find the edges of, and addressing it will require the faithful participation of many. Still, we see three primary ways that “ministry” is expressed: 1) as gifts through individuals (with care, support and oversight by a wider body of Friends, often a local meeting), 2) corporately through local meetings, and 3) institutionally (such as the NEYM Youth Ministries Retreat programs or the work of Puente de Amigos).

Another insight affirmed by the data-gathering project is that **substantive conversations and discernment about money matter in the life of our meetings**. Some interviewees shared discomfort and pain arising from financial conversations. Others reported an experience of deepening relationship and spiritual growth as a result of talking about money. In the interviews we conducted, we learned much about the conversations that happen (and don’t happen) among Friends discussing money. We found this in the selection of words and topics to tell us about budgeting in local meetings as well as in straightforward declarations about budget size and timing. A variety of perspectives regarding money was also apparent when asking about support given to ministers/ministries. We believe that developing long-term capacity for financially supporting ministries will require (or at very least invite) us to truly engage in radical and perhaps uncomfortable transformation of our relationship with money across the Yearly Meeting.

Indeed, faithful understanding and use of money is one topic, and money and ministry is another. What is the right relationship of all these things to one another, and what is God calling Friends in New England to do with money and with ministry in response to the world’s needs?

In the 2015 Report of the Ad Hoc Long-term Financial Planning Committee to Annual Sessions, Friends affirmed (and the Yearly Meeting approved) the core purpose of the Yearly Meeting and five priority areas, as follows:

Core Purpose:

New England Yearly Meeting of Friends connects the people of the Religious Society of Friends across the six New England states. New England Yearly Meeting supports and strengthens a vibrant and growing web of monthly meetings, quarterly meetings, and other Friends communities under our care, helping us do together what we cannot do alone. In all our work, we strive to obey the promptings of the Spirit to bring healing, wholeness, and transformation to ourselves and to the world.

Priorities:

- 1. Spiritual Development and Religious Education*
- 2. Outreach, Welcome, Inclusion, and Witness*
- 3. Relationship and Communication*
- 4. Leadership and Administration*
- 5. Stewardship, Integrity, and Accountability*

By taking on the enormous task of laboring together over discerning understandings of ministry and the right relationship of money to ministry (and of money to faith, stewardship and integrity) *while*

formalizing the development function *and* raising the immediate fundraising goals, we would be working in all five priority areas. We would rely on the past discernment of the Yearly Meeting in approving these priorities, and trust that God is leading the Yearly Meeting into areas where indeed we will depend upon Guidance, “helping us do together what we cannot do alone.”

Risk and the Heart of Ministry

In writing this report, we discussed plainly the great risks in what could be seen as “forcing” the conversation to reach clarity around such divisive issues that are often tabled for the safety and comfort of individuals and of groups. We believe that both money and ministry are topics that invite Friends to experience healing. We also believe this will come through difficult work in each of our hearts, and in our faith communities. As with any discernment, there is the risk of being wrong; there is also the risk of clarifying what is found to be true among New England Friends. This may be uncomfortable for some members of our communities who found a home here during times when these issues were not clearly articulated nor centrally focused upon. We need to be willing to accept and engage with the discomfort that these conversations may raise, even as we affirm that this important work is already happening in many places throughout our Friends communities.

It would be possible to turn away from this difficult and risky work while still proceeding with establishing a fundraising program that may yield sufficient results in the bottom line. As the governance body of the Yearly Meeting between Annual Sessions, this is ultimately the Permanent Board’s decision, and this decision is only the beginning of the work. We may read the Core Purpose approved in August 2015 as supporting either path (to risk these conversations or not to risk them). **Our sense is that risking them is the more faithful path.**

Recommended Next Steps

Note: For each recommendation below, several groups will need to collaborate to carry out the work. We recognize that further clarity will be needed to discern how best to shepherd these various tasks, and ask that the Permanent Board charge Coordinating & Advisory Committee to consult with Development Committee to ensure appropriate communication and consultation. As a reminder, the Ad Hoc Long Term Financial Planning Committee includes representatives of Ministry & Counsel, Nominating, Development, Finance, Personnel, Coordinating & Advisory, and Permanent Board. Among others, Legacy Gift Committee should also be included in aspects of this consultation.

For Fiscal Year Ending September 2017:

1. Deepen efforts to close the existing structural budget gap in the next two years. Determine the best use of \$50,000 in currently available gifts that could be the basis of a challenge to increase dollars or donors for the current fiscal year. This plan must be in place by Sessions in August 2017. Prepare a compelling “annual report” to be shared at Sessions and with all local meetings, highlighting progress and new growth.
2. Rebuild the Development Committee, and shift away from 3-year terms to 1 year, renewable terms. For the short term, direct this group’s work to a “think tank” model. In this model, the Development Committee may brainstorm themes for solicitations, but actual implementation

will be the responsibility of staff with the support of the Development Clerk and consultant. The Committee's tasks would instead be the following:

- a. Determine programming needs and possibilities for member meetings regarding education about faith and money. Seek information to more fully map the landscape of philanthropy, and spirituality and money across the Yearly Meeting.
 - b. Make specific recommendations for how the Yearly Meeting may support monthly meetings in reaching their own budget goals, whether by supporting their fundraising efforts or by assisting with improvements to meeting discussions related to money. Include strong consideration of creating a mechanism for monthly giving to local meetings facilitated by the Yearly Meeting.
 - c. Create a process to determine realistic programmatic funding priorities to be presented for approval by Permanent Board in May 2018; more detail under 2018 goals, below.
 - d. Create an unmistakably Quaker model of fundraising that will meet the Yearly Meeting's financial goals while connecting the philanthropic process to faithful action in the world. Determine and articulate the shared vision for fundraising in NEYM.
3. Because the stated purpose for fundraising in NEYM is to support Friends ministries in New England, attention must be given to understanding what ministry is, how it is regarded, and how it connects to money across the Yearly Meeting. Basic attitudes about money inform the budgeting process as it relates to any items that claim to "support ministry." The connection with NEYM Ministry & Counsel is unclear but apparent. We believe it is important to ask what Permanent Board needs to know about the spiritual condition of Friends in New England to make our best governance decisions.

For Fiscal Year Ending September 2018:

1. Set and meet a significantly higher goal for giving in FY2018. The current proposal, reflected in the FY2018 proposed operating budget for NEYM, is to set a goal of a \$49,600 increase in individual giving, with a corresponding goal of a \$16,815 (5%) increase in monthly meeting contributions. Confirming current/prospective donor data and solicitation plans will be necessary to confirm this goal before Sessions.
2. Drawing on existing work and new consultation, bring forward to Permanent Board in May 2018, and then to Annual Sessions in August 2018, a set of multi-year **programmatic funding priorities** for the programs/ministries of NEYM, as the basis for more robust fundraising in FY2019 to 1) close the structural annual operating budget gap and 2) more important, allow for growth, deepening, and expansion of NEYM's work to build up the Quaker movement in New England in the next few years.
3. Conduct continuing education, engagement, relationship-building and ministry with Friends and Friends meetings on the subjects of the spirituality of money, philanthropy, and healing our relationship with money.
4. Deepen and strengthen our shared understanding of ministry—as individuals, as meetings, and more widely through the Yearly Meeting as an organization. (from above in FY17)

5. Review and coordinate the State of Society reporting process (and other related ways of communicating with local meetings) to ensure that the insights and information provided on the vitality, experience and leadings of local meetings clearly inform the discernment of the Permanent Board and Annual Sessions.

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APPENDIX

Background: Reports on Listening and Analysis

What follows is a more-detailed report and analysis arising from the internal and external review led by Jennie Isbell-Shinn since Permanent Board affirmed this direction in February.

Data-Gathering Project

As we began our inquiry into the current state of philanthropy in and for the ministries of the Yearly Meeting, we gathered data from an incomplete collection of historical documents related to development (back to 2004) and from contemporary, subjective interviews and questionnaires completed between February and May of this year. These explorations yielded new awareness of patterns and common themes that may indicate a preliminary list of stated and unstated needs in the worshipping communities that together form New England Yearly Meeting of Friends. These, with further input and refinement, could inform the initial list of “fund-able” programmatic priorities for the fundraising initiative to be presented for approval in 2018.

The data collection from worshipping communities around the region has illuminated the diversity among us, regarding:

- Level of engagement and apparent desire to be engaged beyond the monthly meeting in the wider world of Friends
- Diversity of attitudes and support for ministers and ministries (and lack of a shared set of definitions of ministry categories)
- Diversity of relationships to—and levels of comfort with—money, budgeting, and talking about money.

Listening Among Friends

After the February Permanent Board meeting, we assembled a team of seven callers. One person was not able to complete the required tasks. In total, the interview team conducted thirteen interviews by phone (as of April 21, with more trickling in after the deadline). The individuals contacted were “meeting contacts” noted as such in the Yearly Meeting database. Some were clerks, some treasurers, and some meeting contacts for newcomers and YM business.

In addition to the phone interviews, we reached out to an additional 58 meeting/worship group contacts via email, inviting them to either complete a survey of similar questions via a Google Form or to email Jennie directly with answers. A number of people contacted noted that they felt much of the information requested could be found in their State of Society reports to NEYM Ministry and Counsel. Some of these individuals also responded to the questions; some did not, citing the State of Society reports as sufficient. Of note, we asked specifically for individual perspectives on the questions asked, yet many did not understand this, did not agree with the request, or did not choose to make time for it. We had 12 responses filed directly by meeting contacts. **Together with the interview data, we considered feedback from 25 individuals (or groups if they chose to respond as a group effort).**

It is important to underscore that this information-gathering project is the tip of the iceberg to be explored regarding attitudes and needs across the Yearly Meeting. During this process, Jennie became aware that **Permanent Board has no natural review process in place to hear from Ministry & Counsel about State of the Society reports, and yet individuals we spoke with assume that all information they provide to the Yearly Meeting is folded into governance processes.** This gap in communication offers both implications and opportunities which should be explored from both perspectives.

This gap between information-sharing and governance is not a new discovery. The Ad Hoc Long-Term Financial Planning Committee report in 2015 notes after naming some things that could be measured though counting, “It may also be wise for us to develop a simple and consistent means of conducting qualitative surveys that could be used to establish a baseline and perform periodic assessments of progress in less numerically straightforward areas, possibly including measures of perception in the strategic areas and/or demonstrated examples of effectiveness.”

The current data-gathering project illuminated not only the data gathered and not gathered, as reflections of monthly meeting member responsiveness and volunteer efficacy, but also the longstanding habits of communication that may no longer be bearing fruit. *What are the best measures of progress, and processes for checking in on measures, for faithfulness and efficacy in NEYM today?* Improving constituent relations is foundational and on-going work for successful fundraising.

Themes arising from interviews and surveys (partial list):

- Aging meeting membership
- Increased corporate activism/witness as ministry (or the desire for it)
- Varied attitudes about outreach and growth
- Robust or struggling youth and children’s programs (extremes)
- Lack of clarity on an agreeable Quaker outreach model
- Difficulties with budget or money conversations, either current or past

In the Long Term Financial Planning Committee report to 2015 Sessions, a number of historical sources (early 1990s–2014) for their conclusions are listed. Perhaps unsurprisingly, the findings of their report resonate with our findings of the past two months. They wrote:

All of these groups’ work has involved significant consultation with constituencies through a variety of methods, including a wide range of Friends active at various levels throughout the Quaker communities of New England. These groups wrote reports identifying strikingly similar needs. We further believe that what may at first appear as differences in the conclusions of these groups in fact reflect different ways of categorizing overlapping or related concerns, rather than substantive departures in what was heard and reported. These include an emphasis on youth ministry; outreach, welcome and witness; religious education and spiritual nurture for adults; leadership development and training; pastoral care and conflict transformation in meetings; and more inclusive and connected communities.

The most significant difference in this current data collection process is that we did not ask our questions with reference to what the Yearly Meeting could do, or how it was performing. **We asked individual respondents to tell us about their local worshipping communities.**

We did not ask about concerns about the Yearly Meeting, or its current trajectories, but we are mindful of the Ad Hoc Long-Term Financial Planning Committee's report and its cautionary notes, and reflected words of hope.

They expressed concerns about our structure being too unwieldy, not fully accountable, ineffective and inefficient. They raised the widely-held perception of the Yearly Meeting structure and work as disconnected from the life of local meetings, which in turn were often disconnected from one another. They noted that we face cultural challenges that tend to make leadership, change and innovation difficult. They lamented the hesitation to make clear choices. They raised the need for us to clearly define priorities for our work that would create progress toward increased vitality, growth, and effectiveness, and they asserted a deeply felt sense that Friends still had many gifts to offer the world, if we could only find ways to live into those strengths and share them more fully.

Insights from Local Worshipping Communities

We asked about life and joy, growing edges, budgeting conversations, public ministry and involvement with the wider Quaker world.

Life and Joy

Worship is the central source of life and joy for many meetings. For some it is the only or primary activity of the community. For others, fellowship, worship sharing, adult spiritual formation and an active set of committees tending to the life of the meeting were also lifted up. Some cite the arrival of newcomers and youth as a source of life and joy. A small number surveyed noted that the coming together of the meeting to do ministry together was life-giving.

Growing edges and challenges

"We're grappling with articulating what our faith community is about."

"We don't know how to proselytize ... maybe that's not the right word. We don't know how to make people aware of our existence. We hope to get help with this."

A variety of growing edges were named, including aging membership (and associated limitations on activities) and the loss of members to death or re-location. The absence of children, youth and families, as well as felt need for skill development in welcoming and inclusion came up in multiple meetings. One clearly named a "leadership deficit," meaning there are not enough Friends skilled, available and eager for the tasks of community leadership. Several respondents named challenges with outreach, from knowing how to do it to simple agreement on whether it should be done at all. "We need help with figuring out whether and how to promote ourselves, attract more members, younger members/families—or should we just not worry about that and focus on the needs of the people who are here now?"

Some expressed a desire to make social justice work more of a corporate movement, and others focused on First Day School and attracting and retaining younger children/families with young children. One clearly stated need was for "a larger critical mass of experienced Friends who are grounded in Quaker process and experience."

Money

The feedback on money and the budgeting process was difficult to interpret. Some respondents spoke about what the meeting gives money to or when the budget is written, while others reported on the emotional quality of the money conversation over many years. Here below are some quotations to offer a flavor of the diversity.

"We don't have much money."

"We have been struggling with this issue recently, particularly in seeing "where the heart of the meeting" is. Our budgeting process works well but we have found that our committee structure does not always support that process in the most effective way."

"We don't have an annual budgeting process. We don't talk about money. We're good at saying "do we have enough to do x that's right in front of us now" we can handle that. But anything that takes planning is hard. Also bad at saying "no" because we don't want to hurt people's feelings."

"The meetinghouse and its costs are the biggest considerations."

"Our conversations about finances are usually comfortable and we generally agree on new concerns that need attention."

"Our treasurer presents the budget near the end of the year, at the time when donations are made to the meeting and by the meeting. This year, we have also reviewed the projected budget at the first of the year."

In one case, a treasurer filled budget gaps from personal resources, while meeting leaders tried to figure out how to ask members for money in regular and sustainable amounts and frequencies.

Public Ministries/Ministers

"We have numerous public ministries depending on how you define that term."

"We acknowledge that God works through us in many ways. ... [We] believe providing ministry to others gives us a unique opportunity as Quakers to be in the world as peacemakers, honoring integrity in our relationships with others like and unlike ourselves in community. Now most of us are providing public ministry in our local communities that is a natural outgrowth of caring about others."

"Any of our ministers or people recognized as providing ministries have oversight committees. We support them financially. We check in with them regularly."

Akin to the feedback on money, the response about ministry showed the anticipated diversity of defining "what counts" as ministry, including some respondents asking us "what do you mean by 'ministry?'" Some meetings described clearness, support and oversight committees. Some described the joy of having (recorded) ministers in their midst while providing neither financial nor oversight support.

One meeting offers scholarships to local youth and funding to other organizations and understood this to be their support for public ministries.

Several meetings noted involvement with local clergy associations and interfaith groups, as well as social action networks.

Involvement with the Wider Quaker World

The topic of connection to the wider world of Friends yielded mostly affirmative answers, noting specifically that some members were active with Yearly Meeting, or many were. Other specific Quaker organizations were named in some cases, including FWCC, Powell House, Woolman Hill and FCNL. The specifics of the answers were not as revealing as the general sense of responses: “some of us” could mean that the meeting feels connected or that these involvements are seen as individual initiatives. In some responses, the connection to the wider Quaker world was defined as whether or not the meeting gave financial support to these organizations.

In the rearview mirror: Some highlights from the Development archives

The following observations and questions arise from a review of some historical development documents available in the Yearly Meeting office files. They paint only a partial picture, heavily skewed toward 2004, but still provide interesting insights related to the evolution of the development program.

Today we are examining a ministry function of the Yearly Meeting that has been growing and changing for fourteen years.

In 2004 the relatively new Development Committee was focused on creating a viable monthly and on-line giving process for bank debits and credit card gifts. At that time, the vision of the committee was to introduce the use of credit card payments to register for Annual Sessions or even make gifts to “affiliates such as JYM, China Camp, Woolman Hill, et cetera.” **This essential advance in infrastructure has served the Yearly Meeting well, bringing us beyond cash and check options, and serving as the basis for future improvements and upgrades in years since.**

Reading the meeting minutes shows a level of detailed engagement in vetting projects and contracts and creating specifications for implementation. This version of the Development Committee was deep in the details of day-to-day operations, a reflection of the then committee structure and purposes. Another recommendation from the same era was that the Yearly Meeting could assist monthly meetings in receiving automatic withdrawal, on-line donations and credit card services. **That this 13-year old identified path to serve monthly meetings and churches has not been implemented is worthy of attention—and action.** At the request of Development Committee, in 2016 Permanent Board asked staff to investigate this possibility. No final decision about prioritizing this work and expense has been taken as of May 2017.

In 2004, the Development Committee used questionnaires to other committees and programs to learn from them what each committee did and what funds were needed to support the work. **These answers were the basis for solicitations, and reflect a confidence in the committee structures and members. This process also reflects an understanding—even early on—of the Development Committee as a central committee, serving all of the Yearly Meeting.**

This process reflects a different historical role for committees than they currently serve. The range of perspectives shared in this process shows the lack of integration of effort and shared vision for the Yearly Meeting, which has been resolved significantly in recent years. **However, it also shows clearly**

that the development function has played—or sought to play—an integrating and central role in the Yearly Meeting from the inception of the modern committee.

Also of note, in 2004 the clerks of Finance and Development Committees discussed that the Finance Committee would prefer to have the Development Committee take over the responsibility of soliciting gifts from monthly meetings and churches. **This transition has been recommended by Finance Committee for several years. With the support of Development Committee and Coordinating & Advisory, the commitment to make this transition is reflected in the currently proposed revised charges of Finance and Development Committees.**

And from the Feb 2004 Development Committee minutes, “[clerk] noted that Philadelphia Yearly Meeting [PhYM] uses the term ‘covenant support’ for monthly meeting support of the Yearly Meeting budget, and ‘annual fund’ for individual giving. We recognize the utility of having such terms, but are not enthusiastic about these particular ones. We recognized that Friends, in New England and elsewhere, lack a common language, expectation, experience or tradition around giving to the meeting and the Yearly Meeting.” In contrast to PhYM, NYYM and others, NEYM has hesitated to give a recommended amount per member, recognizing that this is not a helpful guide or even a desired outcome of MM budgeting processes. Wealthier meetings tend to give more, and smaller or poorer meetings give less; location and demographics have a big impact on capacity, not just of individuals, but of meetings as a whole.

This lack of clarity about the language of gifts and giving is a long-standing issue that needs to be someone’s primary task. What are the words to describe this integrating work of funding the ministries of the Yearly Meeting? How might the process of determining these words be a process of healing?

Also in 2004, the committee learned that Louis Marstaller, who had been Field Secretary for more than 25 years, “said he did a lot of visits to individuals to ask for money for the YM and its programs.” The meeting notes continue, “This role apparently has not been in the formal job description of the Field Secretary since Louis’s retirement.” This understanding offers a stark contrast to an aspect of “mythology” in NEYM surrounding fundraising, which suggests that solicitation of individual gifts is a recent innovation. In fact, analysis of historical documents suggests just the opposite.

Although the set of tasks related to fundraising is now part of the Yearly Meeting Secretary’s job description, it needs more definition and, more important, a realistic and measurable implementation plan for getting the work done with named supports (Development Committee and clerk, consultant, office staff, etc.)

The Way Forward

We need to meet current financial obligations while building a sustainable development program for the future. To accomplish both, we must imagine and give life to a model of fundraising that joyfully taps into the faithful stewardship of gifts (monetary and spiritual). This model must also invite New England Quakers to use our tradition and practices to be healed of attitudes about money and about ministry/ministers that diminish the experience of Life and Ministry among us.

Crucial to the forward movement of this effort is following through in tangible ways on what has been heard and affirmed over many years, culminating in the approval of the core purpose and priorities in 2015. The work of the Yearly Meeting must reflect and respond to the realities and needs present in constituent meetings and churches. Getting to the level of implementation of a sustainable fundraising program necessarily means noticing the places of resistance, the places where we have gaps in our trustworthiness and/or our effectiveness, and also in the bigger picture issues related to money, ministry and money for ministry.

While much work has been done already in recent years, including through the Long-Term Financial Planning process and its fruits, there is still work to do. Looking to the Spirit, to the inheritance from our spiritual ancestors, and to contemporary Friends and Friends meetings for threads of consistency (and tangled knots in those threads), we will continue to identify and engage with unresolved or avoided issues. **It may be that the time has come for some of the knots that have bound us to be untied. The work is set before us; we look forward to embracing it together.**

**Report to Permanent Board
From the Finance Committee
May 11, 2017**

(Header) Report on the Finance Committee's proposed budget for fiscal year 2018

(Purpose) This report explains key aspects of the budget proposal for fiscal year 2018 (October 2017-September 2018) and budget projection for fiscal year 2019 (October 2018-September 2019). I look forward to Permanent Board's feedback on the budget, including any changes Permanent Board would recommend.

In the interest of greater efficiency, I have tried to use this opportunity of presenting the Finance Committee's budget proposal to Permanent Board to also test how I might present the budget to the wider Yearly Meeting. However, I am afraid that I have repeatedly outrun my guide in all my attempts to draft in advance of Permanent Board's meeting the brief, transparent, and inspiring prose that's expected of the Advanced Documents for Sessions.

Instead, this is coming to Permanent Board with less time and less introduction than anyone would have hoped. I pray that the living Spirit that so clearly moves through our meetings together will open my mind to the words that now elude me. For now, I must rely on the Board's relative familiarity with the general financial developments of the last year, namely that:

1. in seeking to bravely live our values (and in finding that our employment practices did not meet the minimum standards proposed, but not yet implemented, by the U.S. Department of Labor), we have given almost all of our staff significant raises against a backdrop of continued deficits;
2. knowing that Friends Camp is an integral part of the past, present, and future of the Quaker movement in New England and that the financial health of the entire organization of the Yearly Meeting depends on the financial health and good management of the camp, we are moving to better integrate the financial oversight and governance of the two "divisions" of the organization; and
3. we are trying to develop the capacity to make long-term financial plans.

What follows are a few key points that I hope will facilitate Friends' engagement with the details of this year's budget proposal.

FY19 Budget Projection: The Finance Committee has developed budgets for not one, but two years. We will bring the FY18 Budget Proposal (highlighted in Quaker gray) to Session for approval. The FY19 Budget Projection is just that, a projection, and not a proposal at this point. A proposal for the FY19 budget will be presented to Sessions 2018. I hope to present our projection to Sessions this year because I believe it will help to inform Friends understanding of our financial situation and our growing capacity for financial planning. I am open to Friends reflections on whether this is well-led.

FY17 Budget with Approved Overages: This is not an amended budget. Based on past experience Finance Committee recommends against amending budgets, which is a nightmare for our accounting system. This column represents the approved budget for the

current fiscal year plus the overages approved by Permanent Board to cover this year's increases in staff costs. These overages affected lines 5010-5035, as well as lines 5130 and 5160. Again, I hope to present our projection to Sessions but am open to the Board's guidance on this.

4010 Individual Contributions and 4020 Monthly Meeting Contributions: The Finance Committee hoped the numbers here would do three things: (1) describe a realistically achievable plan, (2) ensure the Yearly Meeting has enough resources to do the work it has been led to take on, and (3) inspire Friends to contribute either directly or through their monthly meetings. Traditionally, being "realistic" has meant being as optimistic as past trends suggest we can be, but no more optimistic than that. This year, we realized that sticking to past trends is incompatible with goal (2) and, by extension, goal (3). We need to increase contributions at a higher rate than we have in the past. That said, New England Quakers have the resources to meet the need many times over. Finance Committee identified on path that would maintain the minimum acceptable level of reserves with small but significant year-over-year increases over the next six years. Some members of Finance Committee noted that finding marginal but significant new resources year after year after year may, in fact, be less realistic than thinking that a major development campaign (perhaps on the back of our inspiring move to meet the yet-to-be-enforced regulations on overtime pay) could increase contributions dramatically in one or two years.

Ultimately, the Finance Committee was clear that we were not the body to set these numbers—we are not, after all, experts in development campaigns—and approved the proposed budget while entrusting determination of how to set these two lines to Coordinating Advisory. C&A asked me to convene an ad-hoc group consisting of the YM Secretary, Treasurer, and current and incoming clerks of Development Committee and the Ad-hoc Committee on Long-Term Financial Planning. In the end, Noah Merrill, Chris Gant, Ben Guaraldi, and I developed these proposals.

The general approach was to keep monthly meeting contributions at an annual increase of 5 percent—the upper end of the range I gave meetings in my letter a year-and-a-half ago—and to increase individual contributions by the amount the group thought a concerted development effort could raise in the current context. We recognized that unless monthly meetings increase their contributions far more than we expect they can, this will upset an unofficial understanding among some Friends about the relative share of our funds that can come from individual contributions. We recognized that we are stronger spiritually when our work is grounded in tight-knit communities of faith. At least in the short-term, though, monthly meeting contributions seem unlikely to support the ministries we ask of the Yearly Meeting, whereas individual contributions can, through concerted effort, be raised quickly in a few years. To me at least, it feels clear that relying more on individual contributions would be better for the long-term spiritual health of the Quaker movement in New England than cutting our ministries to the level we can support without doing so.

4085 Sessions Program Fees: When we prepared the FY17 budget, our most recent experience with Sessions attendance (and hence fees) was FY15. The FY18 budget proposal is lower than the FY17 budget because they are built on FY16 numbers, which were lower than the FY15 numbers on which the FY17 budget was built. Thanks to the

Yearly Meeting's agreement with Castleton, like-for-like expenses generally increase by 3 percent per year, so we have used that value in our projections.

4099 Net Assets Released To/From: This is the line we used to show how we will draw on the Legacy Gift Fund(s). The FY18 proposal and FY19 projection have it at zero.

5000 Staff: This is the section most affected by Permanent Board's decision to meet the overtime requirements proposed by the Obama Administration. Consistent with Permanent Board's guidance, the FY18 proposal and FY19 projection do not include cost-of-living adjustments for the staff who received raises this year. The FY18 proposal is higher than the FY17 budget because of the raises and associated increases in benefits, the 8 percent annual increase in like-for-like health premiums our provider has told us to expect, the cost-of-living adjustments for staff who did not get raises in response to the proposed overtime rules. The last two of these drivers explain the further increases projected for FY19. The full effect of the raises is somewhat hidden here, since the Yearly Meeting will not be filling the Technology Coordinator position with a designated employee. Associated responsibilities are being shared among existing staff and procured under line 5130 Contracted Services.

5130 Contracted Services: Since Jeff Hipp stepped down as Technology Coordinator, it became clear that the Yearly Meeting could fill technology needs better and more cheaply through contracting. This lets the Yearly Meeting work with expert technicians whose skills more closely align with our unpredictable needs than any one employee could. The increase in this line is primarily designed to cover this increased use of contracting services.

5135 Accounting Services: Finance Committee believes we may need more accounting services than we expected last year. This increase will allow us to begin working with an accountant sooner.

5160 Payroll Service: This increase is driven by the need to use timekeeping software and to cut paychecks more frequently under the staffing model set up in response to the overtime requirements proposed by the Obama Administration.

5280 Software & Updates: Software increasingly relies on a subscription model, under which users pay annual or monthly fees to use software, instead of paying once regardless of how long they use the software. As an organization that has generally underinvested in updating to the latest system, this increases our costs.

6110 Sessions Room & Board: This line is driven by the same dynamics as 4085 Sessions Program Fees.

6137 Committee Day Expenses: Since Committee Days were laid down, this money has been kept in case it is needed to support Living Faith Gatherings or to help committees without other options pay for meeting space.

Net Operating Income: This should be familiar from last year. The proposed budget for FY2018, like the budget approved for FY2017 does not draw on either of the Legacy Gift Funds. In the past, when we did draw on Legacy Gift Funds, these were treated as an income line for the purposes of the operating budget. While that approach was appropriate from the perspective of generally accepted accounting practices, it somewhat obfuscates trends in how much of our budget we cover with money we bring in, as opposed to the share we cover with past plenty. To make this clearer, the budget includes

a line for Net Operating Income Excluding Legacy Gift Funds to show how much we rely on assets each year for operating support.

Friends Camp Budget: We are again being asked to approve a Camp budget with the understanding that we do not expect the Camp to stick to the totals in any given line. Instead, this process provides some oversight and accountability for the bottom line. The current arrangement isn't totally satisfactory; the Finance Committee will work with the Camp Committee and others to better define the system and make it more helpful to the Camp once the Camp Director, Camp Treasurer, and the Camp's accountant (all of whom are new) have a summer in their current roles behind them. It is already clear that there are some systems that, while they worked very well for the previous Director and Treasurer, could use updating. It makes sense to let that play out a bit more before trying to shoehorn it into the Yearly Meeting's budgeting and financial oversight structure. We might learn some things ourselves from the work the Camp is doing on this front.

8101 Youth Camperships Total: This is an example of how the Camp is simplifying accounting practices. In recent years, camperships were booked as an expense. However, the direct cost of camperships also appeared in the additional staff, supplies, food and so on used to provide campership campers the Friends Camp experience. Backing these costs out of the associated lines (so they weren't double counted) was a time-consuming process. The FY18 budget proposal includes the direct costs of camperships in the relevant lines. The Camp will obviously continue tracking camperships to ensure funds donated for camperships are used for that purpose.

I appreciate Permanent Board's patience with these details and look forward to feedback on the budget, including any changes Permanent Board would recommend. Thank you.

(Attachments)

Expanded FY18 Camp Budget Proposal

Summary FY18 Camp Budget Proposal

Expanded FY18 Operating Budget Proposal & FY19 Operating Budget Projection

Summary FY18 Operating Budget Proposal & FY19 Operating Budget Projection

(Signature) Elias Sanchez-Eppler, Finance Committee Clerk, on behalf of the Finance Committee

NEYM

FY17 OPERATING BUDGET VS. ACTUALS

October 2016 - March 2017

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
INCOME			
4010 Individual Contributions	48,996.67	142,400.00	34.41 %
4020 Monthly Meeting Contributions	132,049.57	348,300.00	37.91 %
4030 Organizations Contributions	7.87		
4050 Interest and Dividend Income		6,000.00	
4070 Books & Other Sales Income			
4072 Sales - Books	14.50	15,500.00	0.09 %
Total 4070 Books & Other Sales Income	14.50	15,500.00	0.09 %
4080 Retreat Program Fees	29,477.79	50,000.00	58.96 %
4085 Sessions Program Fees		210,000.00	
4090 Change in Fair Market Value	-40.66		
4099 Net Assets Released To/From	0.00		
Total Income	\$210,505.74	\$772,200.00	27.26 %
GROSS PROFIT	\$210,505.74	\$772,200.00	27.26 %
EXPENSES			
5000 Staff			
5010 Salaries & Wages	149,472.55	286,208.00	52.23 %
5020 Payroll Taxes	11,058.60	21,895.00	50.51 %
5030 Benefits			
5033 Health Benefits	19,056.51	39,720.00	47.98 %
5035 Retirements	17,370.77	28,621.00	60.69 %
5040 Disability	613.12	1,600.00	38.32 %
5045 Workers' Compensation	653.00	900.00	72.56 %
5050 Spiritual Retreats	250.00	1,200.00	20.83 %
5060 Staff Development	1,708.49	3,500.00	48.81 %
Total 5030 Benefits	39,651.89	75,541.00	52.49 %
Total 5000 Staff	200,183.04	383,644.00	52.18 %
5100 General & Administration			
5110 Administration			
5120 Bank Expense	1,490.23	5,700.00	26.14 %
5130 Contracted Services	6,240.00	6,000.00	104.00 %
5135 Accounting Services		2,700.00	
5140 Legal Services	344.40	7,750.00	4.44 %
5150 Liability Insurance	3,527.00	3,000.00	117.57 %
5160 Payroll Service	2,548.31	2,000.00	127.42 %
5180 Rent	4,675.00	9,350.00	50.00 %
5190 Misc. Expense	215.95		

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Total 5110 Administration	19,040.89	36,500.00	52.17 %
5200 Office			
5210 Archives Office Expenses	170.78		
5220 Cleaning Services	132.00	265.00	49.81 %
5230 Maint - Equip & Hardware	145.97	900.00	16.22 %
5240 Postage	1,202.52	3,500.00	34.36 %
5250 Office Equipment	158.95	3,250.00	4.89 %
5260 Office Supplies	657.66	2,500.00	26.31 %
5270 Printing & Copying	222.62	3,000.00	7.42 %
5280 Software & Updates	4,060.97	4,800.00	84.60 %
5290 Telephone	1,416.65	3,900.00	36.32 %
5295 Misc. Office		100.00	
Total 5200 Office	8,168.12	22,215.00	36.77 %
Total 5100 General & Administration	27,209.01	58,715.00	46.34 %
5300 Travel & Conferences			
5310 Travel - Committee	709.26	3,000.00	23.64 %
5320 Travel - Clerk	1,664.95	5,000.00	33.30 %
5330 Travel - Programs	529.85	3,500.00	15.14 %
5335 Travel - Representatives Travel	494.42	5,000.00	9.89 %
5350 Travel - Staff	5,861.98	17,500.00	33.50 %
5360 Travel - Ministries		400.00	
Total 5300 Travel & Conferences	9,260.46	34,400.00	26.92 %
6000 Programs			
6110 Sessions Room & Board	5,000.00	170,000.00	2.94 %
6112 Retreats - Room & Board			
6114 Room Rental	12,577.58	20,000.00	62.89 %
6150 Food Expense	10,319.81	18,000.00	57.33 %
Total 6112 Retreats - Room & Board	22,897.39	38,000.00	60.26 %
6125 Program Expenses			
6105 Honoraria - Speakers/Wkshp Ldrs	4,174.80	12,600.00	33.13 %
6115 Equipment Rental		6,000.00	
6121 Supplies and Other Expenses	2,948.22	9,200.00	32.05 %
6165 Pre-Sessions Expense		1,100.00	
Total 6125 Program Expenses	7,123.02	28,900.00	24.65 %
6130 Committee Expenses - General	14,050.37	25,755.00	54.55 %
6134 Childcare	435.00	2,000.00	21.75 %
6137 Committee Day Expenses		750.00	
Total 6130 Committee Expenses - General	14,485.37	28,505.00	50.82 %
6160 Program Support			
6163 Friends Camp	2,090.00	2,220.00	94.14 %
6167 Religious Education & Outreach		1,800.00	
Total 6160 Program Support	2,090.00	4,020.00	51.99 %
Total 6000 Programs	51,595.78	269,425.00	19.15 %
6140 Books & Other Sales Expense			
6142 Books		7,000.00	
6145 Other Items for Sale		600.00	
6147 Consignment Sales		5,900.00	

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Total 6140 Books & Other Sales Expense		13,500.00	
6200 Support of Other Organizations			
6310 FGC		13,075.00	
6320 FUM		13,075.00	
6325 FWCC		13,075.00	
6330 Friends' Organizations			
6328 Ramallah Friends School		100.00	
6335 AFSC		300.00	
6340 FCNL		750.00	
6345 QEW		300.00	
6350 Friends Peace Teams		100.00	
6355 FWCC 3rd World Travel		500.00	
6360 QUNO		200.00	
6362 Quaker Voluntary Service		100.00	
Total 6330 Friends' Organizations		2,350.00	
6590 Ecumenical Organizations			
6592 State Councils of Churches		4,000.00	
6594 Natl Council of Churches		150.00	
6596 NE Ecumenical Network		150.00	
6598 World Council of Churches		100.00	
Total 6590 Ecumenical Organizations		4,400.00	
Total 6200 Support of Other Organizations		45,975.00	
6600 Publications			
6610 Yearly Meeting Minute Book	996.73	5,000.00	19.93 %
6620 New England Friend		8,000.00	
6630 Other newsletters	30.00		
Total 6600 Publications	1,026.73	13,000.00	7.90 %
Total Expenses	\$289,275.02	\$818,659.00	35.34 %
NET OPERATING INCOME	\$ -78,769.28	\$ -46,459.00	169.55 %
NET INCOME	\$ -78,769.28	\$ -46,459.00	169.55 %

Note

Classes 100 through 550 + 730: Operating, including Committees (300s), Retreats (400s), Sessions (500s), plus Equalization (730).

"Operating Division" Budget Proposal Summary Income		Actual Amounts			Budgeted Amounts			FY17 Budget with Approved Overages	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Proposal
Category		FY14	FY15	FY16	FY15	FY16	FY17					
Income												
4010 Individual Contributions		134,764	134,746	137,135	125,000	135,000	142,400	142,400	57,600	200,000	70,000	270,000
4020 Monthly Meeting Contributions		306,912	320,705	332,705	320,000	333,000	348,300	348,300	24,815	373,115	17,656	390,771
4030 Organizations Contributions		943	1	1	-	-	-	-	-	-	-	-
4050 Interest and Dividend Income		3,719	2,572	9,499	11,000	6,000	6,000	6,000	-1,000	5,000	-1,000	4,000
4070 Books and other Items		17,094	14,282	14,802	15,500	18,000	15,500	15,500	500	16,000	-	16,000
4080 Retreat Program Fees		46,143	51,887	43,303	50,000	50,000	50,000	50,000	-	50,000	-	50,000
4085 Sessions Program Fees		208,553	185,007	178,864	190,000	210,000	210,000	210,000	-20,243	189,757	5,693	195,450
4090 Change in Fair Market Value		-	-	393	-	-	-	-	-	-	-	-
4099 Net Assets Released To/From		18,391	25,000	20,000	25,000	20,000	-	-	-	-	-	-
Total Income		736,519	734,200	736,701	736,500	772,000	772,200	772,200	61,672	833,872	92,348	926,220

"Operating Division" Budget Proposal Summary Expenses											
Category	Actual Amounts			Budgeted Amounts			FY17 Budget with	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projection
	FY14	FY15	FY16	FY15	FY16	FY17	Approved Overages				
Expenses											
5000 Staff											
5010 Salaries & Wages	258,847	275,498	281,889	273,482	279,852	286,208	299,742	23,791	309,999	2,492	312,491
5020 Payroll Taxes	18,911	19,642	19,746	20,904	21,409	21,895	22,931	1,820	23,715	191	23,906
5030 Benefits	83,227	63,399	68,532	82,284	79,935	75,541	79,049	8,133	83,674	3,868	87,542
Total 5000 Staff	360,985	358,539	370,167	376,670	381,196	383,644	401,722	33,744	417,388	6,551	423,939
Total 5100 General & Administration	56,409	47,904	55,574	54,365	59,615	58,715	82,211	29,396	88,111	-	88,111
5300 Travel & Conferences	32,033	32,093	33,068	33,200	36,600	34,400	34,400	1,600	36,000	-	36,000
6000 Programs											
6110 Sessions Room & Board	150,142	152,148	167,926	160,000	170,000	170,000	170,000	5,100	175,100	5,253	180,353
6112 Retreats - Room & Board	37,191	44,054	34,760	30,000	34,000	38,000	38,000	-	38,000	-	38,000
6125 Program Expenses	22,588	26,199	26,262	26,400	27,700	28,900	28,900	300	29,200	100	29,300
6130 Committee Expenses	17,607	17,764	20,677	26,940	32,040	28,505	28,505	-2,305	26,200	-	26,200
6160 Program Support	-	-	-	-	-	4,020	4,020	-	4,020	4,020	4,020
Total 6000 Programs	227,528	240,165	249,625	243,340	263,740	269,425	269,425	3,095	272,520	5,353	277,873
6140 Books and Other	13,151	11,110	12,114	15,000	14,500	13,500	13,500	1,000	14,500	-	14,500
6200 Support of Other Organizations											
6310--6325 FGC, FUM & FWCC	40,270	40,351	38,429	41,449	39,199	39,225	39,225	-	39,225	-	39,225
6330 Friends' Organizations	2,250	2,250	2,250	2,250	2,250	2,350	2,350	-	2,350	-	2,350
6590 Ecumenical Organizations	4,400	4,400	4,033	4,400	4,400	4,400	4,400	-	4,400	-	4,400
Total 6200-6500 Support of Other Organizations	46,920	47,001	44,712	48,099	45,849	45,975	45,975	-	45,975	-	45,975
6600 Publications	14,254	14,972	10,803	9,600	7,500	13,000	13,000	-1,500	11,500	-	11,500
Total Expenses	751,280	751,784	776,063	780,274	809,000	818,659	860,233	67,335	885,994	11,904	897,898
Net Operating Income	-14,761	-17,584	-39,362	-43,774	-37,000	-46,459	-88,033	-5,663	-52,122	80,445	28,322
Excluding Legacy Gift Funds	-33,152	-42,584	-59,362	-68,774	-57,000	-46,459	-88,033	-5,663	-52,122	80,445	28,322

"Operating Division" Budget Proposal Expanded Income			Actual Amounts			Budgeted Amounts			FY17 Budget with Approved Overages	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
Category			FY14	FY15	FY16	FY15	FY16	FY17					
Income													
4010 Individual Contributions													
General Fund Contributions				119,050	112,666		126,600	130,400	130,400	49,600	180,000	70,000	250,000
Equalization Contributions				15,589	24,469		8,400	12,000	12,000	8,000	20,000	-	20,000
Other Contributions				107	-		-	-	-	-	-	-	-
Total 4010 Individual Contributions			134,764	134,746	137,135	125,000	135,000	142,400	142,400	57,600	200,000	70,000	270,000
40320 Monthly Meeting Contributions													
General Fund Contributions				304,705	312,955		326,500	336,300	336,300	16,815	353,115	17,656	370,771
Equalization Contributions				15,550	19,750		6,500	12,000	12,000	8,000	20,000	-	20,000
Other Contributions				450	-		-	-	-	-	-	-	-
Total 4020 Monthly Meeting Contributions			306,912	320,705	332,705	320,000	333,000	348,300	348,300	24,815	373,115	17,656	390,771
4022 FUM MM Restricted Funds													
			-	-	-	-	-	-	-	-	-	-	-
4025 Unallocated Income													
			-	-	-	-	-	-	-	-	-	-	-
4030 Organizations Contributions													
			943	1	1	-	-	-	-	-	-	-	-
4050 Interest and Dividend Income													
			3,719	2,572	9,499	11,000	6,000	6,000	6,000	-1,000	5,000	-1,000	4,000
4055 Student Loan Interest													
			-	-	-	-	-	-	-	-	-	-	-
4070 Books and other Items													
Total 4072 Sales - Books			17,085	14,145	14,697	15,000	18,000	15,500	15,500	500	16,000	-	16,000
4074 Quip Discount													
			-	-	-	-	-	-	-	-	-	-	-
4075 Sales -Other Items													
			-	25	104	500	-	-	-	-	-	-	-
4076 Shipping/Postage													
			9	112	-	-	-	-	-	-	-	-	-
4070 Books and other Items													
			17,094	14,282	14,802	15,500	18,000	15,500	15,500	500	16,000	-	16,000
4077 Consulting Fee Contribution													
			-	-	-	-	-	-	-	-	-	-	-
4080 Retreat Program Fees													
			46,143	51,887	43,303	50,000	50,000	50,000	50,000	-	50,000	-	50,000
4085 Sessions Program Fees													
			208,553	185,007	178,864	190,000	210,000	210,000	210,000	-20,243	189,757	5,693	195,450
4090 Change in Fair Market Value													
			-	-	393	-	-	-	-	-	-	-	-
4099 Net Assets Released To/From													
			18,391	25,000	20,000	25,000	20,000	-	-	-	-	-	-
Total Income			736,519	734,200	736,701	736,500	772,000	772,200	772,200	61,672	833,872	92,348	926,220

"Operating Division" Budget Proposal Expanded Expenses							FY17 Budget with				
Category	Actual Amounts			Budgeted Amounts			Approved Overages	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
	FY14	FY15	FY16	FY15	FY16	FY17					
Expenses											
4000 Reconciliation Discrepancies											
5000 Staff											
5010 Salaries & Wages	258,847	275,498	281,889	273,482	279,852	286,208	299,742	23,791	309,999	2,492	312,491
5020 Payroll Taxes	18,911	19,642	19,746	20,904	21,409	21,895	22,931	1,820	23,715	191	23,906
5030 Benefits											
5033 Health Benefits	53,514	32,574	35,570	52,855	45,000	39,720	41,874	5,504	45,224	3,618	48,842
5035 Retirements	23,969	25,626	24,455	24,429	27,985	28,621	29,975	2,379	31,000	250	31,250
5040 Disability	1,219	1,543	1,528	900	1,600	1,600	1,600	-	1,600	-	1,600
5045 Workers' Compensation	700	697	714	900	900	900	900	-	900	-	900
5060 Staff Development	3,115	205	6,265	2,000	3,250	3,500	3,500	250	3,750	-	3,750
5050 Spiritual Retreats	710	2,754	-	1,200	1,200	1,200	1,200	-	1,200	-	1,200
Total 5030 Benefits	83,227	63,399	68,532	82,284	79,935	75,541	79,049	8,133	83,674	3,868	87,542
Total 5000 Staff	360,985	358,539	370,167	376,670	381,196	383,644	401,722	33,744	417,388	6,551	423,939
5100 General & Administration											
5110 Administration											
5120 Bank Expense	7,988	6,480	5,536	5,100	5,500	5,700	5,700	300	6,000	-	6,000
5130 Contracted Services	15,026	4,898	5,500	6,000	6,000	6,000	26,796	20,896	26,896	-	26,896
5135 Accounting Services						2,700	2,700	1,300	4,000	-	4,000
5140 Legal Services	2,173	1,137	5,442	10,000	7,750	7,750	7,750	-	7,750	-	7,750
5150 Liability Insurance	2,738	3,010	3,730	3,000	3,000	3,000	3,000	1,000	4,000	-	4,000
5160 Payroll Service	1,715	1,659	1,784	2,000	2,000	2,000	4,700	2,500	4,500	-	4,500
5170 Recruiting Expense	80		498		2,000	-	-	-	-	-	-
5180 Rent	9,350	9,350	9,350	9,350	9,350	9,350	9,350	-	9,350	-	9,350
5190 Misc. Expense	105	827	2,139		2,100	-	-	-	-	-	-
Total 5110 Administration	39,175	27,361	33,979	35,450	37,700	36,500	59,996	25,996	62,496	-	62,496
5200 Office											
5210 Archives Office Expenses	-	123	-	-	-	-	-	-	-	-	-
5220 Cleaning Services	264	242	264	265	265	265	265	-	265	-	265
5230 Maint - Equip & Hardware	237	351	35	1,250	1,250	900	900	350	1,250	-	1,250

"Operating Division" Budget Proposal Expanded Expenses			Actual Amounts			Budgeted Amounts			FY17 Budget with Approved Overages	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
Category	FY14	FY15	FY16	FY15	FY16	FY17	FY17						
5240 Postage	3,653	3,202	2,398	3,000	3,750	3,500	3,500	250			3,750	-	3,750
5250 Office Equipment	509	2,065	3,558	2,000	3,250	3,250	3,250	-			3,250	-	3,250
5260 Office Supplies	2,541	2,813	2,128	2,500	2,500	2,500	2,500	-			2,500	-	2,500
5270 Printing & Copying	3,117	3,115	2,270	2,000	3,000	3,000	3,000	-			3,000	-	3,000
5280 Software & Updates	3,497	4,758	6,992	2,800	2,800	4,800	4,800	2,200			7,000	-	7,000
5290 Telephone	3,416	3,851	3,603	4,500	4,500	3,900	3,900	600			4,500	-	4,500
5295 Miscellaneous		24	347	600	600	100	100	-			100	-	100
Total 5200 Office	17,234	20,543	21,595	18,915	21,915	22,215	22,215	3,400			25,615	-	25,615
Total 5100 General & Administration	56,409	47,904	55,574	54,365	59,615	58,715	82,211	29,396			88,111	-	88,111
5300 Travel & Conferences													
5310 Travel - Committee	3,752	3,338	2,565	2,600	3,000	3,000	3,000	-			3,000	-	3,000
5320 Travel - Clerk	4,634	3,715	3,426	5,000	5,000	5,000	5,000	-			5,000	-	5,000
5330 Travel - Programs	2,923	2,707	2,135	4,600	4,600	3,500	3,500	1,100			4,600	-	4,600
5335 Travel - Rep. Travel	4,967	4,906	6,341	7,000	7,600	5,000	5,000	-			5,000	-	5,000
5350 Travel - Staff	15,757	17,427	18,602	14,000	16,000	17,500	17,500	500			18,000	-	18,000
5360 Travel - Ministries	-	-	-	-	400	400	400	-			400	-	400
Total 5300 Travel & Conferences	32,033	32,093	33,068	33,200	36,600	34,400	34,400	1,600			36,000	-	36,000
6000 Programs													
6110 Sessions Room & Board	150,142	152,148	167,926	160,000	170,000	170,000	170,000	5,100			175,100	5,253	180,353
6112 Retreats - Room & Board													
6114 Room Rental	22,352	26,963	19,678	20,000	19,000	20,000	20,000	-			20,000	-	20,000
6150 Food Expense	14,839	17,091	15,082	10,000	15,000	18,000	18,000	-			18,000	-	18,000
Total 6112 Retreats - Room & Board	37,191	44,054	34,760	30,000	34,000	38,000	38,000	-			38,000	-	38,000
6125 Program Expenses													
6105 Honoraria	12,809	12,538	13,518	11,300	12,500	12,600	12,600	100			12,700	100	12,800
6115 Equipment Rental	2,820	3,167	4,106	5,100	5,100	6,000	6,000	100			6,100	-	6,100
6121 Supplies and Other Expenses	6,093	9,883	8,038	9,000	9,100	9,200	9,200	100			9,300	-	9,300
6165 Pre-Sessions Expense	866	612	601	1,000	1,000	1,100	1,100	-			1,100	-	1,100
Total 6125 Program Expenses	22,588	26,199	26,262	26,400	27,700	28,900	28,900	300			29,200	100	29,300
6130 Committee Expenses													

"Operating Division" Budget Proposal Expanded Expenses		Actual Amounts			Budgeted Amounts			FY17 Budget with Approved Overages	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
Category	FY14	FY15	FY16	FY15	FY16	FY17						
6131 Committee Budgets												
Aging	1,000	-	-	100	500	-	-	-	-	-	-	-
Archives	-	-	-	-	-	-	-	-	-	-	-	-
Coordinating and Advisory	555	-	-	-	500	500	500	-	-	500	-	500
Correspondence	-	-	-	-	-	-	-	-	-	-	-	-
Development	8,020	10,497	14,101	15,000	16,000	14,800	14,800	200	200	15,000	-	15,000
Earthcare Ministries	-	350	350	350	350	350	350	50	50	400	-	400
Eccumenical Relations	-	-	-	-	-	-	-	-	-	-	-	-
Faith and Practice Revision	1,523	1,161	504	1,960	1,800	1,250	1,250	-100	-100	1,150	-	1,150
FGC-NE	-	-	-	200	100	100	100	-	-	100	-	100
Finance	344	-	49	200	200	100	100	100	100	200	-	200
Friends Camp	2,220	2,011	-	2,220	-	-	-	-	-	-	-	-
Friends Education-Moses Brown	-	-	-	-	-	-	-	-	-	-	-	-
FUM-NE	-	-	-	200	200	100	100	-	-	100	-	100
FWCC-NE	404	445	573	560	500	1,055	1,055	-405	-405	650	-	650
Legacy Gift	-	-	-	-	-	-	-	-	-	-	-	-
Ministry and Counsel	-	200	1,047	400	2,900	3,400	3,400	-1,700	-1,700	1,700	-	1,700
Nominating	-	-	-	100	100	-	-	-	-	-	-	-
Peace and Social Concerns	-	-	-	1,500	400	-	-	-	-	-	-	-
Permanent Board	-	-	-	-	-	-	-	200	200	200	-	200
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Publications	131	-	778	300	965	50	50	-50	-50	-	-	-
Puente de Amigos	1,400	1,390	1,400	1,400	1,400	1,400	1,400	100	100	1,500	-	1,500
Quaker Youth Education	1,479	252	1,875	950	1,875	-	-	-	-	-	-	-
Racial, Social, and Economic Justice	531	1,458	-	1,500	1,500	1,500	1,500	-250	-250	1,250	-	1,250
USFW-NE	-	-	-	-	-	200	200	-200	-200	-	-	-
Young Adult Friends	-	-	-	-	-	650	650	-	-	650	-	650
Youth Ministries	-	-	-	-	-	300	300	-	-	300	-	300
Total 6131 Committee Budgets	17,607	17,764	20,677	26,940	29,290	25,755	25,755	-2,055	-2,055	23,700	-	23,700
6134 Childcare	-	-	240	-	2,000	2,000	2,000	-	-	2,000	-	2,000

"Operating Division" Budget Proposal Expanded Expenses	Actual Amounts			Budgeted Amounts			FY17 Budget with	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
	Category	FY14	FY15	FY16	FY15	FY16	FY17				
6137 Committee Day Expenses	-	-	-	-	750	750	750	-250	500	-	500
Total 6130 Committee Expenses	17,607	17,764	20,917	26,940	32,040	28,505	28,505	-4,360	26,200	-	26,200
6160 Program Support											
6163 Friends Camp	-	-	-	-	-	2,220	2,220	-	2,220	2,220	2,220
6167 Religious Education & Outreach	-	-	-	-	-	1,800	1,800	-	1,800	1,800	1,800
Total 6160 Program Support	-	-	-	-	-	4,020	4,020	-	4,020	4,020	4,020
Total 6000 Programs	227,528	240,165	249,865	243,340	263,740	269,425	269,425	1,040	272,520	5,353	277,873
6140 Books and Other											
6142 Books	7,546	6,326	5,621	7,200	14,500	13,500	13,500	1,000	14,500	-	14,500
6145 Other Items for Sale		402	1,436	600	-	-	-	-	-	-	-
6147 Consignment Sales	5,605	4,382	5,057	7,200	-	-	-	-	-	-	-
Total 6140 Books and Other	13,151	11,110	12,114	15,000	14,500	13,500	13,500	1,000	14,500	-	14,500
6200 Support of Other Orgs											
6310 FGC	17,608	17,608	13,066	17,608	13,066	13,075	13,075	-	13,075	-	13,075
6320 FUM	15,456	15,537	12,297	16,635	13,066	13,075	13,075	-	13,075	-	13,075
6325 FWCC	7,206	7,206	13,066	7,206	13,066	13,075	13,075	-	13,075	-	13,075
Total 6310–6325 FGC, FUM & FWCC	40,270	40,351	38,429	41,449	39,199	39,225	39,225	-	39,225	-	39,225
6330 Friends' Organizations											
6328 Ramallah Friends School	100	100	100	100	100	100	100	-	100	-	100
6335 AFSC	300	300	300	300	300	300	300	-	300	-	300
6338 Cuba Yearly Meeting											
6340 FCNL	750	750	750	750	750	750	750	-	750	-	750
6345 QEW	300	300	300	300	300	300	300	-	300	-	300
6350 Friends Peace Teams	100	100	100	100	100	100	100	-	100	-	100
6355 FWCC 3rd World Travel	500	500	500	500	500	500	500	-	500	-	500
6360 QUNO	200	200	200	200	200	200	200	-	200	-	200
6362 Quaker Voluntary Service	-	-	-	-	-	100	100	-	100	-	100
6370 Other Friend's Organizations	-	-	-	-	-	-	-	-	-	-	-
Total 6330 Friends' Organizations	2,250	2,250	2,250	2,250	2,250	2,350	2,350	-	2,350	-	2,350
6590 Ecumenical Organizations											

"Operating Division" Budget Proposal Expanded Expenses	Actual Amounts			Budgeted Amounts			FY17 Budget with	Δ FY17 to FY18	FY18 Budget Proposal	Δ FY18 to FY19	FY19 Budget Projec- tion
	FY14	FY15	FY16	FY15	FY16	FY17	Approved Overages				
Category											
6592 State Council of Churches	4,000	4,000	3,633	4,000	4,000	4,000	4,000	-	4,000	-	4,000
6594 National Council of Churches	150	150	150	150	150	150	150	-	150	-	150
6596 New England Eccumenical Network	150	150	150	150	150	150	150	-	150	-	150
6598 World Council of Churches	100	100	100	100	100	100	100	-	100	-	100
Total 6590 Ecumenical Organizations	4,400	4,400	4,033	4,400	4,400	4,400	4,400	-	4,400	-	4,400
Total 6200-6500 Support of Other Organizations	46,920	47,001	44,712	48,099	45,849	45,975	45,975	-	45,975	-	45,975
6600 Publications											
6610 Yearly Meeting Minute Book	5,932	7,236	5,014	4,000	3,000	5,000	5,000	-	5,000	-	5,000
6620 New England Friend	8,064	7,736	5,788	5,100	4,500	8,000	8,000	-1,500	6,500	-	6,500
6630 Other newsletters	258	-	1	500	-	-	-	-	-	-	-
Total 6600 Publications	14,254	14,972	10,803	9,600	7,500	13,000	13,000	-1,500	11,500	-	11,500
Total Expenses	751,280	751,784	776,303	780,274	809,000	818,659	860,233	65,280	885,994	11,904	897,898
Net Operating Income	-14,761	-17,584	-39,602	-43,774	-37,000	-46,459	-88,033	-3,608	-52,122	80,445	28,322
Excluding Legacy Gift Funds	-33,152	-42,584	-59,602	-68,774	-57,000	-46,459	-88,033	-3,608	-52,122	80,445	28,322

Friends Camp Budget Proposal Summary Income		Actual Amounts	Budgeted Amounts		Δ FY17 to FY18	FY18 Budget Proposal
Category		FY16	FY16	FY17		
Income						
4 Contributions						
4012 Monthly, Quarterly & Yearly Meetings		10,473	11,368	9,220	-90	9,130
4013 Contributions & Gifts		22,593	15,540	16,000	6,000	22,000
4021 Camp Renewal & Replacement Fund		2,100	17,000	9,380	120	9,500
4022 Bathroom / Sink / Shower Renovations		17,462	-	16,040	-16,040	-
4110 Campership Donations		15,108	19,600	18,280	-	18,280
Total 4 Contributed Income		67,736	63,508	68,920	-10,010	58,910
5 Rentals and Merchandise						
5330 Conferance & Program Fees		19,991	17,890	18,400	100	18,500
5440 Merchandise Sales		5,723	5,400	6,000	550	6,550
Total 5 Rentals and Merchandise		25,713	23,290	24,400	650	25,050
5184 Summer Program Fees		310,853	310,760	311,180	2,200	313,380
Total Income		404,301	397,558	404,500	-7,160	397,340

Friends Camp Budget Proposal Summary Expenses		Actual Amounts	Budgeted Amounts		Δ FY17 to FY18	FY18 Budget Proposal
Category		FY16	FY16	FY17		
Expenses						
7200 Staff Expenses		204,777	199,148	186,367	11,218	197,585
8100 Program, Supplies & Accounting		43,635	44,540	51,535	3,965	55,500
8101 Youth Camperships Total		12,200	12,200	18,280	-18,280	-
8149 Fund Raising Mailings (Printing/ Postage)		4,144	1,200	1,600	2,400	4,000
8171 Food		50,625	49,334	51,150	3,150	54,300
8181 Buildings & Grounds Materials		8,289	14,500	14,500	-	14,500
8200 Occupancy - Utilities		8,052	8,450	8,900	150	9,050
8300 Travel & Conferences		18,292	17,197	17,500	3,600	21,100
8450 Depreciation & Amortization		19,435	17,964	18,258	1,742	20,000
8470 Capital Fund Account						
8471 General Projects (unrestricted)		22,420	22,420	9,380	120	9,500
8472 (Bird Bath Showers - restricted)		-	-	16,040	-16,040	-
Total 8470 Capital Fund Account		22,420	22,420	25,420	-15,920	9,500
8500 Insurance		10,428	10,868	10,900	450	11,350
Total Expenses		402,298	397,821	404,410	-7,525	396,885

Net Operating Income	2,004	-263	90	365	455
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Friends Camp Budget Proposal Expanded Income		Actual Amounts	Budgeted Amounts		Δ FY17 to FY18	FY18 Budget Proposal
Category	FY16	FY16	FY17			
Income						
4 Contributions						
4012 Monthly, Quarterly & Yearly Meetings	10,473	11,368	9,220	-90	9,130	
4013 Contributions & Gifts	22,593	15,540	16,000	6,000	22,000	
4021 Camp Renewal & Replacement Fund	2,100	17,000	9,380	120	9,500	
4022 Bathroom / Sink / Shower Renovations	17,462	-	16,040	-16,040	-	
4110 Campership Donations	15,108	19,600	18,280	-	18,280	
Total 4 Contributed Income	67,736	63,508	68,920	-10,010	58,910	
5 Rentals and Merchandise						
5330 Conferance & Program Fees	19,991	17,890	18,400	100	18,500	
5440 Merchandise Sales	5,723	5,400	6,000	550	6,550	
Total 5 Rentals and Merchandise	25,713	23,290	24,400	650	25,050	
5184 Summer Program Fees						
5184 Summer Camp Fees	306,487	304,740	306,290	2,190	308,480	
5187 Camper Transportation Fees	1,806	3,500	3,000	-500	2,500	
5189 Special Programs (Hiking Trip)	960	1,200	800	200	1,000	
5190 Extra Day Between Sessions Fee	1,600	1,320	1,090	310	1,400	
Total 5184 Summer Camp Fees	310,853	310,760	311,180	2,200	313,380	
Total Income	404,301	397,558	404,500	-7,160	397,340	

Friends Camp Budget Proposal Expanded Expenses		Actual Amounts	Budgeted Amounts		Δ FY17 to	FY18
Category	FY16	FY16	FY17	FY18	FY18	Budget Proposal
Expenses						
7200 Staff Expenses						
7205 Director's Salary & Benefits	77,784	78,148	58,627	4,658	63,285	
7238 Senior Consultant	3,667	4,290	5,400	-	5,400	
7211 Support Staff	51,528	52,700	56,340	-1,340	55,000	
7220 Counselors	53,326	45,400	47,500	7,300	54,800	
7240 Workers Compensation	7,154	7,270	7,400	-	7,400	
7251 Payroll Taxes - All Staff	11,318	11,340	11,100	600	11,700	
Total 7200 Staff Expenses	204,777	199,148	186,367	11,218	197,585	
8100 Program, Supplies & Accounting						
8105 Stayover Between Sessions Expenses	1,428	800	800	400	1,200	
8107 Fox & Fell Camping Trips	377	700	500	-	500	
8108 Medical Supplies	1,844	1,200	1,200	200	1,400	
8110 Office Supplies (including CampMinder)	6,885	7,200	8,050	2,750	10,800	
8111 Summer Program (Arts, Aquatic, Sports)	2,230	3,700	4,100	-	4,100	
8112 Staff Safety Training Classes	1,640	3,200	3,200	500	3,700	
8113 Staff Background checks	-	540	900	-300	600	
8115 Donations to Organization	-	100	100	-	100	
8116 Merchandise (T-Shirts, Sweatshirts etc.)	4,135	4,450	5,425	75	5,500	
6560 Payroll Expenses (Paychex)	1,733	1,200	1,300	500	1,800	
8121 Bookkeeping	1,775	2,200	2,500	-	2,500	

Friends Camp Budget Proposal Expanded Expenses		Actual Amounts	Budgeted Amounts		Δ FY17 to FY18	FY18 Budget Proposal
Category	FY16	FY16	FY17			
8123 Professional Accounting Review	-	-	1,400		-	1,400
8611 Bank Service Charges	136	100	100		-	100
8640 CardFlex Fees (Visa & MasterCard)	3,461	2,900	3,300		500	3,800
8130 Telephone & Internet	4,237	4,450	5,100		-600	4,500
8140 Postage	856	2,200	2,200		-	2,200
8151 Camper & Staff Summer Laundry	5,236	3,000	3,000		-	3,000
8175 Printing	1,618	2,500	3,400		-900	2,500
8190 Newsletter (Online or Paper)	756	500	600		200	800
8570 Advertising Expenses	2,559	1,500	1,500		500	2,000
8180 Memberships and Subscriptions	2,729	2,100	2,860		140	3,000
Total 8100 Program, Supplies & Accounting	43,635	44,540	51,535		3,965	55,500
8101 Youth Camperships Total	12,200	12,200	18,280		-18,280	-
8149 Fund Raising Mailings (Printing/ Postage)	4,144	1,200	1,600		2,400	4,000
8171 Food						
8172 Summer Food	46,854	47,000	48,500		2,500	51,000
8178 Simple Meal Donation	700	700	750		-50	700
8173 Spring & Fall Food	2,431	2,200	2,500		700	3,200
8174 Housekeeping & Kitchen Supplies	640	900	800		-	800
8176 Milk Program Rebate	-	-1,466	-1,400		-	-1,400
Total 8171 Food	50,625	49,334	51,150		3,150	54,300
8181 Buildings & Grounds Materials	8,289	14,500	14,500		-	14,500
8200 Occupancy - Utilities	8,052	8,450	8,900		150	9,050
8300 Travel & Conferences						
8311 Director Travel (Mileage and Tolls)	4,559	3,890	3,900		500	4,400
8320 Director Conferences, Retreats, Trainings	720	1,835	2,100		800	2,900
8312 Summer Staff Travel	2,836	1,597	1,600		500	2,100
8313 Van Rental	9,015	6,500	6,500		1,500	8,000
8316 Gas & Oil for rental vehicles	1,101	875	900		300	1,200
8317 Charter Bus to NEYM Sessions	61	2,500	2,500		-	2,500
Total 8300 Travel & Conferences	18,292	17,197	17,500		3,600	21,100
8450 Depreciation & Amortization	19,435	17,964	18,258		1,742	20,000
8470 Capital Fund Account						
8471 General Projects (unrestricted)	22,420	22,420	9,380		120	9,500
8472 (Bird Bath Showers - restricted)	-	-	16,040		-16,040	-
Total 8470 Capital Fund Account	22,420	22,420	25,420		-15,920	9,500
8500 Insurance						
8521 Summer Vehicle Insurance	126	350	350		-	350
8522 Fire-Liability - Church Mutual	10,302	10,518	10,550		450	11,000
Total 8500 Insurance	10,428	10,868	10,900		450	11,350
Total Expenses	402,298	397,821	404,410		-7,525	396,885
Net Operating Income	2,004	-263	90		365	455



NEW ENGLAND
YEARLY MEETING
— OF FRIENDS —
QUAKERS

Overview of the revised Purposes and Procedures of the committees of New England Yearly Meeting

The Coordinating and Advisory Committee (C&A) has been charged by the Yearly Meeting (YM) to conduct a review of the purposes and procedures of each Yearly Meeting Committee every three years. The revised purposes and procedures are approved by the Yearly Meeting at Annual Sessions.

The collected committee proposals gathered in this packet represent the work of almost all the YM committees and the work of C&A, Permanent Board and the ad-hoc Long-Term Financial Planning Committee. These proposals represent work by well over 100 Friends. Each of the committee proposals included in this packet has been reviewed and approved by the specific committee or the committee clerk(s).

This is the first review since 2015, when the Yearly Meeting approved a minute naming the purpose and priorities of the YM (minute 2015-64). Committees were invited to consider how the work of the committee aligned with this purpose, specifically supporting the “vibrant and growing web of monthly meetings, quarterly meetings and other Friends communities under our care, helping us do together what we cannot do alone.” C&A invited committees into an ambitious review and committees accepted the invitation.

The 2015 Minute named five priorities for the Yearly Meeting organization: Spiritual Development and Religious Education; Outreach, Welcome, Inclusion and Witness; Relationship and Communication; Leadership and Administration; and Stewardship, Integrity and Accountability. The collected proposals of the committees addressed these five priorities.

In the initial review of purposes and procedures, C&A recognized that it was unclear how committees were named, how many members each committee had, and how clerks of committees were named. Committees were asked to include a composition section in the proposals addressing these questions; in particular, thinking carefully about how clerks are named supports the priority of identifying and supporting gifts of leadership.

Some important things to note:

- The clerks of committees and committee members are approved by the Yearly Meeting. The process for naming the clerk(s) for each committee is specified within the composition section for each committee.
- In support of the key priorities of accountability and communication for the organization of the Yearly Meeting, each of the purposes and procedures documents delineates the coordination and linkages between committees and includes the expectation that reports on the work of each committee are shared with the YM, usually as an annual report at Sessions.
- In further support of the priority of leadership development, some committees have named gifts that members bring to support the committee's work.
- The coordination between the Yearly Meeting and the Moses Brown School (MBS) and the naming of members to the MBS board and the Nurturing Friends Education is simplified and adjusted to conform to the MBS board calendar.
- Development Committee has committed to assume responsibility for monthly meeting giving, releasing Finance Committee to focus more fully on their work.
- The term for appointment to Finance Committee has been increased from 3 years to 5 years to better support multi-year fiscal planning.
- The composition of the two committees which rely on monthly meetings appointing members (Ministry & Counsel and Nominating) include language that asks members appointed by the monthly meetings to “commit fully to the work of the committee.” In both committees there has been experience of members named by monthly meetings who are inconsistent in attendance and engagement and it felt important to stress that this is a real commitment.
- Both Permanent Board and Ministry & Counsel are intending to develop specific position descriptions for members including articulating the range of gifts and skills needed among the Board members as a whole.
- There has been some confusion about the definition of “ex-officio” membership. Ex-officio means a person serves “by virtue of their role.” “Ex-officio” members are therefore full members of the committee and their role is in no way restricted.
- Subcommittees of Permanent Board (Personnel Committee, Internal Nominating Committee, Friends Camp Nominating Committee) and groups working on specific projects of the Yearly Meeting (ad-hoc Long Term Financial Planning Committee, Faith and Practice Revision Committee, and the Living Faith Planning Committee) are charged by the Permanent Board.
- In order to provide more support and better communication with the larger Yearly Meeting, Ministry & Counsel has assumed responsibility for support and oversight of the Ecumenical Relations Committee. This committee and the working groups under M&C’s care will be charged by Ministry & Counsel.

During the process, committees also identified some concerns and made some suggestions.

- C&A might schedule a gathering of committee clerks during Annual Sessions or very soon thereafter to begin the committee year and support ongoing coordination.
- A specific plan for support for committees that are struggling is recommended. This plan might be outlined by C&A or PB and could include pastoral care outreach to committees where there is stress, conflict or dysfunction.
- There appears to be a yearning to re-establish the Meeting of Ministers and Elders. This observation prompted us to ask: Is it possible that this is not a desire for a particular structure, but a desire for more corporate support for ministry in general and individual ministers in particular?
- We heard from several committees and a number of people that they regret that the Yearly Meeting was not having difficult conversations about the role of ministry in meetings and in our Religious Society.
- Nominating Committee strongly recommends that individuals be appointed to committees for a maximum of two consecutive terms with an expected interval (1 or 3 years) before reappointment. Other committees equally strongly state that there should be no limit on length of service, that a calling is not constrained by imposed terms limits.
- “Friends throughout the Yearly Meeting want to connect with each other We want to deepen our relationships in ways that nurture and strengthen us. We want to know who is doing what and what is going on across the Yearly Meeting. We want more solid, effective and efficient ways to share information, best practices and resources and to strengthen the network on local meetings and individuals.” (minute 2015-64) In an effort to improve communication between the Yearly Meeting committees and monthly and quarterly meetings, a number of committees have established links with monthly meetings and quarterly meetings. These include among others, the Earthcare Ministry Committee, the Religious Education network, the Pastoral Care network, the M&C contact person, Nominating Committee representatives, and clerks. Yet C&A continues to hear concerns that communication between the Yearly Meeting organization and monthly and quarterly meetings is weak. The Yearly Meeting office and the Publications and Communications Committee have begun a review of NEYM communication work.
- How might we nurture the relationship between monthly and quarterly meetings and Permanent Board to sustain the sense of discerning together to nurture the life of the Yearly Meeting between Annual Sessions?
- Representatives: We have FUM, FGC and FWCC committees, but although we appoint 5 representatives to AFSC and 6 to FCNL we do not have committees for

these representatives. In addition, we appoint a representative to Friends Peace Teams, to William Penn House, and to Quaker Earthcare Witness. The Presiding Clerk has suggested that the representatives consider consolidating into a “representatives committee” clerked by the Presiding Clerk. Not everyone thinks this is a good idea.

- Should the YM—and specifically Sessions Committee—consider more intentionally encouraging increased attendance at Annual Sessions? Would this welcome people into the life of the with Yearly Meeting, or would it create incentive to make Annual Sessions more of an event and less a time of gathered discernment?
- Two committees felt that we are asking too much of the members who volunteer. We are asking for significant commitment of time and energy, and this may be an obstacle to Friends serving. Several other committees noted that they are finding it easier to recruit new members as the importance and value of the work becomes clearer—that people are more likely to volunteer for important work.
- There has been considerable confusion over exactly what constitutes a committee of the Yearly Meeting. There are longstanding, deeply loved groups gathered in NEYM, a part of our organization, doing God’s work. Yet they are not committees. These include the United Society of Friends Women, the YAF standing committee and YAF retreat program, the youth yearly meetings (JYM, JHYM and YFYM), the groups gathered with a concern for gospel ministry, and of course quarterly and monthly meetings. Committees are established by the Yearly Meeting, charged by the Yearly Meeting to do the work of the Yearly Meeting, are accountable to the Yearly Meeting, and can be laid down by the Yearly Meeting. These other groups have full access to the support of the YM structure and staff, including having officers with their contact information listed in the published YM Directory.

Unfinished work:

- The Presiding Clerk asked Earthcare Ministries Committee and the Committee for Racial Social and Economic Justice to defer this exercise for one year. This year we have been engaging in significant faithful engagement in interrupting White Supremacy and in Climate Change and sustainability and I felt we would learn lessons in this work which will inform the consideration of these committees’ purpose and procedures. These two committees have submitted composition sections for approval.
- Both the Archives & Historical Records Committee and Publications & Communications Committee are involved with significant transitions affecting the work within their scope. Archives is completing the transfer of the NEYM Archives to UMass Amherst and hopes to further clarify their purposes, procedures and composition in the coming year once there is more clarity about the specific needs

of the Archives and archival support for local meetings. Publications & Communications is participating in an ongoing review of NEYM communications work (including staff, committee and consultant participation), the outcome of which will shape recommendations about the most useful shape of the committee for the future. Because of these two ongoing processes, both committee's formal purpose, procedures and composition will remain unchanged until next year.

- The Friends Camp Committee good governance documents were approved last year and contain all the current information for the purposes, procedures and composition for this committee. I expect that C&A will organize this in the format that aligns with these committees and bring it to PB for approval next year.
- The FGC committee did not submit a proposal. I expect in the conversation about representatives that we will bring a proposal to PB next year.

Organization of the proposals

I have organized proposals into three groups—Administrative, Ministry and Institutional Relations. In truth all the work is ministry, but this clustering also reflects the collaboration between committees in their work.

Administrative:

- The Permanent Board
- Coordinating and Advisory Committee
- Nominating Committee
- Finance Committee
- Development Committee
- Board of Managers of the Permanent Funds
- Sessions Committee
- Archives and Historical Records Committee

Ministry

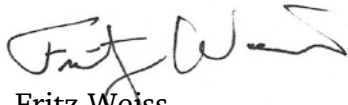
- Ministry & Counsel Committee (including Ecumenical Relations Committee)
- Youth Ministries Committee
- Legacy Gift Committee
- Publications and Communications Committee
- Puente de Amigos Committee
- Earthcare Ministries Committee
- The Committee for Racial Social and Economic Justice

Institutional Relations

- Committee for Nurturing Friends Education at Moses Brown School and appointments to the MBS Board
- Friends United Ministry Committee
- Friends World Committee for Consultation–New England

For the Coordinating and Advisory Committee

With deep gratitude for the good work,

A handwritten signature in black ink, appearing to read 'Fritz Weiss', written in a cursive style.

Fritz Weiss
Presiding Clerk

FW:sh



NEW ENGLAND
YEARLY MEETING
— OF FRIENDS —
QUAKERS

DRAFT

Permanent Board

Current Purpose, for reference:

The Permanent Board serves as the Yearly Meeting's decision-making body between Yearly Meeting Sessions. Its Purposes and Procedures are specified in Faith and Practice. Briefly, it implements decisions and policy made by Sessions. It also acts upon matters where, in the opinion of the Board, a decision cannot await Sessions. Otherwise, its role is to "season" issues which come to its attention, presenting recommendations to Sessions if appropriate. Sessions has given it oversight of the Yearly Meeting office and all personnel matters. It annually recommends senior staff to Sessions and is responsible for their supervision. It annually nominates the Yearly Meeting clerks and the at-large members of the Nominating Committee.

Purpose

The Permanent Board acts with the authority of the Yearly Meeting between Annual Sessions. It implements decisions and policy made by Sessions. It acts upon matters where, in the opinion of the Board, a decision cannot await Sessions. It seasons issues which come to its attention, presenting recommendations to Sessions if appropriate. On the recommendation of the Coordinating and Advisory Committee, it considers the work of Yearly Meeting committees.

Among its specific responsibilities [as described in the 1985 NEYM Faith and Practice, pp. 229-230]:

- The Board inspects and perfects, when necessary, titles to lands and other estates belonging to the Yearly Meeting or any constituent body
- It attends to the appropriation of charitable legacies and donations
- It reviews and approves operating policies
- It recommends to Sessions the appointment of managerial-level staff
- To Sessions, it nominates the YM presiding clerk, recording clerks and reading clerks
- It appoints
 - clerk and at-large members of the YM Nominating Committee
 - clerk of Friends Camp Committee
 - clerk and 50% of the Friends Camp Nominating Committee

- YM appointments to Committee for Nurturing Friends Education at Moses Brown School (MBS) and YM representatives to MBS board
 - supervisor of the YM secretary
 - clerk and all members of the Permanent Board's Personnel Committee.
- It extends such advice and assistance to persons suffering for their testimonies as their cases may require and may petition the government or persons in authority on behalf of such sufferers.
- It considers appeals forwarded to it by the quarterly meetings.
- It hears and forwards for publication memorials of deceased members transmitted to it by quarterly meetings.
- A Friend with a concern to be carried beyond the Yearly Meeting shall present a travel minute approved by their monthly meeting and endorsed by their quarterly meeting. If the Permanent Board unites with the concern, it may endorse the travel minute.
- Consistent with Yearly Meeting's policies, it may authorize budget expenditures beyond those approved in the annual budget.
- It is accountable to and reports each year to Annual Sessions.

Procedures

The Permanent Board publishes its minutes and reports of key news from its meetings. It ensures its agenda materials will be widely available, and encourages the participation of Friends from throughout New England. All Friends are invited to attend its meetings.

The Permanent Board may create and appoint subcommittees or ad-hoc working groups to carry out its various responsibilities. As of 2017, these subcommittees include: Clerks Nominating, Internal Nominating, Personnel, and Friends Camp Nominating.

The Board normally meets six times a year, including immediately prior to and following Annual Sessions. Special meetings may be called by the clerk and shall be called upon the request of ten members. Ten days' notice of special meetings must be given in writing to all members, and the business to come before the special meeting must be stated in the call. At least one third of the total number of members is required for the transaction of business. While mindful of the importance of in person discernment, members may attend through communications technology at the discretion of the clerk.

Composition

- The Yearly Meeting appoints the Permanent Board consisting of not more than 50 members, with each quarterly meeting represented. One fifth of the Board is appointed each year to serve for a term of 5 years, renewable once, with the approval of the Yearly Meeting. Any member of Permanent Board, including a

member in their second term, may be appointed clerk. If appointment as clerk requires the Friend to serve beyond their second term, then their term will end upon conclusion of their service as clerk.

- The Clerk of the Permanent Board is approved by the Permanent Board at the recommendation of the Permanent Board's Internal Nominating Committee. The clerk serves a 3-year term.
- Ex officio members of the Permanent Board are: the YM Presiding Clerk, the YM Secretary, the YM Treasurer, Clerk of Finance Committee, the Clerk of Development Committee, the Clerk of the Personnel Committee, the immediate past YM Presiding Clerk, and the Supervisor to the YM Secretary.



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Coordinating and Advisory Committee

Current Purpose, for reference:

The Coordinating & Advisory Committee coordinates the work of Yearly Meeting committees and nurtures the clerks of Yearly Meeting committees and of monthly and quarterly meetings. It will conduct meetings or retreats for clerks at least once a year. The Coordinating & Advisory Committee is responsible for supervising and evaluating the work of the Yearly Meeting secretary, including the secretary's development and implementation of an annual work plan and a priorities budget for the coming fiscal year. When appropriate this Committee will refer matters to other persons or bodies for review and action. This committee should report on a regular basis the results of these activities to the Permanent Board.

Purpose

The Coordinating and Advisory Committee (C&A) shepherds the work of the Yearly Meeting in alignment with the core purpose and the priorities articulated by the Yearly Meeting, and works to advise and coordinate the many committees of the Yearly Meeting. The Committee nurtures and supports Friends serving in leadership roles on behalf of the Yearly Meeting, quarterly meetings and monthly meetings. C&A is responsible for supervising and evaluating the work of the Yearly Meeting secretary. The work of the Committee may require confidentiality as it discerns with tenderness how to proceed with an issue.

Procedure

- The committee meets monthly throughout the year, either in person or by phone.
- The committee supports current and emerging clerks of quarterly meetings, monthly meetings, and Yearly Meeting committees (including ad hoc committees and sub-committees of the Permanent Board) with regular programs such as conference calls, workshops, retreats and prayerful guidance in tender situations.
- The Committee refers some matters to other bodies for review, discernment and action.
- C&A strives to prevent duplication of effort and facilitate efficiency and effectiveness in the work of the Yearly Meeting.
- Every three years, the committee coordinates a review of purposes and procedures for all Yearly Meeting committees prior to their approval by Sessions.

- The committee delegates day-to-day supervision of the Yearly Meeting Secretary to the supervisor of the Yearly Meeting secretary, who ensures completion of the annual performance review of the Secretary.
- The Presiding Clerk may invite other committee clerks or knowledgeable Friends to participate as needed to support the committee's discernment; otherwise, given the sometimes sensitive and confidential nature of C&A's work, its meetings are not open.
- The Presiding Clerk reports regularly on the activities of the committee to Permanent Board and M&C, and annually to Sessions.

Composition

- The committee is made up (ex officio) of the Yearly Meeting Presiding Clerk, the Yearly Meeting secretary, the Supervisor of the Yearly Meeting Secretary, the Yearly Meeting Treasurer, and the clerks of Finance Committee, Ministry & Counsel Committee, Nominating Committee, and Permanent Board.
- The committee is clerked by the Yearly Meeting Presiding Clerk



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Nominating Committee

Current purpose: for reference

The Nominating Committee nominates persons to serve on the committees and boards of the Yearly Meeting.

Purpose

The Nominating Committee (NC) nominates persons to serve on the those committees and boards of the Yearly Meeting (YM) that the YM has directed the NC to form. It endeavors to discern the gifts and leadings of the Spirit given to individual Friends, and to call those gifts into fulfilment of God's work through committee service.

Procedures

While the Committee always strives to bring a full slate for approval by Annual Sessions, it is more important to faithfully find the right Friend with the right gifts for each position. Therefore, it will sometimes happen that the committee does not have a full slate to present at Annual Sessions. In such cases, additional names may be brought to Permanent Board meetings for consideration and approval between Sessions.

The Committee meets during Annual Sessions to finalize the slate of nominations. There are two face-to-face meetings during the year. The committee also meets via conference call 4–6 times a year to discuss the gifts and potential nomination of Friends.

Each year the committee considers the stated gifts needed for most Yearly Meeting committees; in particular, the committee focuses on replacing those members whose terms will end at the next Annual Sessions. The committee also looks ahead for potential needs. When a Friend resigns from a committee or there seems to be a need for additional members, the committee will focus their attention on these areas. For many committees of the YM, Nominating Committee is responsible for proposing the clerk of the committee.

We strive to use a modified “Strawberry Creek” method of discerning names for particular service, allowing names to rise out of waiting worship.

A “shepherd” from NC is appointed for each committee of the YM. The shepherd should be familiar with the Purposes, Procedures and Composition of the committee they are shepherding. The shepherd is responsible for engaging with that committee and that committee's clerk with the intention of learning about the particular needs of the committee(s) and bringing that information back to NC for consideration. Committees are invited to collaborate with the shepherd to suggest individuals who might be nominated for that committee. In practice, some committees may be self-recruiting, or may be comprised of a network of Friends who share a concern.

The Committee seeks to hold its conversations tenderly, guarding the reputation of individuals. Names that arise during committee discussion will not be included in the minutes.

NC may become aware of situations where a committee is struggling. The responsibility of NC is to promptly inform Coordinating & Advisory of the situation.

NEYM Committee terms are 3 years, except for Permanent Board, Finance Committee and Board of Managers of Investments and Permanent Funds, which are 5 years. Each appointment may be renewed for a second term with mutual agreement of the committee, Nominating Committee, and Yearly Meeting.

Composition

To assure that we are a strong and continuously functioning committee, we have two types of membership.

- Up to 12 at-large members are named by Permanent Board for 3-year, staggered terms, renewable one time.
- Monthly meetings are invited to appoint Representatives for 3-year terms, renewable as often as the monthly meeting desires. Committee members are expected to actively engage in the work of the committee.
- If there are insufficient representatives appointed by monthly meetings, the committee will ask the Internal Nominating committee of Permanent Board or Coordinating and Advisory Committee to assist in recruitment to ensure that the committee represents a broad range of monthly and quarterly meetings.
- Linkages: The clerk of Nominating Committee serves ex-officio on C&A.
- The clerk of NC is named by the Internal Nominating committee of Permanent Board in consultation with NC.

Desired member gifts and skills:

- Time throughout the year for listening in encounters with Friends for spiritual gifts of service

- Diplomacy in inviting Friends to serve on a committee or in a position
- Knowledge of the purposes of NEYM committees, and the gifts and skills needed in order to help those committees function at their best
- Knowledge of Friends and their gifts at the local and regional area
- Organizational skills, including the ability to follow-up with contacting potential committee members
- Reliability in attendance at meetings



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Finance Committee

Current Purpose, for reference:

(see Faith and Practice, page 231) 1. The Finance Committee each year considers proposals for appropriations and estimates what amount the Yearly Meeting needs to raise for its budget. It presents a proposed budget to the Yearly Meeting for action. 2. The committee arranges for an annual review of the accounts of the treasurer and of any committees, which have their own treasurers handling Yearly Meeting funds. 3. The committee makes recommendations about financial procedures of the Yearly Meeting.

Purposes

For where your treasure is, there will your heart be also. (Matthew 6:21)

The Yearly Meeting Finance Committee stewards the financial resources at all levels of the Yearly Meeting (YM). This involves care for the intake and expenditure of money through the development of an annual budget, the establishment of policies for the faithful and transparent carrying out of that care, and the communication of this to the wider body of New England Yearly Meeting. The Finance Committee serves as a resource for monthly and quarterly meetings and other groups under the care of NEYM, providing consultation, education, and resources to treasurers and others to assist in the effective stewardship of monthly, quarterly, and (in consultation with the YM secretary and/or Permanent Board) Yearly Meeting financial and property resources, including those of Friends Camp.

Procedures

- The Committee provides oversight, advice, and support to the Treasurer and Assistant Treasurer as well as any others who may be responsible for sub-accounts within the YM operating funds.
- The Committee reviews and recommends updates to the job descriptions of the YM Treasurer and Assistant Treasurer.
- The Committee annually nominates persons to serve as Treasurer and Assistant Treasurer for the Yearly Meeting; the Treasurer and Assistant Treasurer are formally appointed by YM at Sessions. The Treasurer serves for a minimum of two years.

- The Committee generally meets every other month, including several times at Annual Sessions. Meeting times and places are determined by the Clerk in consultation with the Committee.
- The Committee may designate sub-committees to organize and perform certain tasks, the results to be brought before the full committee for action. The current sub-committees are Budget, Education, and Policy. Finance Committee members generally serve on one sub-committee.
- Early in the calendar year, the Committee begins development of a draft budget for the ensuing fiscal year. This is done in consultation with the Treasurer, YM Secretary, and others. The YM Secretary is responsible for estimating expenses for the YM staff and office, Youth Retreat Programs, and Annual Sessions. The Committee consults with the ad-hoc Long-Term Financial Planning Committee toward achieving the goal of multi-year budgeting.
- The Committee solicits specific input from Development Committee regarding the estimated capacity within the YM community for contributions and from the YM Secretary regarding estimated expenses and revenue for Annual Sessions in developing the draft budget.
- The Committee solicits budget requests from all YM committees to support the work of those committees.
- Prior to mid-March, the Committee reviews the Friends Camp budget to see that it is balanced, conforms to generally accepted accounting practices, and reflects realistic and sound fiscal management. Questions or concerns are referred back to the Friends Camp committee for consideration, clarification, and refinement.
- The YM budget and the Friends Camp budget are presented by the Committee to Permanent Board at its May meeting for information and feedback.
- The Committee presents the final YM budget as well as the Friends Camp budget to Annual Sessions for final approval. Between Annual Sessions, budget updates and any necessary requests for action are presented to the Permanent Board.
- The Committee prepares a minute annually for Sessions authorizing designated individuals to sign checks, open and close accounts, and otherwise manage the financial “housekeeping” of the YM.
- The Committee conducts workshops on various financial topics and fields specific questions from monthly meeting officers on managing monthly meeting finances.
- The Committee will from time to time review YM policies in financial matters and make recommendations to Permanent Board for continuation, discontinuation, or adjustment of those policies.
- The Committee maintains a handbook documenting the policies and procedures of YM financial matters, regularly reviewing and updating it as needed.

Composition

Finance Committee consists of:

- Up to 15 members appointed by the Yearly Meeting for 5-year terms. These members may be re-appointed for a second consecutive 5-year term.
 - Committee members do not necessarily need any prior experience with accounting or financial management, but should be comfortable (or interested in learning how to become comfortable) looking at, talking about, and praying over both specific numbers as well as broader policy matters concerning the finances of the Yearly Meeting. Committee members should be able to notice and be willing to ask tough questions when numbers don't seem to make sense or add up. All members are expected to relate financial matters to Divine guidance and Quaker principles.
 - Additionally, while no single member is expected to bring all of the following to the Committee's work, the Committee as a whole will, ideally, possess informed perspectives on at least two of the following topic areas: (a) each area of work done by the Yearly Meeting as an organization; (b) Yearly Meeting governance procedures, and (c) common principles of financial management. The Committee also needs one or more members possessing the necessary skill and energy to (a) use charts, spreadsheets, and financial management software; and (b) draft policy proposals when it becomes clear our policies or procedures should be changed.
- The Treasurer, Assistant Treasurer, and Yearly Meeting Secretary
- The Finance Committee names an internal nominating committee with the responsibility for naming the Clerk, Recording Clerk, Treasurer and Assistant Treasurer. Finance Committee and the Yearly Meeting at Annual Sessions or at Permanent Board approve these appointments. The Clerk of Finance Committee serves ex-officio on the Coordinating and Advisory Committee and on Permanent Board.

As reflected in the Purposes and Procedures above, the Finance Committee collaborates and has linkages with Permanent Board, Development Committee, Sessions Committee, the ad hoc Long-Term Financial Planning Committee, the YM Secretary, the Board of Managers of Permanent Funds, and the Friends Camp Committee.



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Development Committee

Current Purpose, for reference:

The purpose of the New England Yearly Meeting Development Committee is to help maintain a firm financial footing for the Yearly Meeting. We educate members and attenders about the Yearly Meeting's goals and achievements, we foster a culture of shared responsibility for sustaining the Yearly Meeting, and we raise funds from individuals.

Purpose

The purpose of Development Committee is to create and sustain a culture of individual and monthly meeting financial giving to NEYM by all members and friends of the organization to support the mission and the ministries of NEYM. Development Committee articulates and publishes the non-financial and financial goals of the Yearly Meeting and oversees communications regarding the Yearly Meeting's work and achievements throughout the year.

Procedure

- Develop a fundraising/development plan in consultation with Permanent Board, Finance Committee, Long-Term Financial Planning Committee, and staff.
- Collaborate with Finance Committee, Long-Term Financial Planning Committee, and Sessions Committee to set and achieve fundraising goals
- Cultivate a level of both monthly meeting and individual giving that is steady, persistent and reliable from year to year to meet the needs of NEYM.
- Articulate clear and compelling messages regarding the work of NEYM, reminding members of our organizational goals and accomplishments, always accentuating the value of an organization “helping us to do together what we cannot do alone.”
- Deliver an Annual Report to the Yearly Meeting, highlighting the accomplishments of the NEYM organization
- Create programs to educate members of all ages and all means about philanthropy and support for causes that matter
- Identify and steward major donors, involving the YM Secretary, Presiding Clerk, Clerk of Permanent Board, Treasurer and others, as needed, for solicitations
- Involve relevant staff members for projects as needed, with approval and guidance from the YM Secretary

- Meet at least six times a year, either electronically (by phone or computer) or in person; such meetings may include a weekend retreat

Composition

- Development Committee works with Nominating Committee to identify people with the following characteristics:
 - Awareness of and passion for the ministries of New England Yearly Meeting
 - Experience in fundraising, or a desire to learn more about fundraising
 - Ability to talk comfortably about money, and the YM's need for financial support
 - Demonstrated skills in the following areas which are especially helpful for Development Committee: strong, clear communication skills (both oral and written), presentation skills, graphic design, comfort interpreting financial information, data analysis, social media use
 - Spiritual grounding
 - Strong interpersonal skills and able to work in a group using Quaker process based on experience in other NEYM or monthly meeting committee service
 - Confidentiality and discretion regarding NEYM's donor base
- The Yearly Meeting Secretary and Treasurer serve ex officio
- The ideal size for this committee is 8 to 10 members (including ex officio members.) Additionally, other people may participate on an ad-hoc basis for specific projects.
- Committee members are expected to serve a term of 3 years, and may be reappointed for a second term by consent of the committee.
- Yearly Meeting Nominating Committee, in consultation with the committee members, names the clerk of Development Committee. This nomination is approved by the Yearly Meeting.
- The clerk serves a minimum of 3 years, to a maximum of 6 years.
- The Development Committee coordinates with and has linkages to the Permanent Board, Finance Committee, Sessions Committee, and the ad-hoc Long Term Financial Planning Committee.



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Board of Managers of Investments and Permanent Funds

Current Purpose, for reference:

The Board of Managers of Investments and Permanent Funds is responsible for the management and investment, consonant with Friends principles, of Yearly Meeting funds and funds entrusted to it by meetings, schools, and other Friends organizations for the purpose of maintaining a source of continuing income and growth of capital.

Committee Purpose

The Board of Managers of Investments and Permanent Funds is responsible for the management and investment, consonant with Friends principles, of Yearly Meeting funds and funds entrusted to it by meetings, schools, and other Friends organizations in New England for the purpose of maintaining a source of continuing income and protection and growth of capital.

Procedures

The Board uses the services of a professional investment advisor, and a sound bank as custodian for protection and safekeeping of the assets. It meets annually with representatives of its constituents to relate their needs to the investment strategy of the Board during NEYM Annual Sessions, held the first week in August. The Board also meets on the 2nd Wednesday of February, May, September, and November, and at other times when needed. All meetings are open.

Composition

The Board of Managers consists of:

- Ten members named by Nominating Committee and appointed by the Yearly Meeting in staggered, 5-year terms
- The Yearly Meeting Secretary, NEYM Treasurer, Clerk of NEYM Finance Committee
- The Clerk, Recording Clerk and Board of Managers Treasurer are appointed by the Board from among its members and approved by the Yearly Meeting
- The Board of Managers collaborates with and maintains linkages with Finance Committee and the Yearly Meeting Secretary



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Sessions Committee

Current Purpose, for reference:

The Sessions Committee is responsible for planning the program and activities for Annual Sessions of New England Yearly Meeting, together with the Presiding Clerk, who has special care of the business sessions.

Purpose

The Sessions Committee is responsible for planning the program and related activities of the Annual Sessions of New England Yearly Meeting (NEYM). Within this scope, the Presiding Clerk has special care of the business sessions.

The purpose of NEYM Annual Sessions is to conduct the business of the Yearly Meeting, to worship together, to deepen the fellowship and service among Friends in New England and strengthen the bonds of our beloved community. Members of the committee work with other committees and with staff to promote participation in Annual Sessions and make the event welcoming and inclusive.

The committee works closely with and provides guidance and support to the professional staff of NEYM who work under the direction of the Yearly Meeting (YM) Secretary. The YM Secretary has ultimate responsibility for and oversight of implementation, logistics, financial management, liability, legal and safety concerns for Annual Sessions.

Procedures

The committee usually meets three or four times during the 12-month period between Annual Sessions to evaluate the previous year and to plan the overall schedule and program for the forthcoming year's event.

The committee may form sub-committees and working groups charged with planning specific elements of the program, working closely with NEYM staff who are under the supervision of the Yearly Meeting Secretary.

As of 2017, current working groups include: (1) Speakers and Program and (2) Workshops and Opportunities. When in the judgment of Annual Sessions or Permanent

Board a new site is deemed necessary, the committee will participate in and inform the site selection process.

The budget for Annual Sessions is prepared by the YM Secretary and Treasurer, and reviewed for input by Sessions Committee. It is incorporated in the annual budget process for the NEYM Operating Division under the care of the Finance Committee.

The clerk of Sessions Committee, Presiding Clerk, Events Coordinator and YM Secretary meet regularly to ensure effective communication, planning, coordination and implementation of all aspects of Sessions.

Composition

The Committee includes:

- The Presiding Clerk, reading clerks and recording clerks of the Yearly Meeting. The Presiding Clerk clerks the Speakers and Program subcommittee, which includes the rest of the clerks' table and is responsible for discerning the theme and inviting speakers to Sessions
- Five At-Large members nominated by Nominating Committee and approved by Annual Sessions, including the Sessions Clerk, who will be nominated by Nominating Committee and approved by Sessions or the Permanent Board
- A liaison from each of the following NEYM standing committees and constituent groups: Ministry and Counsel, Youth Ministries, Permanent Board, and Young Adult Friends
- In preparing for Annual Sessions, the Clerk of Sessions Committee, YM Presiding Clerk, Events Coordinator, and YM Secretary will consult and coordinate with people serving in key roles related to specific areas of work for Sessions. As of 2017, these include:
 - General Bookstore Manager
 - Children & Family Bookstore Manager
 - Access Needs Coordinator
 - JYM Coordinator
 - JHYM Coordinator (NEYM staff role)
 - Young Friends Coordinator (NEYM staff role)
 - Young Adult Friends Coordinator (NEYM staff role)
 - Childcare Coordinator
 - Accounts Manager (NEYM staff role)
 - Office Manager (NEYM staff role)
 - Events Coordinator (NEYM staff role)
 - Registrar
 - Housing Coordinator

- Volunteer Coordinator
 - Anchor Group Coordinator
 - Pastoral Care Response Team Coordinator
 - Plenary & Display Coordinator
 - A/V Coordinator
 - Family Neighborhood Coordinator (NEYM staff role)
- The Events Coordinator serves as the primary liaison between the NEYM Staff and the Sessions Committee. NEYM staff with significant responsibilities for Annual Sessions will be represented at Sessions Committee meetings, and will plan their participation in the Committee's work in consultation with the clerk of Sessions Committee, Yearly Meeting Secretary, and Presiding Clerk.



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Archives & Historical Records Committee

Note on the status of this Purpose, Procedures and Composition:

The Archives & Historical Records Committee is singularly focused on completing the transfer of the NEYM Archives to UMass Amherst, and hopes to further clarify their purposes, procedures and composition in the coming year once there is more clarity about the specific needs of the Archives and archival support for local meetings. This work will also include working with the Yearly Meeting Secretary to clarify the needs of the Archives and Friends for the ongoing work of an Archivist.

At this time, Nominating Committee is not being asked to recruit further members for this committee.

Currently Approved Purpose & Procedures (2014):

Purpose

The Archives and Historical Records Committee is responsible for the Archivist's care of records, correspondence, and other manuscript material entrusted to it by the Yearly, quarterly, monthly and preparative meetings, Yearly Meeting committees, New England Friends institutions, and individual members of the Yearly Meeting. The committee advises meetings on the care of their records, encourages both meetings and committees to deposit copies of these records in the Yearly Meeting archives on a regular basis. This is an aspect of our testimony of stewardship. Recognizing that Friends' faith is a non-creedal one, and that the expression of that faith is embodied in the records of our actions, the committee promotes the study of Quaker history to the end that Friends may find guidance in their past for their witness in the present. It encourages meetings to utilize the resources of the archives in answering their financial, property, biographical, or other questions historical in nature.

Procedures

The committee appoints and supervises an archivist. By agreement, the repository for the records is the W.E.B. Du Bois Library at the University of Massachusetts Amherst, 154 Hicks Way, Amherst, MA.

New description of Composition:

Composition

- The Committee currently includes a group of Friends approved by the Yearly Meeting for skills and perspectives relevant to the transition of the NEYM Archives to UMass Amherst, as well as a consulting archivist, and is supported by the NEYM Office Manager.
- The clerk of the committee is presently appointed by the committee, in consultation with Coordinating & Advisory Committee. The Yearly Meeting Secretary is responsible for overseeing the work of the consulting archivist contracted to support the transition.



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Ministry & Counsel Committee

Current Purpose, for reference:

The Ministry & Counsel Committee endeavors to be responsive to leadings of the Spirit throughout the Yearly Meeting. It responds to concerns brought to it from monthly and quarterly meetings, and from Yearly Meeting and its committees, as well as acting on its own initiative and leadings. It is tasked with fostering the spiritual growth and strengthening the religious life of Friends by nurturing local meetings and individuals, promoting intervisitation and communication among meetings, maintaining contact with and support for Friends traveling in the ministry within New England and with others working in public ministry, overseeing meetings for worship and nurturing worship in general at Yearly Sessions, receiving state of society reports from monthly and quarterly meetings and drafting the Yearly Meeting State of Society Report, and caring and praying for the spiritual condition of the Society. The committee serves as a resource on spiritual life and ministry. It attempts to model through its work what Spirit-led action may be, with an emphasis on waiting worship and on prayer. The Committee on Ministry & Counsel is described in the book of Faith and Practice.

Purpose

The Ministry & Counsel Committee of New England Yearly Meeting works closely with the Presiding Clerk, the Yearly Meeting Secretary, and the Permanent Board to care for the spiritual condition and nourish the religious life of Friends and Friends meetings in New England.

The Committee seeks to be responsive to and to engage with the concerns and leadings of monthly meetings, quarterly meetings, and Annual Sessions. It is tasked with fostering spiritual growth, strengthening the religious life of Friends and Friends meetings, and serving as a resource on religious education, worship and ministry. The committee sponsors retreats, workshops or other opportunities for Friends in New England focused on topics of concern to Friends and Friends meetings.

Ministry & Counsel provides support for monthly meetings in their provision of pastoral care and their support of ministry.

Ministry & Counsel is responsible for maintaining contact with and supporting New England Friends serving in the ministry, including especially those with travel minutes, those recorded as ministers and Released Friends, and pastors.

Ministry & Counsel receives State of Society reports from monthly and quarterly meetings, prepares the State of Society report for the Yearly Meeting and presents this report to the Yearly Meeting.

During Annual Sessions of Yearly Meeting, Ministry & Counsel is responsible for care of the worship that is the foundation for our time together. It coordinates with Sessions Committee to provide pastoral care to attendees as needed.

Procedures

Ministry & Counsel usually meets five times a year, including full-day meetings in February, May and September in various locations in New England, a weekend retreat in November, and a half-day on the first Saturday of August, at the beginning of Annual Sessions.

Committee meetings are an opportunity for the committee to check in on the progress of ongoing work, to hold the Religious Society of Friends in New England in prayer, and to assess what is presently needed to support spiritual growth and strengthen the religious life of Friends and Friends Meetings.

To guide its work, the Committee uses regular communication with local meetings and quarterly meeting leadership and insight from traveling Friends, with particular attention to those traveling in the ministry, along with insights from Yearly Meeting leadership and staff and the annual State of Society reports from monthly and quarterly meetings.

The concern for the spiritual condition and religious life of Friends in New England is held broadly. Ministry & Counsel seeks to connect with other committees, quarterly and monthly meetings and other groups of Friends in New England where the active concern for ministry and religious life is expressed, “helping us do together what we cannot do alone.”

To carry out its work, the committee may charge smaller working groups to focus on specific areas of detailed work. These groups may be created, changed or laid down in order to respond to the current work before the Committee.

As of January 2017, three working groups focus on (1) pastoral care, (2) supporting Friends serving in ministry, and (3) creating resources for Friends and meetings on necessary topics, skills, and issues relating to spiritual nurture.

The Ministry & Counsel Committee cares for and has oversight for the Ecumenical Relations Committee which comprises those Friends serving as representatives of the Yearly Meeting on state ecumenical councils.

The Ministry & Counsel Committee cares for and has oversight of the Support Across Generations for Elders (SAGE) program

The internal nominating committee of Ministry & Counsel appoints representatives to Sessions Committee and the ad-hoc Long Term Financial Planning Committee. M&C ensures that there is a liaison to Youth Ministry Committee and the Legacy Gift Committee.

The clerk of Ministry & Counsel prepares an annual report about the work of Ministry & Counsel throughout the year to be presented to the yearly meeting.

Composition

Ministry & Counsel consists of:

- Friends appointed by monthly meetings for 3-year terms. Monthly meeting representatives are expected to fully commit to the work of the committee.
- Between 7 and 12 members named by Yearly Meeting Nominating Committee and appointed by the Yearly Meeting for 3-year, staggered terms, renewable one time
- The Religious Education and Outreach Coordinator, Yearly Meeting Secretary and NEYM Presiding Clerk serve as ex-officio members of the committee
- Recorded ministers and pastors in NEYM, who are invited to share their insights and perspective, serve as resources for the committee, and participate its work as they are able.
- A clerk and recording clerk, named by the internal nominating committee of Ministry & Counsel, and approved by Ministry & Counsel and the Yearly Meeting. The clerk serves ex-officio on Coordinating and Advisory Committee.

As reflected in the Procedures above, Ministry & Counsel coordinates with and maintains linkages to Coordinating and Advisory Committee, Permanent Board, Youth Ministries Committee, the ad-hoc Long-Term Financial Planning Committee, Legacy Gift Committee, and Sessions Committee.



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Youth Ministries Committee

Current purpose: for reference

The Youth Ministries Committee oversees the vitality and relevance of NEYM's youth ministries to nurture the spiritual growth and leadership of children and youth of Friends in New England.

Purpose

The Youth Ministries Committee serves to support the work of nurturing the faith life, spiritual growth, and leadership of children and youth of New England Yearly Meeting. The committee sees children as fully spiritual beings and advocates for this perspective within the Yearly Meeting (YM). The committee works to ensure the vitality, health, safety, and relevance of the youth programs offered by the organization of NEYM, as well as youth ministries offered within and across the web of local meetings in our region. This work happens in the context of both family and community, in same-age and in multi-generational groups.

It is the committee's intent that the youth work under its care enable young people to grow into adulthood with a full sense of belonging to both a local circle of Friends and the Yearly Meeting as a whole. We ensure that the programs we support offer a foundation of Quaker faith and experience, fostering an active spiritual life. The purpose of the Youth Ministries Committee is to support programs and practices that empower the young people of NEYM to live with grounded integrity, and that help them speak to the condition of the world.

Procedures

- The committee acts as stewards to discern needs for youth programming, all the while listening for fresh inspiration within and beyond NEYM.
- The committee supports local meetings and NEYM youth ministry staff and volunteers in the implementation of such programming.
- The committee consults on the right ordering of administrative aspects of NEYM youth programs: health, safety and welfare of children; policy and procedures; and ethical and legal issues.
- The committee ensures that NEYM programs are a partnership between youth workers, parents, and our wider spiritual community. The committee advocates

for the needs of NEYM youth, families, and youth workers. The committee ensures that programming is vital and relevant to current needs.

- The committee is responsible for conducting an annual review of NEYM's Child Safety Policy and its implementation.
- The committee supports the staff in their youth ministries work. The Yearly Meeting Secretary supervises the youth program staff. Youth staff attend committee meetings to communicate the reality and needs of youth work in NEYM.
- The committee meets monthly, virtually or in person, as the needs of the committee dictate. The committee reports annually to Sessions on the health of the programs, status of the Child Safety Policy, and other issues in our care.
- For local meetings, the committee offers resources, collaboration, and guidance for the health and welfare of children; policy and procedures; ethical and legal issues; program design and curriculum; outreach and networking.

Composition

- Committee membership should reflect the diversity within the Yearly Meeting. Gifts that we seek for the committee include skills in pastoral care for children and families, skills in youth programs and youth work, including program evaluation and planning. Committee membership should include people with familiarity with the NEYM retreat programs.
- Members are named for 3-year terms, two people in each class for a total of six named members. Members are named by the at-large Nominating Committee.
- The youth ministry staff—Religious Education and Outreach Coordinator, Junior Yearly Meeting/Junior High Yearly Meeting Coordinator, Young Friends/Young Adult Friends Coordinator, and the Friends Camp Director—are ex-officio members of this committee. The advisors for each youth ministries staff position are invited to participate ex-officio in YMC meetings. Because of the high level of staff participation in the work of this committee, YMC needs to remain mindful of the risks of over-burdening staff.
- The YM Presiding Clerk serves ex-officio.
- One member of the committee serves as a liaison to Permanent Board and one member serves as a liaison to Ministry & Counsel.
- Yearly Meeting Nominating committee, in consultation with the committee members, names the clerk of Youth Ministries Committee. This nomination is approved by the Yearly Meeting.
- The Youth Ministries Committee coordinates with and has linkages to Ministry and Counsel, and Permanent Board.



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Legacy Gift Committee

The Legacy Gift Committee was appointed by Annual Sessions in 2014 “to develop procedures and oversee the disbursement of monies” from the funds created with the proceeds of the sale of the New England Friends Home. (NEYM Minute 2014-44)

Purpose

The purpose of the Legacy Gift Funds is to support the ministries of New England Yearly Meeting Friends, both within and beyond our region.

“Guided by our living testimonies, we seek to strengthen our Witness through the funding of public and released ministry, beginning with attention to Racism and Climate Change. We seek to nurture our beloved community through the support of education, outreach, released ministry and meetinghouse projects. The Legacy Funds will provide potent seeds to help Friends answer God’s call in our time and to strengthen the new life that is rising up in our Yearly Meeting.” (NEYM Minute 2015-27) The Legacy Gift Committee may fund requests in support of other leadings of Friends that originate out of a great variety of Spirit-led concerns. Some requests come from meetings, while others may be new or ongoing leadings of individual Friends, under the care of their meetings.

Procedures

The Committee meets regularly throughout the year.

The Funds

NEYM Fund for Released Ministry¹:

Income from this fund will be awarded annually to support released ministry activities until 2024. The designation will then be revisited to discern if it is still serving a vital purpose, or if the funds should be put to another use. Change in this designation or time-table requires approval at Annual Sessions. (See Minute 2014-62).

¹ At the 5/13 PB meeting we may approve changing the name of this fund and will make any necessary changes before they go into the Advance Documents.

NEYM Future Fund

Grants from this fund are awarded twice a year until all funds have been expended.

Eligibility

“Grants ... from both funds will be awarded to support the ministries of NEYM, both within and beyond New England, and will be made to committees of NEYM, its constituent monthly or quarterly meetings; to bodies of NEYM (e.g., NEYM staff, Young Friends, Young Adult Friends); as well as to individual members of NEYM monthly meetings under the direct care and oversight of one of the aforementioned committees, meetings or bodies of NEYM (e.g., for the release of a Friend to carry out work in the ministries of NEYM).” (NEYM Minute 2014-62) Grants may also be made to New England Quaker organizations, such as Woolman Hill, AFSC, etc.

Application Process

The application is available on the NEYM website. Applications must be typed and emailed to *Legacy@neym.org*, along with a letter of support from the monthly or quarterly meeting, NEYM Committee, or other New England Quaker organization that will have care of the proposed ministry or project. Application deadlines will be November 1st and March 1st.

Grant Decisions

Grant decisions will be made by the Legacy Gift Committee through prayerful discernment, based on a letter of support an application letter, site visits whenever possible, and/or extensive phone conversations with the applicant(s). The Legacy Gift Committee strives to make the grant process effective and transparent. To this end, the committee publishes a list of all grants awarded during each grant funding cycle, and asks that committees, groups and individuals that receive grants agree to allow information about their funded projects to be included in reports and outreach materials of New England Yearly Meeting. The committee works with grantees receiving funding during the year to ensure that they report about their projects at Annual Sessions through participation in a committee workshop, creating a project display board, and through discussions with Friends.

Disbursement

When the Committee has completed its work determining grant awards, the Committee will communicate this information and an accompanying grant agreement promptly to the NEYM Treasurer, Accounts Manager, and the Yearly Meeting Secretary. The grant agreement and a check will then be sent to the individual, meeting, or organization at the address listed on the application.

Reports

The Legacy Gift Committee is expected to report each year to Annual Sessions during a Meeting for Business.

Grant recipients will be required to submit annual reports on the progress of funded projects for the duration of the project, and a final report when the project is completed. Any changes to funded projects that result in a major change in the budget require approval of the meeting or committee with oversight, and the Legacy Gift Committee.

Annual Workshop

The Legacy Gift Committee sponsors or co-sponsors an annual workshop on a topic related to fiscal responsibility, stewardship and accountability.

Composition

- The committee consists of at least nine members, named by the NEYM Nominating Committee and approved by the Yearly Meeting. Members serve for renewable, staggered 3-year terms.
- The Yearly Meeting Presiding clerk, Permanent Board clerk, and Treasurer serve as ex-officio members.²
- Yearly Meeting Nominating Committee, in consultation with committee members, names the clerk of Legacy Gift Committee. This nomination is approved by the Yearly Meeting.
- The Committee coordinates with and has linkages with Permanent Board, Finance Committee and Ministry and Counsel Committee

Members of the Legacy Gift Committee should include Friends who:

- Bring experience in grant writing and awarding
- Are able to commit to the time expectations of the committees work
- Can actively reach out to applicants, and whenever possible meet them in person

² M&C has, in their purposes, approved naming a liaison to Legacy Gift; Legacy Gift is considering this at their May 6th meeting.

- Will respond to applicants in a fair, timely and supportive manner
- Are able to help the group make decisions about competing priorities
- Share a bold vision of the possibilities of what these funds could support.



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Publications & Communications Committee

Note on the status of this Purpose, Procedure and Composition:

Publications & Communications Committee is participating in an ongoing review of NEYM Communications work (including staff, committee and consultant participation) the outcome of which will shape recommendations about the most useful shape of the committee for the future. Because of this ongoing process, both committee's formal purpose, procedures and composition will remain unchanged until next year, when it is expected to be substantially revised in keeping with the previous clerk's note below:

Excerpt from the report of a previous outgoing clerk (2016):

As this year winds down, we are considering new ways forward for our committee. What might a new structure for the committee look like? How might we raise up the gifts of Friends in the Yearly Meeting and provide increased support for committees and meetings who may need it? How can we more fully embrace our role as Publishers of Truth? The coming years will be an important time of discernment for Publications and Communications Committee. Prayers, support, and new ideas are welcome. I look forward to seeing what new structures, resources, and messages emerge from this work.

For the time being (until further clarity is reached regarding the committee's work), Nominating Committee is not being asked to appoint Friends to serve on this committee.

Current approved Purposes, Procedures, Composition (2014):

Purpose:

The Publications and Communications Committee (PubCom) has care for the “public face” that NEYM shows the world on the internet and in print. The committee offers advice and support to staff, Sessions and Yearly Meeting committees on technical aspects of communications and publication. It supports the Communications Director in his/her role as manager of the web site (www.neym.org), publisher of the minutes, directory, and the New England Friend and manager of data and communications for the Yearly Meeting. The committee develops policies relating to the use of electronic communication and the management of Yearly Meeting data. Publications and Communications Committee is responsible for the Mosher Book & Tract Fund that provides funding for publishing and distributing books and tracts promoting the principles of Quaker faith and practice. It may undertake publication and distribution

projects. It is also responsible for deciding whether to maintain NEYM's membership in Quakers Uniting in Publications (QUIP), and if so, providing a representative.

Procedures

The committee meets four times a year or as needed. The committee is accountable to NEYM through its annual report and the published materials that it oversees. The committee will, from time to time, distribute books or other materials without charge to meetings in NEYM. On occasion, it helps financially with printing, reprinting, or distributing existing material to meetings. If a committee of NEYM wants help with or discernment about publication, PubCom can offer counsel and/or technical, logistical, production and distribution support. This committee should maintain a general record of the various publications and media produced within NEYM. The committee will make an annual report of its work to the Yearly Meeting

Composition

- The Publications and Communications Committee is made up of nine Friends appointed by the Nominating Committee of NEYM and approved by the Yearly Meeting in three panels with three-year terms.
- The clerk of the committee is selected by the YM Nominating Committee in consultation with the Publications and Communications Committee.



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Puente de Amigos Committee

Current Purpose, for reference:

Our sister relationship with Cuba Yearly Meeting is an important part of the religious life of New England Yearly Meeting, a ministry to which we feel corporately called. Cuban Quakers are our dear sisters and brothers, despite differences in culture, language, and political and economic systems. Puente de Amigos (Bridge of Friends) Committee was established by New England Yearly Meeting in 1991 to foster this spiritual relationship, based on mutual respect and equality. Its primary task is to arrange for exchanges of religious visitors between the two yearly meetings. To encourage closer relationships some monthly meetings in Cuba Yearly Meeting have been paired with sister meetings in New England Yearly Meeting.

Committee Purpose

Puente de Amigos Committee (Bridge of Friends) fosters a spiritual relationship, based on mutual respect and equality, between New England Yearly Meeting (NEYM) and Cuba Yearly Meeting (CYM) to which both meetings have been corporately called. Since 1991 the relationship with Cuba Yearly Meeting has been an important part of the religious life of New England Yearly Meeting, and the committee works to support the continuation of this ministry.

Committee Procedures

The full committee meets for business approximately 2–4 times during the year, including meetings at Annual Yearly Meeting Sessions. Puente de Amigos has an Executive Committee that makes needed decisions between committee meetings. There are also ad hoc Orientation and Discernment Committees formed to work with New England Friends interested in representing NEYM in Cuba that can bring recommendations to the full committee, as there is a rigorous discernment process for those seeking a religious visa.

The Puente de Amigos committee builds relationships with Cuban Quakers by arranging exchanges of religious visitors between the two yearly meetings and encouraging connection through pairings of Cuban and New England monthly meetings called sister meetings.

The committee arranges for delegates from Cuba Yearly Meeting to attend NEYM Annual Sessions and to visit local meetings and participate in other Friends activities. It provides Spanish interpretation at NEYM Annual Sessions and hosts a “Puente table” at meals for those interested in meeting the visitors from CYM. When possible, the committee also invites Cuban Friends who are in the United States on other business to visit New England. This is supported by relationships with other Friends’ organizations that are interested in knowing Cuban Friends, such as the New England Friends United Meeting Committee, the Miami Friends Church, and the New England Friends World Committee for Consultation. The committee works to maintain relationships with these organizations as well.

Intervisitation pushes us to seek discernment and to learn from others. When gathered together with Cuban Friends—our Brothers and Sisters—members of the committee wrestle with emotional topics such as the balance between truth-telling and confidentiality and the implications of material wealth on relationships with beloved Friends who have fewer economic resources. Members of the committee participate in programmed and unprogrammed worship, which may include singing, Bible reading, and vocal prayer, as we invite God’s presence to guide us.

The committee is explicitly authorized by the Yearly Meeting to raise funds to cover costs involved in religious visitation between the two yearly meetings and for material assistance such as medicine, eyeglasses, and other needs identified by Cuban Friends. The committee is not authorized to act on behalf of the Yearly Meeting to make any commitments which may have legal ramifications, such as an application for a travel license or a representation of Yearly Meeting commitments in support of a Cuban traveler's visa application. In such cases the committee is responsible for understanding the situation and providing advice and recommendations to the Permanent Board or the Presiding Clerk, who are responsible for making such commitments.

Composition

- Puente de los Amigos Committee has nine members serving staggered 3-year terms. Members may serve a second consecutive term. It has been the stated practice to have anyone who has served six years in a row to take at least one year off.
- Clerks are appointed for a 3-year term. The clerk’s term on the committee may be extended to permit them to serve the full 3 years.
- The Committee establishes and works with an executive committee of past clerks and emeritus members who can make decisions at the clerk's’ request between Puente Committee meetings. The decisions are then brought to the next Puente meeting.

- Because of the special skills needed by clerks of Puente (Spanish, familiarity with the law and procedures involved in sending representatives of NEYM to Cuba) it's advisable for the clerk to have been involved with the work of the Committee before they are named. This has led to grooming a rising clerk from within the Committee. The committee will work cooperatively with the Nominating Committee to name an individual to serve as the rising clerk.
- The Committee collaborates with the Yearly Meeting Nominating Committee in finding members for the Committee. Sometimes there are Friends who are willing to stay on the committee and/or have asked us to be on the committee who we recommend to be nominated.
- The Committee collaborates and has linkages with Permanent Board and with the FWCC and FUM committees.



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Earthcare Ministry Committee

Current Purpose, for reference:

The Earthcare Ministry Committee urges New England Yearly Meeting and its monthly meetings, quarterly meetings, committees, and staff to actions based on awareness that destruction of Earth's fragile ecosystems is diametrically opposed to Quaker beliefs and values, and that the Religious Society of Friends must take a spirit-led, active stand against these trends and practices, inseparable from our other activities.

(The Earth Care Ministries Committee will the review the purposes and procedures next year, informed by the conversation concerning how NEYM can best support faithful witness which will occur at Sessions in 2017.)

Composition:

- The Earthcare Ministry Committee (EMC) seeks Friends who carry the concern for Earth and who want to act faithfully in reaching out to NEYM Friends to encourage the understanding that caring for creation is a spiritual concern. Friends often approach committee members with a desire to participate as a member of the committee.
- EMC has 15 members serving staggered, 3-year terms. The Yearly Meeting Nominating Committee in consultation with ECM brings names to the Yearly Meeting for approval
- Yearly Meeting Nominating committee in consultation with the committee members names the clerk of ECM. This nomination is approved by the Yearly Meeting.
- There are no term limits. Often the commitment and passion to the work doesn't have its own term limits.



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Racial, Social, and Economic Justice Committee

Current purpose: for reference

The committee serves to bring a spiritual approach to educating New England Friends about issues of racial, social, and economic justice. This includes concerns of prejudice (thought) and discrimination (behavior) because of race, disability, gender, sexual, or religious orientation, etc. We help individuals and monthly meetings gain awareness and take action and listen to Friends who feel they have experienced inequity or bigotry. The committee disburses money from several funds: a. The Freedmen's Fund to students in historically Black southern higher education centers who are preparing for careers in education; b. The Prejudice & Poverty Contributory Fund for organizations addresses racial, social or economic justice. Committee Purpose

(The Racial Social and Economic Justice Committee will the review the purposes and procedures next year, informed by the conversation concerning how NEYM can best support faithful witness which is occurring at Sessions in 2017.)

Composition

- Members of the Racial Social and Economic Justice (RSEJ) Committee serve a 3-year term; the committee consists of up to 8 members evenly distributed across terms.
- Yearly Meeting Nominating Committee, in consultation with the committee members, names the clerk of RSEJ. This nomination is approved by the Yearly Meeting.
- The NEYM Nominating Committee, in consultation with the RSEJ Committee, brings names for the RSEJ Committee to the Yearly Meeting for approval.



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Committee for Nurturing Friends Education at Moses Brown School

Current Purpose, for reference:

The purpose of this committee is to strengthen the Quaker faith and practice of Moses Brown School. The work of this committee shall be concerned with nurturing the spiritual base of the School, strengthening the spiritual relationship between New England Yearly Meeting and the School, and helping to ensure that Quaker education at the School not only continues but thrives. The committee shall work with NEYM monthly and quarterly meetings to identify qualified children of Quaker families who may wish to attend Moses Brown School and will support those students who are admitted by the school.

Purpose

The purpose of this Committee is to strengthen the Friends faith and practice of Moses Brown School. The work of this Committee shall be concerned with nurturing the spiritual base of the school, fostering strong relationships between New England Yearly Meeting and Moses Brown, and helping the school explore and deepen its Quaker values and best practices in Friends Education. The Committee will consider concrete ways that it can support and share the developments in Friends education at Moses Brown. The Committee will support the school's work to identify children of Quaker families and encourage them to apply. The Committee will support the school's efforts to ensure that current Moses Brown families, faculty, and staff who are drawn to the Quaker aspect of the school are given opportunities to deepen their connections to Friends faith and practice. The Committee will support the Head of School in stewarding Moses Brown's membership renewal process for the Friends Council on Education. The committee will work with the Providence Friends Meeting Liaison and the Friends Coordinator of the Moses Brown Board to steward the process for nominating Quaker members to the Nurturing Friends Education committee, for approval by NEYM Permanent Board; and will take a lead role in creating and vetting a list of Friends for potential service on the Moses Brown Board, and presenting that pool of potential members to NEYM Permanent Board for approval. (Authority for formally appointing Friends to the Moses Brown Board rests with the Board itself.)

Procedure

- The committee will be the joint responsibility of the Moses Brown School and New England Yearly Meeting. There will be no fewer than five meetings scheduled during the year and, ideally, an additional meeting designated for the purpose of nominating Quaker members to the Nurturing Friends Education committee, and creating and vetting a list of Friends for potential service on the Moses Brown Board. Meetings of the Nurturing Friends Education committee shall normally be open meetings with the schedule approved at the beginning of each yearly cycle.
- Both the clerk of the committee and the school will provide brief written summaries of the group's annual work. These reports will be submitted to both the Moses Brown Board and the Permanent Board of New England Yearly Meeting, to be included in advanced materials for Annual Sessions.
- The Head of School and the clerk of Nurturing Friends will share the Membership Renewal Process self-study and final report with the NEYM Permanent Board.

Composition

- The committee will maintain an equal number of members appointed by New England Yearly Meeting and Moses Brown, respectively. The committee will have at least 12 regularly appointed members and 2 ex-officio members. At least six members will be appointed by NEYM, and one ex-officio position filled by either the clerk of NEYM or the clerk of Permanent Board. At least six members appointed by the Moses Brown Board will include the Head of School and the Director of Friends Education. In addition, the clerk of the Moses Brown Board will be an ex-officio member. Moses Brown members on the Nurturing Friends Education committee will be nominated by the Moses Brown nominating committee and approved by the Moses Brown Board.
- Friends on the Nurturing Friends Education committee will be nominated by the Nurturing Friends Education committee, working with the Providence Friends Meeting Liaison and the Friends Coordinator.
- The Nurturing Friends committee will also invite recommendations from other NEYM committees, including the NEYM nominating committee.
- Nominations will be made in coordination with the timeline of the Moses Brown Board nominating process and submitted to NEYM Permanent Board for approval. To facilitate effective communication and coordination, there shall be a member of the Nurturing Friends Education committee who also serves on the Moses Brown Nominating committee as a liaison between the two committees. Terms that are not designated by position will be for 3 years, with one reappointment before a committee member should step down for at least one year. These terms will rotate so there will be a "class" of appointees for each year. The clerk of the Nurturing Friends Education committee is nominated by the committee, in

consultation with the liaison from Providence Friends Meeting and the Friends Coordinator, and approved by the Permanent Board.



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Friends United Meeting Committee

Current Purpose, for reference): None

Purpose

The purpose of this committee is to maintain and nurture the relationship between NEYM and Friends United Meeting (FUM) and to provide support for Yearly Meeting (YM) representatives to the FUM General Board and for the work of FUM. It meets as needed.

Composition

- The FUM Committee consists of the NEYM representatives to the General Board of FUM and all Triennial representatives, all of whom are named by the Nominating Committee of NEYM. It can also consist of the leadership of the United Society of Friends Women–New England (USFWI/NEYM) as they so choose.
- The presiding clerk and the Yearly Meeting Secretary are ex-officio members.
- The committee coordinates with and has linkages to USFWI.
- The clerk is selected by the committee in consultation with the YM Nominating Committee.



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Friends World Committee for Consultation–New England

Current Purpose, for reference:

We encourage fellowship among all the branches of the Religious Society of Friends, connecting Friends, crossing cultures, and changing lives. We bring Friends of varying traditions and cultural experiences together in worship, communication and consultation, to express our common heritage and our Quaker message to the world. The NEYM FWCC Committee represents NEYM in the work of the international Friends World Committee for Consultation, and promotes and interprets FWCC's work within the Yearly Meeting. The international FWCC is a consultative body made up of yearly meetings and other Quaker bodies across the globe, and represents Friends' concerns at the United Nations, with offices in New York (administered by American Friends Service Committee) and Geneva. The international FWCC also consults with affiliated programs such as Friends Peace Teams, Right Sharing of World Resources, and Friends Committee on Scouting. The NEYM Committee hosts a periodic regional gathering for Friends from New York, New England, Philadelphia, and eastern Canada Yearly Minutes 27 Meetings. We facilitate visits within New England of Friends from other parts of the world, including cooperating with Puente de Amigos. We also promote programs of the Section of the Americas such as the Quaker Youth Pilgrimage and Wider Quaker Fellowship..

Purpose

Friends World Committee for Consultation–New England (FWCC–NE) encourages fellowship among all the branches of the Religious Society of Friends, connecting Friends, crossing cultures, and changing lives. FWCC–NE brings Friends of varying traditions and cultural experiences together in worship, communication and consultation, to express our common heritage and our Quaker message to the world. The NEYM FWCC Committee represents NEYM in the work of the international Friends World Committee for Consultation, and promotes and interprets FWCC's work within the Yearly Meeting. FWCC–NE facilitates visits within New England of Friends from other parts of the world, including cooperating with Puente de Amigos.

The international FWCC is a consultative body made up of yearly meetings and other Quaker bodies across the globe, and represents Friends' concerns at the United Nations, with offices in New York (administered by American Friends Service Committee) and Geneva. The international FWCC also consults with affiliated programs such as Friends Peace Teams, Right Sharing of World Resources, and Friends Committee on Scouting.

Procedures

FWCC–NE meets during Yearly Meeting Sessions and several times during the year, in person or by conference call. The committee designates six of its members to represent NEYM at meetings of FWCC Section of the Americas. Some of these representatives also serve on Section committees. The committee recommends delegates to represent NEYM at periodic worldwide and sectional FWCC meetings.

Composition

- The FWCC–NE committee has 12 members who serve staggered 3-year terms and are named by the Yearly Meeting Nominating Committee and approved by the Yearly Meeting.
- The committee will co-opt Friends in New England who are also serving in the larger FWCC–NE committee or who have specific skills and gifts the committee requires.
- The Yearly Meeting Secretary serves ex-officio on the committee.
- Yearly Meeting Nominating Committee, in consultation with the committee members, names the clerk of the FWCC–NE Committee. This nomination is approved by the Yearly Meeting.
- The FWCC–NE committee coordinates with and has linkages to the Puente de Amigos Committee.



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Correspondence Committee

The current purpose of correspondence committee has three primary tasks. These are:

- a. Write the epistle from Annual Sessions
- b. Organize and manage cards to absent friends during Sessions
- c. Review the epistles received by NEYM and forward those to be read to the reading clerks.

In practice (for as long as we can confirm), the committee has actually only written the epistle. The cards to absent friends have been managed by Yearly Meeting staff and epistles to be read at Sessions have been selected by the reading clerks.

It does not seem necessary to have a standing committee of the Yearly Meeting responsible for one task in August. The proposal is that the Correspondence Committee be laid down and that the presiding clerk be charged with appointing three friends each year to write the epistle. The Session Committee clerk will assist staff in maintaining the table with cards for absent friends.

Legacy Gift Committee
Report to the Permanent Board
May 13, 2017

As of September 30, 2016, the Legacy Gift Committee had made first-year grant awards totaling \$116,000 from the NEYM Future Fund, out of the original \$350,000 used to establish the Fund. Including these expenditures, the increased market value and accumulated interest had resulted in a balance of \$387,506 at the beginning of our second year. Since last Fall the Committee has been discerning how to allocate these additional funds to best serve the Yearly Meeting.

As a result, **Legacy Committee brings the following concerns to Permanent Board's attention.** (See *Footnote 1* below for History of Committee's establishment and work.)

(1) Witness and Ministry Fund: At our May 6th meeting, the Committee agreed that the name of the **Fund for Released Ministry** should be changed to the **Witness and Ministry Fund** to better capture the full breadth of ministry and witness that we see arising in New England Yearly Meeting.

The Legacy Gift Committee is asking Permanent Board to approve this name change.

(2) and (3): After two years of grant making, we have seen a growing need for two specific funding uses: support of public witness, including possible civil disobedience, in the current highly charged political environment; and increased funding for Meeting House projects. (Over the past 2 years we have made 45 grants and 14 (31%) of these were for Meeting House projects.)

(2) Fund for Suffering: Our Committee has discussed the potential need for Permanent Board to reactivate its Fund for Suffering to help support Friends' public witness and possible civil disobedience in the face of our increasingly hostile political climate. We are in unity to allocate \$25,000 to the Fund for Suffering, to be used for this purpose, if Permanent Board agrees with reactivating it. We understand from preliminary discussions with the Presiding Clerk that Permanent Board is responsible for this Fund.

The Legacy Gift Committee asks the Permanent Board to consider revitalizing the Fund for Suffering and receiving this \$25,000 contribution, with the possibility of securing additional funds later from Quarterly and Monthly Meetings. (Please note that the current balance in the Fund for Suffering is \$4,939. See *Footnote 2* for additional information.)

(4) Meeting House Projects: During the last two years, the Committee has awarded 14 grants for Meeting House and Grounds Projects, including installing solar panels and other energy efficiency measures. In response to this clear need for a continuing source of funding for repair and improvement projects, the idea of "seeding" a Meeting House Loan Fund with \$100,000 has emerged. However, there is concern because of NEYM's previous negative experience managing loan funds. In addition, there is a potential inequity of now having such funds only available through loans, after awarding well-publicized Meeting House grants for four funding cycles. This could be an issue for smaller meetings.

Morgan Wilson, a Legacy Committee member, who works as VP of Development Operations for The Community Builders, a national developer of affordable housing, has spoken with several non-profit community development financial institutions (CDFI) about the possibility of collaborating with them on a Meeting House Loan Fund. These included the New Hampshire Community Loan Fund, the Cooperative Fund of New England, and the Local Enterprise Assistance Fund. (We have also contacted

the Friends General Conference Meeting House Loan Fund and are waiting to talk with representatives.) Contacts have suggested that there are several options for collaborating with a CDFI on a Meeting House Loan Fund which should be considered. (See *Footnote 3* for details of possible options.)

The Legacy Gift Committee asks the Permanent Board to consider establishing an ad-hoc committee to study the possibility of creating a Meeting House Loan Fund using the following suggested parameters:

- The Fund might be seeded with \$100,000 from the NEYM Futures Fund;
- A structure be established whereby Monthly Meetings and individuals could invest in, or contribute capital to the Fund;
- The Fund should be professionally managed, possibly by the FGC Meeting House Fund or a Community Development Loan Fund;
- The Fund should be open to both Monthly Meetings and other New England Quaker entities such as Friends Camp, Woolman Hill, or Beacon Hill Friends House; and
- That continuing to provide grants be considered.

(4) Wopanaak Language Reclamation Project and Reparations

A grant application has come to the Committee twice, asking that we make a payment as reparations to the Wopanaak Language Reclamation Project. We are in unity that awarding reparations is beyond our charge from Sessions. **The Legacy Gift Committee asks that Permanent Board establish a process for NEYM to consider our role in making reparations to the Native People of New England.**

FOOTNOTES

Footnote 1. History of Legacy Gift Committee's Work

At our 2014 Annual Sessions, NEYM approved the recommendations of the Legacy Gift Discernment Committee to use the \$1.2 million realized from the sale of the New England Friends Home to establish two designated funds and the Legacy Gift Committee. The Legacy Gift Committee was charged with developing guidelines for both Funds and overseeing details of the governance, policy, investment and distribution of assets related to both funds. \$750,000 was temporarily designated for 10 years, while being managed to keep its endowed principal intact, with an amount released annually as either a single grant or multiple grants. This funding was originally named the *Released Ministry Fund*. The remaining balance of \$350,000 went to create the *Future Fund* which was to be responsible for making grants until its funds were expended in about three years. Both Funds were to be invested in the NEYM Pooled Funds.

Footnote 2. Fund for Suffering

The Fund for Suffering is one of a number of revolving accounts held by the Yearly Meeting. (See page 74 of the 2017 Directory.)

Footnote 3. Possible options for working with a CDFI on a Meeting House Loan Fund:

- Have a CDFI manage a pool of funds seeded by the Legacy Gift Committee;
- Have the Committee and others fund a loan loss reserve to provide security to allow a CDFI

to loan its own capital; and

- Have an NEYM related Meeting House Loan Fund take a “first loss” position with a CDFI taking a participation in the loans.

Text of travel minute

Approved by Dover Quarterly Meeting, 04/30/17 (Weare: 7/10/16)

For over 350 years Meetings of the Society of Friends (Quakers) have provided minutes to introduce and to testify its unity with the actions of a few of our members who have felt a concern to provide spiritual counsel or to minister to others within or outside of the local meeting. We are continuing this tradition by providing this letter to recommend Brian Drayton, a long-time member of Weare Monthly Meeting and a recognized minister of New England Yearly Meeting of Friends. Brian feels drawn to travel to visit groups and individuals in gospel love. He hopes to learn from those he visits, as well as to help them forward in their faithfulness, as the Spirit may open a way. We wish to support and encourage him and believe that you and we will benefit from his endeavors. We are glad to send with him our warm greetings to you who read this. We would be grateful for any note or message you might wish to send back to us arising from your encounter, which we will read when Brian reports to us from time to time.

Report: Ad hoc Joint PB/M&C Travel Minutes Working Group

The ad hoc committee considering Travel Minutes is not yet ready to bring forward comprehensive recommendations. But as we deliberate on how best to carry this long tested and honored form into our present, we would appreciate having Permanent Board try the new more robust pattern of reporting that we are considering. With two travel minutes from seasoned travelers on the agenda for endorsement at the May 13th meeting we suggest that when endorsing a Travel Minute:

- PB should send a copy of the endorsed TM to the clerk of NEYM M&C.
- PB should ask the traveler to send a written report on their travel to PB, copied to NEYM M&C.
 - Reports should be sent upon completion of the travel (for a specific visit/event) or after one year (for open-ended or on-going travel).
 - Reports should include impressions and learnings from their travels, along with copies of any endorsements made by the Meetings they visited.
 - Reporting to PB and M&C is in addition to reports Friends may make to their MM and QM.
 - Although written reports are generally sufficient, in addition, a person may feel called to request time on the agenda to report in person to PB or M&C, or the clerk of PB or M&C may request an in-person report.

Internal Nominating Committee Report to Permanent Board May, 2017

Clerk: Sarah Gant -2015-2018

Recording Clerk : Rebecca Steele: 2015-2018

2017	2018	2019	2020	2021
#Suzanna Schell Sara Smith Karen Sanchez- Eppler Travis Belcher Hannah Zwirner Forsythe Elizabeth Szakowski	Susan Davies # Donn Weinholtz Jean McCandless Rebecca Steele #Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson Sarah Gant	Ian Harrington Chris Gant #Philip Stone #Deana Chase	# Ben Guaraldi # Galen Hamman # Rosemary Zimmermann Anna Radocchia Tom Jackson Carole Rein	Kimberly Allen Rebecca Leuchak Christopher McCandless

in second term (can't be reappointed)

* filling out term – can be reappointed 2 entire terms

Sub Committee	2017	2018	2019	2020
Clerks Nominating	+Fran Brokaw Donn Weinholtz	+Marion Athern +Leslie Manning	+Greg Williams # Ben Guaraldi	+Edward Mair + # Fran Brokaw
Personnel	Chris Gant Vacancy Elizabeth Szakowski	+Neil Blanchard Maureen Lopes	Travis Belcher +Carl Williams Dwight Lopes	Chris Gant Dulany Bennett Elizabeth Szakowski
Internal Nominating	Susan Davies	# Donn Weinholtz + # Sarah Sue Pennell	# +Patsy Shotwell # Carolyn Stone	Minga Claggett-Borne
YM Nominating at Large	Vacancy +Richard Ristow Vacancy	+Connie Kincaid Brown +Marian Baker		LouAnne McDonald Rachel Carey Harper
Student Scholarship Granting Committee	Allan Kohrman +Rebecca Leuchak Justice Erickson Ian Harrington			
Friends Camp Nominating	+Leslie Manning		+Amy Lee Viera	
NEYM Secretary Supervisor	+Edward Baker			Elizabeth Reuthe

Bold = Submitted for Permanent Board Approval + = not on Permanent Board

= in second term (can't be reappointed)

Moses Brown Board of Trustees

We recommend for appointment two additional Friends to join the Moses Brown Board of Trustees.

T.J. Fullam (Wrightstown Meeting, PA)

John Barrett (Providence Friends Meeting)

(Also: T.J. will be stepping in to serve as incoming clerk of the Moses Brown Trustees committee, so he will also serve on the Moses Brown Board executive committee)

Committee for Nurturing Friends Education at Moses Brown

CLERK: We recommend **Betsy Zimmerman** (Providence Friends Meeting) to serve as incoming clerk of the committee for Nurturing Friends Education to help support the transition of the Moses Brown Board and also to help steward the new nominating structure as outlined in the Purposes, Procedures and Composition document whereby the Nurturing Friends Education committee will steward a broader cooperative process to recommend Friends to serve on the MB Board and on the committee for NFEMB. Over the years, Betsy has been deeply involved in the process of nominating Friends to the Moses Brown Board and recommending Friends to serve on the NFEMB committee. At one point, she served as clerk of the committee, and she currently serves on the Moses Brown Nominating committee and on the Moses Brown Board. She has been active in NEYM and she is very active in Providence Friends Meeting.

We recommend adding **TWO additional Friends** to serve on that committee next year:

Victoria Ekk (Providence Friends Meeting) is a principal in the public schools in Attleboro. She previously oversaw a middle school and is now leading preschool and English learning programs. She is very interested in Quaker Education and has been teaching in the First Day School program at Providence Friends Meeting where she is now a member.

Michael McGuigan (Providence Friends Meeting) is a former member of the Nurturing Friends Committee, prior to his time on the Moses Brown Board. He has been serving on the Building and Grounds committee and is interested in changing committees. He taught at Moses Brown about 10 years ago and is currently teaching Middle School Social Studies at the Learning Community in Central Falls. He is also a member of Providence Friends Meeting.

June Alice Correia
October 18, 1958 - May 14, 2016

Some people have a gift for expressing in words how to live one's faith. Others just do it, and in their doing they speak volumes. June Correia was one of the latter.

June grew up in Russells Mills, South Dartmouth, MA. She met her husband, Steven, while in high school, and they were married in 1979 in New Bedford's Seaman's Bethel. Steve and June began attending New Bedford Meeting when their oldest daughter Larissa was a newborn in 1985. Steve became clerk and was committed to keeping the meeting open, though June was waiting for more children to enrich the First Day School.

After their daughter Aliza was born in 1988, June began searching the area for an unprogrammed meeting with a First Day program and chose Westport. Steve, wanting to worship with his family, soon joined them. In 1993 they transferred their membership to Westport Monthly Meeting. The 3rd bench on the north wall of our meeting house has been, and continues to be, where the Correia family worships with us.

June quickly became an integral member of our community despite working full time as a bank teller while raising two children. Her faithful attendance at monthly meeting for business, potlucks, cleanup days, and our annual Book Sale's bake table, were all outward displays of her deep commitment to our spiritual community. Over the years she served on almost every committee, including Nominating, Ministry and Counsel, Religious Education, and Finance. A gentle and patient First Day School teacher, she touched a generation of children who loved her dearly for her playfulness, humility, and kindness. She served on Finance Committee and for over a decade was one of our Trustees – an appropriate title for our

recognition of her sensibilities, monetary skills, and commitment to the life in the Spirit. She participated in the life of Sandwich Quarter and was a faithful attender at NEYM Sessions where she is remembered for her gentle heart and her grounded and prepared presence at business meeting.

June loved her family. Her daughters Larissa and Aliza were the joyful focus of her life. Schoolwork was their first priority, but she also urged them to engage in outside activities, musical groups, and sports teams. Their lives were full to overflowing. She encouraged laughter and silliness, while also nurturing a life of intentionality, discipline, and faithfulness to the testimonies of Friends. She believed that thoughts turn into words, words turn into actions, and actions turn into habits. After being diagnosed with Parkinson's Disease at the age of 37, June raised her daughters to be not only thoughtful and loving adults, but also competent and independent people who could do their own laundry, live within a budget, and face adversities with patience and inner strength. Her primary concern was that her daughters be okay, with or without her.

June savored the simple things in life like warm cookies, chocolate frappes, Disney movies, a perfect cup of tea, and a well-done manicure. Beauty could be found in organized closets as well as in nature. Her clothing and personal appearance were a way of celebrating life. She loved traditions. Most of the ones that we have at Westport Meeting were started or actively perpetuated by June, including our Easter Egg Hunt and the giving of small, wrapped gifts to every child on Christmas Eve. She found meaning in angels and frequently gave representations of them as gifts to her family and friends. *Angels We Have Heard on High*, sung with playful, twinkling eyes, will always be "June's song." She loved music, and throughout most of her life, sang with heartfelt joy. When what turned out to be Multiple System Atrophy took her voice, she was comforted by Steve's banjo and ukulele playing.

With grit and grace, June lived with the cumulative effects of her disease for over 20 years. She rarely complained or dwelt on the question of "Why me?" The last few years of her life were spent at Brandon Woods Nursing Home, where she and her family created an extraordinary community of residents and healthcare workers through their daily displays of kindness, compassion, and honesty. As a way to keep connected, a small group of women from the meeting and community visited with her monthly. They became known as the Knitting Group, but more than any hand-work, what was created were friendships and love. June's smile, twinkling eyes, courage, and fierce determination to live each day with heart and hope touched everyone.

Over the course of many years, June created a large, beautiful cross-stitch of the Shaker Tree of Life. She stitched through business meetings, committee meetings, and family nights watching television. She worked on it, sometimes undoing mistakes, other times adjusting the finished design to incorporate small errors, with care, heart, and seemingly endless patience. She lived her life with that same extraordinary determination and grace, continuing to channel love to everyone around her until the day of her death at the age of 57. Her ministry was in the way she lived each day, reminding each of us to pay attention to the essence of life, to savor the sweetness, and to walk in the Light with courage, trust, and love.

Approved 4/9/17
Westport Monthly Meeting
Elizabeth Lee, Clerk

Approved 4/23/17
Sandwich Quarterly Meeting
Sam Czerwik, clerk

EVELYN WELLINGTON DANFORTH
March 26, 1939 – August 15, 2014
Wellesley Meeting: Approved 11/13/2016
Approved by Salem Quarterly Meeting on 4/23/2017

Who could resist Lyn's warm smile and sparkling eyes. Who would not be in awe of her positive and cheerful spirit as she accepted one challenge after another with her physical self. Lyn brought acceptance, humor, and grace coupled with deep caring wherever she was. Radiance and resilience are good words to describe her.

Born in Boston, Lyn grew up in Weston on her family's farm Gateways. She was the oldest of four. Her family was Unitarian. As a child she often accompanied her maternal grandmother, with whom she was close, to Kings Chapel on Sundays.

Her degree in Early Childhood Education from Bennett College reinforced her love of providing children with an environment of respect and joyful activity in nursery schools where she worked and which she founded.

Lyn's love of nature in all seasons was deeply important to her and she treasured being in the family house in the Adirondacks.

Lyn married Bill Haskell, a science journalist, at nineteen and they had two children: Anne and Benjamin. Early in their married life, after Anne was born, they traveled by freighter to New Zealand and continued to journey for a year and a half, living in New Zealand, Australia, and parts of Southeast Asia, continuing on to England, and ending in Canada. Later they lived in D.C. and on farms in Connecticut and Central Pennsylvania. Lyn loved the farm life, but also acknowledged that it was a difficult way to live.

When her marriage ended in 1984 Lyn moved to Nantucket, where she lived for seventeen years running a small B & B, "Danforth House", in a home on Main Street originally owned by her parents. She worked for an educational search firm and as a reporter and photographer for the local paper. She supported the work of two historians, Robert Leach and Peter Gow, who wrote "Quaker Nantucket: The Religious Community Behind the Whaling Empire".

It was in Nantucket that Lyn was introduced to Quakers. It felt right to her from the beginning and she experienced "an electric current running between us". Later she became clerk of the Nantucket Meeting and recording clerk of her quarter.

In 2001 Lyn returned to the Boston area, spending a year as Director of Beacon Hill Friends House and then moving back to the family home in Weston, sharing it with her brother Nick. For ten years she was a caretaker of seniors.

After her move to Weston, she began to attend Wellesley Friends Meeting and transferred her membership from Nantucket in 2004.

EVELYN WELLINGTON DANFORTH
March 26, 1939 – August 15, 2014
Wellesley Meeting: Approved 11/13/2016
Approved by Salem Quarterly Meeting on 4/23/2017

Lyn then moved to Jamaica Plain and later bought a house in Roslindale, where she lived with Anne. Lyn radiated Quaker love in many ways within the Roslindale community. She continued to attend Wellesley Friends Meeting and was an active and much loved member. She served on the library committee and was a centerpiece of the Ministry for Racial Justice and Equality (MORE) as long as she was able.

Of the Society of Friends Lyn said “I felt I have a huge new family. I am so attracted to the simplicity, respect for each other despite differences, and the beauty that comes out when people worship together.”

After four years of debilitating heart and visual problems, accompanied so faithfully by Anne, Benjamin and her siblings Nick, Julie, and Nina, and friends, Lyn died peacefully surrounded by her loved ones.

Two memorial meetings were held in her honor both at Wellesley Friends Meeting and at Kings Chapel in Boston.

Sylvia Colmore de Murias

July 29, 1937 - April 20, 2015

Friends Meeting at Cambridge, approved November 13, 2016

Approved by Salem Quarterly Meeting on April 23, 2017

Sylvia Colmore de Murias will be remembered fondly for her independence, generosity, creativity, and humor. Sylvia leaves a hole in her artist groups, among her long-time friends, her Meeting community, and of course, her family.

Sylvia Colmore was born in 1937, the eldest of three children. Her path and personality developed very differently from her brother Blayne and sister Perry, yet they all loved each other deeply. She spent her childhood in North Carolina and her adolescence in the Philippines where her father worked for Proctor and Gamble.

Places always had an impact. She balked at her southern upbringing; she spent the rest of her life escaping its narrowness and judgmental propriety. The Philippines offered the freedom her adolescent self craved. Sylvia's adult life was informed by her zest for life and her wanting to test cultural boundaries. Her summers as a child at the family home on Fire Island gave her a life-long love of the beach. Later in life she shared this childhood joy with others each summer at Manomet Beach, south of Plymouth. Her son Garrett and his family, often accompanied by other invited friends, also began to spend time at Manomet where they created countless summer memories of craft projects, beach combing, and nighttime campfires.

Mother of two children, Perrine and Garrett, Sylvia found her happiest role being a grandparent to Gwendolyn and Cameron. She delighted in them and hoped to always stimulate their creativity with art materials, "making" sessions, and trips to Snow Farm Art Center with Gwen.

"Artist" is probably the most apt description of Sylvia's direction and motivation and state of mind. It was how she saw herself. Sylvia's own art was varied and experimental. Photography, jewelry in metal and glass, transfer printing, collage, and drawing were her strongest interests. She displayed at open studios, attended workshops and classes, and worked at her own home studio and other workshop spaces. Her many journals included sketches, quotes, and observations. Sylvia's love of art found expression at Friends Meeting at Cambridge's Exhibits Committee, which she enjoyed.

Sylvia had different jobs at different times of her life, the longest being her last job as an administrative secretary at Massachusetts Law Reform Institute. She never retired, she pointed out, because her departure at age 72 was a layoff! She formed long-lasting bonds with people she worked with.

She always chafed at what she saw as a lack of respect for women, for minorities, and for workers that were not deemed "professionals." She was forever loyal to her women's group formed in the '70s that continued to meet ever since.

Sylvia was a magpie, picking up things that caught her eye, and her penchant as an accumulator was abetted by living in a large house. One expression of her caring was keeping her friends and family in mind as she combed the beach or a resale shop. Her family and friends often received unsolicited items Sylvia thought they might like.

At Friends Meeting at Cambridge worship Sylvia had a usual seat in the front facing those entering. She always kept a journal handy where she would jot down things during Meeting or during the adult forum that she wanted to remember. These habits were noted at her memorial meeting, attended by so many from across the spectrum of time and activities of her life. As we shared about Sylvia's endearing, sometimes frustrating, always lively characteristics, we knew that such a strong and loving spirit would live on in the people and places she touched.

Sylvia Colmore de Murias died April 20, 2015 from cancer.

Herbert Raymond Hillman Jr.
October 25, 1926 – September 1, 2014
Friends Meeting at Cambridge, approved March 26, 2017
Approved by Salem Quarterly Meeting on April 23, 2017

Herb Hillman was born in 1926 and raised in Wilkesburg, near Pittsburgh, Pa. Upon finishing High School he enlisted in the US Navy and was assigned to a V-12 officer training unit, initially at Muhlenberg College in Allentown, Pa. Later he was transferred to Swarthmore College, where he first encountered Friends.

WW II ended before his unit saw action, and Herb decided to finish his bachelor's degree at Swarthmore. He graduated with honors in biology, subsequently enrolling in a graduate program in physiology at Cornell. After some time at Cornell, a year spent in Glasgow as a Cornell-Glasgow fellow and time off to travel in Europe, Herb tired of academia and left Cornell before completing his degree.

In 1950 he married Bernice ("Bunny") Shiffer, whom he had met at Cornell, and together they opened an antiquarian bookstore in Greenwich Village which they named Pangloss. Later when Herb was asked why he had named the store after Dr. Pangloss, the inveterate optimist in Voltaire's *Candide*, he replied "One has to be a convinced optimist to go into the antiquarian book business. Bookselling has many rewards - but none of them financial." In 1957 they relocated the bookstore to Harvard Square. Pangloss specialized in academic and rare books, serving Harvard, MIT and other area universities as well as some overseas clients. In 1983 Pangloss moved to Mt. Auburn St. and in 1993 Herb sold the business and retired.

Herb and Bunny joined Cambridge Friends meeting in 1962, shortly after coming to live in Cambridge. Their eldest daughter Margot was then two years old. Their son Jonathan ("Mickey") joined the family that same year on his second birthday, followed by a daughter, Andrea in the spring of 1964. Bunny died after a long illness in 1983. Three years later Herb married Elinor ("Nellie") Goodwin, adding her daughter Jennifer Goodwin to the family.

In 1964 Herb and Bunny purchased land in West Rumney, N.H. at the base of the White Mountains, and this became a home away from their home in Cambridge for the whole family. They grew all their vegetables in a large garden on the property and engaged in a wide variety of activities. Herb was an avid outdoorsman who hiked up almost all of the 14,000 + ft. mountains in N.H., often with the children in tow. The family went canoeing and skiing. Herb was an expert skier, a sport which he continued into his early 80's.

Herb believed in the power of love and the Light within each one of us. He felt nourished by the silent worship at FMC. He was also drawn to the Quaker process of decision making. He was a good negotiator and had the ability to listen even to the opinions of those with whom he strongly disagreed. During a period on the late 60's when there demonstrations at Harvard, Herb would encourage dialogue between opposing parties in his store.

He was very active throughout the 60's at FMC and in the local community. He served on the First Day School Committee and taught in the First Day School. He joined the Peace and Social Concerns Committee and facilitated three gatherings at the Meeting on race relations. He was appointed by FMC to the Board of the Cambridge Interfaith Housing

Corporation, which developed integrated middle income housing in Cambridge. He was very involved in the schools his children attended: Cambridge Friends School, the Peabody School and the Pilot School (an experimental open High School associated with the Cambridge Rindge and Latin School). During this period also, he and Bunny opened their home to young people resisting the draft and refugee families from Indonesia and Greece.

In later years at FMC, Herb served at different times on the Nominating, Trustees, Grants and Library Committees.

After his retirement Herb, with his wife Nellie, participated for many years in the Harvard Institute for Learning in Retirement, a volunteer mutual educational program for older citizens. A lifelong learner, Herb took numerous classes at HILR which he greatly enjoyed. Under the auspices of HILR, too, he founded a play readers group and performed memorably with Nellie in several Shakespeare plays. Herb had a strong interest in theater dating back to his days in Glasgow where he did theater work. He was also a lover of movies, and had an extensive film library.

As his health declined, Herb was lovingly cared for by Nellie. He passed away peacefully on September 1, 2014. At the memorial service held at FMC to celebrate his life, his daughter Margot characterized her father as one who “took the road less travelled by”. His son Mickey recalled that Herb had taught him to “drink from his own well”. Another attender described Herb as fearless. Herb was a person of strong conviction and integrity, who worked to align his actions with his beliefs. He had a deep connection with the land and a sense of responsibility as its steward to use it well and make it available to others. He would allow people to camp on his place in N.H. as long as they did not abuse the privilege. He trusted the employees at his bookstore and they in turn respected him. (They all had keys to the bookstore, but no one ever stole from him.) He faced many challenges in his life with grace and fortitude. Even as he contended in his later years with the gradual advance of dementia, he retained qualities of openness, gentleness, and caring, a sense of humor and a lively wit, which had characterized him throughout his life.

We at FMC are inspired by the example of Herb’s life and grateful for the gift of his presence among us.

Memorial Minute: Alfred Leo (Al) Norton: 1935 – 2016

Alfred Leo (Al) Norton (81), a member of Portland Friends Meeting, passed away peacefully on Sunday, September 4, 2016, at Brentwood Health Care Center in Yarmouth, ME. He had lived his last year at, first, St. Joseph's Manor Nursing Home in Portland and, then, Brentwood. During this time, Al frequently enjoyed visits from Friends, friends, and family members as he wrestled with, and often rose above, the hardships of his deteriorating health.

Al was born on April 16, 1935, to Ernest Norton and Elsie (York) Norton in Arlington, MA, where he and his younger sister Judith Ann grew up. As a child, Al loved music, playing the piano and trying other instruments. He attended Arlington High School and later earned an undergraduate degree from Boston Architectural Center (now Boston Architectural College). He would also attend the Graduate School of Social Psychology at Harvard and, later, the Bangor Theological Seminary, where he greatly enjoyed his studies and earned a Masters in Divinity. He loved to read, learn, and engage just about anyone in discussions about politics, philosophy or religion.

Al married Joan Doherty, in 1958, and moved to Columbus, Georgia, where he served for two years as a helicopter mechanic in the Army. Al's and Joan's first child, Ann, was born there. The three then moved to Boston, where Al worked as an architect and the family grew with the births of three more children – Garret, Sean, and Martha. Living just outside of Boston, the family enjoyed camping trips to Andover, MA; Parrsboro, Nova Scotia; Prince Edward Island; and the Maine Coast.

After awhile, politically progressive Al and Joan joined the "back to the land" movement by moving the family to Freeport, Maine. There they bought an 18th Century farmhouse, planted a garden and tended to a host of animals, including goats, a pony, two horses, chickens, a turkey, and three pigs. Al worked as an architect in Portland during the weekdays and tended to the house and farming on weekends and evenings.

Tragically, so much changed in 1974, when Al suffered a stroke at age 39, leaving him hemiplegic, and thus unable to work as an architect or at home. No longer could he do such favorite activities as farming, photography, playing musical instruments, and birding. His doctors said he would never walk again, but fortunately they were wrong. Al learned to walk with the aid of a brace and cane. He forever stopped his long habit of heavy smoking, which he was convinced had led to the stroke. Over the years, Al's efforts to live as independently as he could were truly heroic. For years he managed to drive himself in his own car, going as far as Canada. After he could no longer drive, his insistence on moving himself from wheelchair to passenger seat in a car and later back to wheelchair were acts of which many of us marveled.

Changes in life kept coming. Al and Joan divorced after a marriage of two decades. His time as a lapsed Catholic ended when he began attending Quaker services. After several years of living in Connecticut and then in various towns in Maine, Al met and married his second wife,

Dorothy Zug, also a Friend. They lived for several years in a geodesic dome in Rindge, New Hampshire, before moving to Wayne, Maine, where their marriage ended in divorce, as well.

Thereafter, Al's health problems worsened, and his family convinced him to move from rural Wayne to Portland, where he lived in Franklin Towers, enjoying what he called his "million dollar view" and the bustle of the city. He was often seen steering his motorized wheelchair on the streets and sidewalks, taking in much of the city and engaging its residents. He was a member of the Portland Art Museum and a season ticket holder to the Portland Symphony and Portland Pops. He also was a proud member of Veterans for Peace in Portland.

Throughout his life, Al loved to read and learn. In his last months, e.g., he was taking in Martin Buber and Paul Tillich. He was as likely to engage a street person as a professor, a beleaguered resident of a facility as a staff member. His generosity of spirit often lifted those of us around him. The thanks that he freely gave to all who helped him made helping him easy.

Al initially attended such Meetings as Midcoast Meeting in Damariscotta, ME, and Middletown Meeting in Middletown, CT. Later, he became a member of Meetings in Worcester, MA, Durham, ME, and Pondtown Monthly Meeting in Winthrop, ME, where he was a member for eleven years. In 2006, Al had his membership transferred from Pondtown to Portland Friends Meeting.

He participated in several ways at Portland Friends, including first as a member of the Peace and Social Concerns Committee and later as a member of the Pastoral Care Committee. Those of us who served with him were touched by his spritely sense of humor, his care for others, and his passion for various political causes. Much in need of care himself, it was striking how much he expressed his concern for others. A number of us formed a Circle of Friends who took turns bringing Al to meeting for worship most Sundays, where amid the chairs we reserved a space for Al to park his wheelchair. Occasionally, the Spirit would speak through him in worship – more than once as he read from his father's writings during his service in the Army in WWI. Each of us thoroughly enjoyed the wide-ranging discussions we had with Al as we drove him to and from meeting and helped him in and out of the meetinghouse. He also faithfully attended New England Yearly Meeting's Sessions each summer, and regularly attended the joint meeting of Maritime Meeting (of Canada's Maritime Provinces) and New England Yearly Meeting, held during Canadian Thanksgiving weekend in early October.

Portland Friends held a service celebrating Al's life, on October 29, 2016. Many family members and friends came and remembered Al, often with humor and always with love. We have missed and shall miss him. His family is honoring his wish to have his ashes buried in Parrsboro, Nova Scotia, his ancestral home and favorite place on earth. May he rest in Peace.

Approved by Portland Friends Meeting: March 5, 2017

Approved by Falmouth Quarter: May 6, 2017

Memorial Minute for E. Kirk Roberts and Janet Johnson Roberts

Middlebury (VT) Friends Meeting notes with sadness the passing of E. Kirk Roberts, on January 20, 2015, and Janet Johnson Roberts on January 30, 2016. Kirk grew up in the Moorestown (NJ) Monthly Meeting and Jan in the Rich Square (IN) Monthly Meeting. They met at Earlham College from which they both graduated in 1949. After Kirk earned a PhD in chemistry at Harvard University, he and Jan moved, in 1952, to Middlebury, VT, where Kirk taught chemistry, sometimes as chair of his department, at Middlebury College. While in Middlebury, Jan worked at the Counseling Service of Addison County where she created a residential home for women with developmental challenges, as part of the state's move to mainstream and integrate developmentally delayed people in the community. Upon retirement, in 1983, Kirk and Jan moved to Palo Alto, CA.

Soon after their arrival in Middlebury, in 1953, Jan and Kirk invited interested students and community members to worship in the manner of Friends in their home, and, at times, on campus. They met fairly regularly until 1965 when the group stopped meeting. In 1969, as Kirk and Jan prepared to leave for a sabbatical year, another Quaker couple arrived on campus. They responded to requests from students, disturbed by the escalation of the Viet Nam War, to restart the worship group. Placed under the care of Burlington Monthly Meeting, this preparative meeting, started by the Robertses in 1953, eventually grew into the full-fledged Middlebury Friends Meeting, in 1976.

Although Kirk and Jan left Middlebury in 1983, their New England Quaker legacy remains strong in the form of Middlebury Friends Meeting which continues to provide a spiritual home for Middlebury Quakers, college students and other seekers who worship there.

Spenser Putnam, clerk Middlebury Friends
18 September 2016

Penelope Wright, clerk Northwest Quarter
4 December 2016

Mildred Roberts

July 15, 1921 - September 29, 2015

Friends Meeting at Cambridge, approved March 26, 2017

Approved by Salem Quarterly Meeting on April 23, 2017

Mildred Dankel Roberts died peacefully on September 29, 2015, at the age of 94. Mildred was the wife of the late Gordon Thomas Roberts and the mother of Eve Roberts Wanless, Gordon, Jr. and John Roberts, all of whom belong to Friends Meeting at Cambridge. A Memorial Meeting for Worship to celebrate her life was held at Friends Meeting at Cambridge on 21 November 2015.

Mildred was born and raised in rural Pennsylvania, and graduated from Reading (PA) High School and Temple University. Trained as a dental hygienist, she briefly taught dental health in elementary schools in Philadelphia. She was raised primarily in the Reformed Church and Lutheran Church. When she and Gordon moved to Concord, Massachusetts, in 1949, they were active in the First Parish Church (Unitarian, later Unitarian/Universalist). However, during a brief sojourn in Maryland, they realized that the simple manner of worship and the essential theological commitments of the Society of Friends literally spoke best to their condition. The entire family joined the Friends Meeting in Sandy Spring, Maryland. After returning to Concord in 1962, they transferred their membership in 1963 to Friends Meeting at Cambridge.

Mildred became an active participant in the Cambridge Meeting. She served on the First Day School Committee from 1964 to 1966 and on Ministry and Counsel from 1966 to 1968. She taught the 7th and 8th graders and High Schoolers in the First Day School and participated in planning the May Fair (an annual FDS event). She took a prominent role in issues relating to race relations in the 1960s and early 1970s. She served on a committee on race relations and another on community relations and was a panelist in an FMC forum on prejudice. She and her husband Gordon enjoyed the fellowship at Cambridge Meeting and the leadership of George and Florence Selleck and later of Elmer and Lois Brown. Both were also active in the Salem Quarterly Meeting and the New England Yearly Meeting.

Always a serious spiritual seeker, Mildred read extensively in Quaker literature, including George Fox, John Woolman, Rufus Jones, and Elton Trueblood; and especially *A Testament of Devotion* by Thomas Kelly, which was one of her favorites. She also appreciated the writings of mystics, among them Evelyn Underhill, and Underhill's mentor Baron Friedrich von Hügel. She read the Bible in its entirety several times. She was a lifelong bibliophile, a lover and collector of old books, and a passionate reader whose secular tastes varied from Goethe to Jung to Emerson.

For almost ten years after Gordon's death in 1977, Mildred worked as a Psychiatric Counsellor at Emerson Hospital. After retirement, she served as a volunteer to the elderly and the community, notably leading the Octogenarian Group at the Concord Council on Aging.

In her later years, despite the constraints of health and mobility, Mildred continued to attend Meeting for Worship at Cambridge whenever she could, frequently enriching us with her vocal ministry. In <month> 1999 she offered a forum "Bringing It Together at 77", and in 2005 she helped to facilitate a growing older group: "Living Spiritually Well As Long As You Can". Those of us who visited and worshipped with Mildred in her own home as she became more

frail were privileged to share these precious times with her and to benefit from her wisdom.

Mildred died in her beloved home in Concord, the 1767 Samuel Jones House on Main Street which she and Gordon had purchased in 1949 and lovingly restored. They treasured its 19th-century historical connections to minor Transcendentalists Ellery Channing and Franklin Sanborn and indirectly to Margaret Fuller, Thoreau and Emerson.

Mildred unquestionably believed that there is that of God in every person. She lived her life in the virtue of that belief. She believed that God is revealed in Love and saw non-theism more as a question of how one defined the Spirit rather than as a crisis of faith. Especially toward the end of her life, she experienced each day appreciative of the wonder of nature and the precious support of human kindness.

She felt at home within Friends, enlightened by Friends' values and their Christian tradition.

Beloved, let us love one another: for love is of God; and every one that liveth is born of God, and knoweth God (1 John 4:7)

**Smithfield Monthly
Meeting
of the
Religious Society of
Friends**



April 24, 2016

Memorial Minute for Glenn Smith

Glenn Smith was one of the Smiths who made Smithfield Friends special. The Smith family has been part of our meeting since the 18th century. Glenn had fond memories of Quaker youth meetings and his activities at Smithfield when he was young. When Glenn came to Smithfield Meeting, he brought his intellectual curiosity and wry humor as he actively participated in meetings. We had many lively discussions and appreciated Glenn's quick wit and kindness. Glenn could have a huge impact without a lot of fuss, he could change the mood of the Meeting with just a few words. Glenn often helped continue a thoughtful discussion of the worship messages downstairs at coffee.

Glenn was born in Woonsocket, and his parents, the late Lauriston and Ruth, were also active members of Smithfield Friends. Glenn passed away Tuesday December 30, 2014 at his home in West Warwick, Rhode Island. He was the beloved husband of Homa, and they had just celebrated their 50th wedding anniversary on December 21, 2014.

Glenn was a good husband and an excellent father to his own children and to his children's friends too. He was gentle and open minded. He was very liberal but listened to Fox News just to hear other opinions. The only time Homa ever saw Glenn angry was when they were stuck in Russia on a trip home from Iran and their hotel refused to feed his kids.

Glenn was a man of character, he was always smiling, had a clever sense humor, and was always forgiving. With a kind spirit and intellectual curiosity, Glenn was unassuming and unpretentious, with appreciation for other people. He often talked with people about differing opinions with an air for searching

for understanding.

Glenn led an amazing life. Glenn was drafted but because of his Quaker faith, he worked as a medic. He was a University of Rhode Island graduate with a bachelor's degree in Agriculture. He was a kind, giving, and generous man which was apparent through his many works, including being in the first group of Peace Corps volunteers after it was established. He served in Iran from 1962-64, where he met his beloved Homa. Glenn had many interesting stories of experiences in the Peace Corp including a how he rode all the way from Iran to England on a motor bike. He volunteered for Habitat for Humanity, and was an inspector for the USDA, until his retirement in 1998.

Glenn stayed connected to his Quaker roots his whole life. Even when they lived in New York Glenn found a Meeting and he would bring his parents and grandmother there when they visited. He liked the unprogrammed meetings in Smithtown, New York and the programmed meeting at Smithfield in Rhode Island. He gave both types of meetings his thoughtful attention and prayerful consideration.

Glenn was an avid outdoorsman who loved nature, hiking, kayaking but most of all digging for quahog clams. He rooted for the Patriots and the URI Rams and greatly enjoyed Caribbean cruises. He and Homa, along with their children, enjoyed many vacations at their home at Lake Willoughby, Vermont.

Besides his wife he leaves his adored children, daughter Farah, son Lee and Lee's wife Jennifer. He also leaves his much-loved sisters Carolyn and her husband Eugene Leroy, and Eleanor and her husband Donald Grant. He is deeply missed by his cherished family and his Friends at Smithfield Meeting.

Approved: Smithfield Monthly Meeting: 24 April 2016

Approved: Rhode Island-Smithfield Quarterly Meeting: 19 June 2016

Memorial Minute for Lois Thompson Smith
April 2, 1935 - April 3, 2015
Approved by Wellesley Monthly Meeting on April 14th, 2016
Approved by Salem Quarterly Meeting on October 23rd, 2016

Lois Thompson Smith, born April 2, 1935, was the daughter of Dr. Leonard and Ruth Thompson. She was the youngest of 3 siblings, having an older brother, Arthur, and an older sister, Clara Thompson Gresham. They grew up in San Pedro, California, an ethnically diverse (Italians, Yugoslavs, Mexicans, and Norwegians) town on the bluffs of the Pacific Ocean. Her family enjoyed an idyllic, rather rural life there, so that Lois had a pet goat, Minnie, and when she grew older, a horse, Starlight. Her father, who frequently took her sailing to Catalina Island, was a physician, one of the few practicing in the area, since most of the doctors were serving in the armed forces during the Second World War. He was known for his generosity in extending needed care to people who were economically hard pressed. They, in turn, would provide him with seafood from their catches. Her mother was a Quaker who had been educated at the George School in Pennsylvania, and was a great admirer of the theologian, Dr. Howard Thurman. During Lois' childhood, her family took in an artist, Winifred Balch, and Clara believes that her presence and her work had a tremendous influence upon Lois. Clara thought that another "formative" experience was a summer job at a beach museum, where Lois taught school children about fish and sea life. Later, Lois would teach art in public schools on the west coast as well as the east. Like her mother, Lois learned to play the piano when she was very young and she continued to play even when she had Alzheimer's.

A 1953 graduate of San Pedro High School, she had a lead in the senior play, and was a member of the "Knights," an honor society. From there she went to Occidental College, from which she was graduated with a BA in History in 1957. She was an active alumna throughout her life, a member of the Occidental College Women's Club, headed by her sister Clara. While she was at Occidental she was greatly affected by an inspiring art teacher, Mr. Swift, who taught watercolor and contributed to her lifelong dedication to art. After college, she worked at a UCLA museum before moving to New York City to attend Columbia University where she earned a Master's Degree in Fine Arts. Thereafter, she traveled widely, in Europe, India, and the Middle East.

In the early 1960's, she applied to be in the Peace Corps. Her future husband, Charles Frank Smith Jr. had been asked by the Kennedy White House to be the Academic Director of the Peace Corp Training Camp in Puerto Rico, postponing his doctoral studies at Harvard for a year. Lois and Charles met in Puerto Rico and, as a result, Lois decided not to enter the Peace Corps, but, after a brief sojourn in California, moved to Cambridge instead. They married in Boston in 1964. Mixed-race marriages were still illegal in some states at that time, and Charles and Lois' decision to make a life together was a considerable act of courage. They both felt that their shared witness against racism was an important aspect of their marriage.

In the early years of their marriage Lois worked at the Fogg Art Museum, acting as an assistant to curators. Later Lois worked as secretary for George Cabot Lodge, Dean of the Harvard

Business School; Dean Lodge was so pleased with her work that he continued to employ her even after his retirement.

After their two children, Carolyn and Charles III, were born in the mid-sixties, Lois began attending Wellesley Friends Meeting where both the children attended the First Day School. She expressed her values through her participation in the NAACP and in her objection to the Vietnam War. During her last years at WFM she was the meeting's representative for FCNL (Friends Committee on National Legislation). Throughout her adult life, she proved to be a prolific artist. She sculpted as well as painted and every wall in their home is graced with her work.

Lois wrote and illustrated a children's book: Carrie and Carl Play, which was inspired by her own children and her granddaughter, Asia. When Lois' children were small there were no books that showed multi-racial families. Lois felt that it was very important to create a children's book that showed a loving family of different races, so that children like hers could see themselves and their parents reflected in the stories they read. Finishing this project and, perhaps even more challenging, getting it published by the Candlewick Press in 2007 was a great accomplishment. You can find this lovely volume in the WFM library.

In 2013 Lois, who had begun to suffer from dementia, moved to California. She lived with her daughter, Carolyn, and her granddaughter, Asia, was closer to her son "Carl," and enjoyed her childhood surroundings. Throughout these years, Carolyn described her as strong, dignified, and in great spirits...always managing a big smile, being affectionate to her extended family, and always remembering names and faces of family members. She continued going for walks and playing the piano daily. She passed away peacefully on April 3, 2015, the day after her milestone 80th birthday celebration.

During her memorial service at WFM, one of the speakers noted that Lois, who was quite anxious about public speaking, still persevered in giving announcements about FCNL, though her voice shook, demonstrating her commitment and concern. After her memorial service, a family friend reminisced about Lois, noting how she had participated in the NAACP and was quite at ease, despite being in a minority during the meetings, a fact that impressed him greatly. So, even towards the very end of her life, Lois lived out her Quaker values.

Ann Richardson Stokes, 85, died at her home in West Chesterfield, New Hampshire, on November 20, 2016.

Ann was born in Moorestown, New Jersey, on June 9, 1931, the daughter of Dr. S. Emlen and Lydia (Babbott) Stokes. A lifelong Quaker, she grew up in Moorestown Friends Meeting, N.J., where she graduated from Moorestown Friends School and then attended Goddard College in Plainfield, Vermont. She had great affection and loyalty to Moorestown Friends School and later served as a trustee of Goddard.

In 1959, she acquired land and built a home on Welcome Hill in West Chesterfield, New Hampshire, where her life and outreach centered for the remainder of her life. Ann and some of her women friends designed and built the first studio for women artists on her property - creating Welcome Hill Studios. The story of its creation was told in her book *A Studio of One's Own* (1985). She found many ways to support performing and visual artists. Many friends remember listening to a performance by Odetta at her fiftieth birthday party. She acquired nearby land and preserved it for public use. A hiking trail through the land is named for Ann. The natural beauty of her surroundings in New Hampshire and Vermont, as well as the Adirondack retreat where she had spent time with her family since childhood, always inspired her.

Ann transferred her membership in the 1970s to Putney, Vermont, Friends Meeting. She supported Putney Friends Meeting generously as it built its meeting house, and was instrumental in helping to add more space and benches to the meeting house years later as the Meeting grew. Ann also was instrumental in starting a second, early, Meeting for Worship that thrives to this day.

Ann lived her values and spoke her mind plainly. She was active in many political and social movements, and brought expression of those values to the Meeting for discernment. She was a major influence on Putney Friends in the discernment of approval of same sex marriages under the care of the Meeting. She recalled with pride being arrested and briefly imprisoned with other Quakers in connection with a protest at the Seabrook Nuclear Power Station in New Hampshire in 1977. Her letters to newspapers, always handwritten, were pointed and often poetic in their impact. In these and other writings, she demonstrated a clarity of vision and expression.

Ann could be a very private person and could also live large. She proclaimed her lesbian identity with power, joy, pride, and grace. She was a generous and outspoken supporter of many feminist and LGBTQ causes. She was a hit in a 2006 production at Sandglass Theater in Putney, Vermont, entitled "Gay and Grey," featuring the reminiscences of older gay men and lesbians.

It can be said that Ann saw the Creator in creation, both in the act of creating her paintings, poetry, and prose writing, and in the natural world and its inhabitants that she was surrounded by in her mountaintop home.

She was predeceased by her brother Samuel E. Stokes and by sisters Sally Venerable and Lydia Willits. She is survived by two nephews and two nieces.

A memorial service is planned for Saturday, May 20, 2017, at 10:30 a.m., at The Putney School, 418 Houghton Brook Road, Putney, Vermont. Donations in her memory may be made to Welcome Hill Studios, Box 84, West Chesterfield, New Hampshire.

Approved: Putney Monthly Meeting: 19 February 2017

Accepted by Northwest Quarter, March 5, 2017 Penelope F. Wright, Presiding Clerk

Ruth Whitson Stokes

November 15, 1927 – February 16, 2015

Friends Meeting at Cambridge, approved November 9, 2015

Approved by Salem Quarterly Meeting on April 23, 2017

Ruth Whitson Stokes was born on November 15th, 1927, in Philadelphia, Pennsylvania. She was born into a Quaker family, the middle of three sisters. Her father, T. Barclay Whitson, came from an extended family who had been Quakers since the time of George Fox. Her mother, Elizabeth Pennell Whitson, was also a Quaker, although her parents had been church-goers. Elizabeth was Welsh, and Ruth was very proud of her "half Welsh" blood.

Ruth grew up in Moylan, PA, attending first Media Friends School near her home, and then Westtown School for the last three years of high school. She had a happy childhood, though it was marked by tragedy when her older sister, Margaret, who was attending Wellesley at the time, died in 1942 in the Cocoanut Grove fire in Boston. The family were devastated by Margaret's death and Ruth remained especially close to Anna, her remaining sister, for the rest of Anna's life.

Ruth attended Wellesley College, where she majored in geography. The year before her graduation in 1949, she married Joseph Stokes, III (Joe), a medical student in his final year at Harvard Medical School. Their parents, who were lifelong friends, had somehow arranged a meeting between the two, and Joe said "it was love at first sight." An excellent student, Ruth managed to take her final exams just before the birth of her first child, Peter. A few weeks after his birth, she walked with her graduating class, carrying Peter, who was wearing a tiny cap and gown Ruth's classmates had made for him.

After marriage, the family moved, first to Baltimore, Maryland, where Joe was an intern and resident, and then back to the Boston area where Megan and Joseph Barclay were born. When Ruth was growing up her family had used the Plain Language with one another and other Quakers. However, after Ruth and Joe's three children were born, they decided not to use the Plain Language because they felt it excluded others who were not Quakers. Nevertheless, throughout their lives, Ruth and her sister Anna, always said "thee" to one another.

In 1953 Ruth transferred her membership to Friends Meeting at Cambridge (FMC) where she served as the clerk of the Pope Fund for many years. Joe and Ruth were also among the founders of Wellesley Friends Meeting, and Ruth was one of a handful of intrepid visionaries who were instrumental in founding Cambridge Friends School (CFS) in 1961.

The family moved to Hawaii for two years in 1961, in connection with Joe's research on a heart study conducted with Hawaiian and Japanese men. Ruth had intended to work at Cambridge Friends School since its beginning but the move to Hawaii had prevented the fulfillment of that leading. When they returned to

the mainland in 1963 Joe accepted a position at the University of California, which would have delayed still further Ruth's desire to work at CFS; partly as a consequence of these differences the couple divorced in 1963 and Ruth moved to Cambridge with the three children.

For a half century, in many roles, Ruth nurtured the CFS community and stewarded its resources, so as to ensure that the school would thrive spiritually and financially. She served the school and its children as a founder, parent, Head of Admissions, Assistant Head of School, Trustee, Clerk of the Board of Trustees, and more. She was a much-loved member of the staff, and one colleague said of her, "I will always remember Ruth for her ability to focus on each individual in the moment, and allowing that person's Light to shine a bit brighter." A former CFS student remembers Ruth as "the embodiment of what the school strove for: to challenge each student to grow that which was unique and wonderful in each of them and then to reach out and recognize and challenge others similarly."

Most wonderfully, Ruth and Joe were reunited in 1979 and the period of their reuniting was a particularly happy one for both of them. After nine years of living together, they finally remarried in 1988 when Joe became terminally ill with cancer. They said that they felt that they were always married, thus there was no great need to get remarried, but they did, and it was a joyous occasion.

At the age of 85, Ruth left Cambridge and moved to Kendal at Hanover, NH. She had many friends who had also moved to Kendal and she made wonderful new friends there as well. As had happened throughout her life, they became devoted to her. In late 2014, after she had been diagnosed with cancer, she spoke by phone with Peter Sommer, the head of Cambridge Friends School. Rather than dwelling on her illness, she asked him to tell her "what wonderful things are going on at my beloved CFS." She died on February 16, 2015. Her family had been with her the week before her death, and her daughter was with her at the end. "She was so brave," her daughter Megan said, "marching up to that last door, never complaining."

Ruth loved international travel and would travel the world to see her friends. People were extraordinarily loyal to her and she to them. She was interested in foods of different cultures and once taught an international cooking class at Cambridge Friends School. She treasured her friends as if they were family. A master at friendship she was the kind of guest whom everyone wants to host. It's rare to experience a person who is such a pure channel for joy, and for connection. She was eternally curious, with a great sense of humor and warmth of spirit, always seeing the good in people, and especially gifted at giving enthusiastic moral support to the young.

A final vignette of Ruth and the influence she radiated comes from a conversation between Peter Sommer, Andy Towl and Ruth over dinner at Ruth's

house. At the close of the evening Ruth leaned over to Peter and said, "Please drive Andy home. He'll want to walk and he's more stubborn than I am. Tell him that you're only giving him a ride as a favor to Ruth." As Peter walked him to the car, Andy said, "Well, if Ruth insists! I would do anything for her." Many of Ruth's friends would echo that sentiment.

In addition to her children (Peter, Megan and Joseph Barclay), Ruth leaves a stepson, Jay Stokes and his family from Joe's second marriage: four grandchildren (Hannah and Adam Holt, Emlyn Stokes, and Gwyneth Stokes Riebl), and two great grandchildren, Kira and Jonah Riebl.

A Memorial Minute for William Boyce Upholt
September 14, 1943-July 30, 2016

Bill Upholt was a quiet, always thoughtful and much respected member of Hartford Monthly Meeting who made a difference in the world through his Quaker faith; his commitment to promoting improvement and change through a range of social causes and organizations with a particular passion for the environment and earth sustainability; and through his research in Biochemistry and his teaching. Bill initiated his professional knowledge and activities at Pomona College from which he graduated in 1965 with a B.A. in Chemistry, followed by a Ph.D. in Chemistry from the California Institute of Technology in 1971. In 1975, after two postdoctoral fellowships at the University of Amsterdam and at the Carnegie Institution of Washington in Baltimore, MD, Bill took the position of Research Associate in the Department of Pediatrics and Biochemistry at the University of Chicago. In Chicago he met and in 1980 married Mary Lee Morrison. Bill and Mary Lee have two children, Gretchen Morrison Upholt, of Brooklyn, NY, and Boyce Morrison Upholt of Cleveland, MS.

In 1985 Bill and his family relocated to West Hartford, CT, where he assumed a research position in Reconstructive Sciences in the School of Dental Medicine at the University of Connecticut Health Center. Over the years Bill was the recipient of many professional honors, and also held administrative and teaching duties at the University of Connecticut Health Center, from which he retired as a Professor Emeritus a few years prior to his death.

Bill's spiritual home was with the Religious Society of Friends, which he served in many capacities, at the Monthly and Quarterly Meeting levels and with the New England Yearly Meeting of Friends. At his death, he was serving as Clerk of Hartford Meeting. He was active with the Friends Committee on National Legislation, representing New England Yearly Meeting for a number of years, and, most recently, serving with Mary Lee as Visiting Friends for FCNL. He was also active for many years with New England and national Friends' organizations devoted to Earth Care Witness. Bill served New England Yearly Meeting as Reading Clerk of Sessions and on a number of committees: Internal Nominating, Personnel, Earthcare Ministry, Permanent Board, and Executive Council. He also served as Clerk of Sessions Committee and of the Student Loan Committee. In all of his work he was valued as diligent, careful, and thoughtful.

Many of Bill's volunteer activities involved organizations devoted to environmental justice and sustainability. These included the Inter-Religious Eco-justice Network and co-clerking the City of Hartford's Advisory Commission on the Environment (ACOTE). Bill's inspiration for this organization led to the ACOTE Environmental Summit and the Summit Report that continues to guide the work of the Commission. He helped to guide the planning of two citywide Earth Day events and served on the City's Clean Energy Task Force. His passion for the environment led to his and Mary Lee's arrest at the White House in 2011 in Washington DC, protesting the Keystone Pipeline.

And Bill loved to travel. He and Mary Lee traveled extensively with Gretchen and Boyce during

their growing up years, with Bill finding unusual and particularly out of the way destinations. This spirit is reflected in his children's life journeys, with Gretchen's work as a Peace Corps volunteer in Ukraine and Boyce's as a mathematics teacher on an Indian Reservation. Bill and Mary Lee continued to travel both nationally and internationally after the children were grown, often combining visits with family and friends with attendance at peace and justice/peace education conferences. Bill also was an avid cyclist, including bicycling for many years to his work at the UConn Health Center. He and Mary Lee made several long distance bike trips, both in the U.S. and Europe. And they hiked many trails together through the years.

The mindful way in which Bill and Mary Lee lived, ranging from their decision to move to Hartford, how they invested, the causes they supported, and how they used the resources of the earth will remain an inspiration long into the future. Bill was a life-changing influence on many of the lives he touched. In the words of Wendell Berry, one of Bill's favorite writers, "The soil is the source and destination of all. It is the healer and restorer and resurrector, by which disease passes into health, age into youth, death into life. Without proper care for it we can have no community, because without proper care for it we can have no life."

Approved: Hartford Monthly Meeting: 11 December 2016

Approved: Connecticut Valley Quarterly Meeting: 5 February 2017

Alexander Vanderburgh, Jr.

August 12, 1928 - November 2, 2014

Friends Meeting at Cambridge, approved October 11, 2015

Approved by Salem Quarterly Meeting on April 23, 2017

Our beloved member Alexander Vanderburgh, Jr., 86, passed away peacefully on Sunday November 2, 2014 at the Loomis House in Holyoke, Massachusetts. Alex and Edie (his predeceased wife of 60 years) leave behind three loving children; daughter Ann S. Vanderburgh of Easthampton MA, daughter Faith V. Gately of Evanston IL, and son Alexander Vanderburgh of Denver Colorado, and two grandchildren (Cecil and Isaac).

Born in Brewster, New York on August 12, 1928, Alex was the son of Dr. Alexander Vanderburgh and Mrs. Ruth Ferguson Vanderburgh. In his youth Alex attended the Choir School of the Cathedral of St. John the Divine in New York City and graduated from Brewster NY High School in 1945. Alex went on to graduate from the Massachusetts Institute of Technology in 1949. Working in the electrical engineering field at the beginning of the computer era, Alex was involved in Project Whirlwind, the first digital computer capable of displaying real time text and video. Fascinated by math and physics, Alex was an avid reader of science and astronomy throughout his life.

In part because he became frustrated with working for large corporations, after a substantial career as an electrical engineer, Alex undertook a second career as a Professor at the Wentworth Institute in Boston Massachusetts and was a pioneer in "experiential learning" at the college level. He loved designing all kinds of gadgets to illustrate various principles of physics and left behind an impressive collection of those teaching tools. In his early retirement years he continued teaching as a math and physics tutor at local schools.

Alex invariably dressed in a plain but formal manner at Meeting and kept a very full and very well groomed beard throughout his time as a Quaker. While we only occasionally teased him about it... his "look" reminded many of us of the archetypical Quaker men from picture book histories of the 1800's.

A second thing we only rarely teased him about was the number of committees Alex served on and the extended years he served on many of them. He was a member of the Aging Committees at both New England Yearly Meeting (NEYM) and at Friends Meeting at Cambridge (FMC) for more than 15 years. Committed to issues of community equity and social justice, he served on the Peace and Social Concerns Committee of FMC for more than 25 years and at NEYM he served on a similar committee for more than 10 years. He was an active and long-serving Trustee of the New England Friends Home, Cambridge Friends School and the Meeting School. Alex was also one of the principal organizers of FMC's annual Good Friday Vigil for 15+ years. He served on too many other

committees to name. Another very special contribution made by Alex was teaching First Day School at FMC for more than 20 years. For five years, just before moving to Western Massachusetts, Alex served as the Clerk of Trustees at Friends Meeting at Cambridge. We remember that time as "well-ordered" even though significant personnel issues and a very difficult property dispute with a neighbor and several physical plant emergencies occurred during that time. Alex was a reserved and quiet man, perhaps even a bit shy, but he was also a very capable and steady leader.

While we only occasionally teased him about it... Alex was also a handy guy with tools and he took to himself the very busy unpaid job of "FMC property handyman" during the time he was Clerk of Trustees.

Throughout his years of service Alex was invariably quiet-spoken and clear when he did speak. None of us at Friends Meeting at Cambridge can remember any time when Alex acted in a manner that seemed self-serving or angry. We can remember the intentional welcoming he practiced with newcomers and the care he put into being kind to all of us all of the time. We can remember numbers of times when Alex's quietly stated conviction about something important led us to a better place.

Despite encroaching dementia in his last few years, Alex retained a great sense of humor, an upbeat, easygoing outlook and an eternal curiosity about and love for the natural world. In his final years he was blessed with the loving and frequent presence of his daughter Ann and with caregivers who responded to his basic loving nature way beyond the call of duty. With their help, Alex was able to enjoy many fun-filled adventures in his final years. We are thankful for the gracious manner of passing he was given.

Alex Vanderburgh was a long-serving, faithful, and effective servant to Friends Meeting at Cambridge, to three different educational institutions, and to the Quaker community throughout New England. He was a well-loved father and husband. We will miss Alex deeply and remember him fondly and we celebrate his life as a wonderful example of a life "well-lived".

MEMORIAL MINUTE
John Clinton Watts, February 15, 1949 – July 30, 2016
Wellesley Meeting: approved 12/11/2016
Approved by Salem Quarterly Meeting on 4/23/2017

John Watts, his wife Linda Patterson and their two children, Henry (Andrew) and Grace Watterson, were active and much loved participants in the life of Wellesley Friends Meeting from 1987 until 2012 when they moved to Fearington Village in Pittsboro, North Carolina.

John was born in Bridgeport, Texas where he lived until he was three. He moved with his mother and sister to Denver, CO until attending the University of California at Berkeley. The Vietnam War interrupted his education and he became a conscientious objector to the draft, doing his service at the University of Oklahoma Hospital. After a six-month bicycle trip from Minnesota to California, he moved to Boston, MA where he completed his degree and met his wife, Linda. He joined the staff of Fidelity Investments where he worked as a software engineer for over twenty-seven years. There he was appreciated by both his superiors and his co-workers who, at his memorial, paid tribute to his mentorship as well as his steadiness, his good humor and friendship.

In the Boston area, John acted and sang with community theaters, and was pleased to play one of the leads in his favorite show, “The Fantasticks.” He was a serious stamp collector, keenly interested in science, history, politics and social justice. He and Linda took the lead in WFM’s participation in the annual Pride Day march in Boston. He also had an abiding love of cats.

At WFM he took on some of the most demanding volunteer jobs, including serving for many years as editor of the newsletter. He applied his computer expertise to creating an up-to-date database for the directory. He and Linda were loyal members of a small spiritual growth group.

After a job-related move to North Carolina, John and his family made several trips back to visit with friends and attend meeting for worship with us.

John retired from Fidelity in 2015 and was diagnosed with cancer about nine months later. When it became clear that he was not responding to treatment, he accepted his situation with courage and grace. With the loving support of Linda, his children and help from hospice, he spent his last days at home, as he had wanted.

Joan Wayne Memorial Minute

6/25/1921 – 09/07/2016

Wellesley Meeting: approved 12/11/2016

Approved by Salem Quarterly Meeting on 4/23/2017

Joan Wayne, a cherished member of Wellesley Friends Meeting, passed away in September of 2016 at the age of 95. She entered our lives when she heard about Wellesley Friends Meeting through a chance conversation struck up at a local restaurant. Pastoral care rides to her physicians soon became weekly trips to meeting. Though loyal to England, she ended up transferring her membership to WFM from Lewes Sussex Meeting in England in 2006.

Joan had innumerable qualities that endeared her to those in her life. She was always open to new experiences and people and carried with her an optimistic outlook on things. This optimism gave her an appealing youthful energy that everyone who knew her cherished. She also carried with her a lifelong concern for peace in the world, as a result of her experience in wartime England. She was an active member of the Peace and Social Concerns committees at WFM.

Of all the qualities that we remember about Joan, the most central to our experience with her was her love of her grandson Ben. It motivated her to move to her daughter's home in Wayland from England, and defined her time in the United States. She often expressed her great love of her grandson through her gift of poetry, (she was a published poet) as exemplified here:

Life Revisited (1999)

**Amid the crowds in the arrivals hall
You stood with him enfolded in your arms
My new-born grandson Ben, so soft and small
While in my heart there sounded joyful psalms.**

**I marveled at the tiny hands and feet,
The perfect nails, the petal-textured skin,
And with a gentle kiss I bent to greet
This miracle, this shining boy - my kin.**

**Through fifteen weeks I watched him grow, and soon
He smiled. Huge eyes of deepest ocean blue
Gazed into mine, and up at sky and clouds and moon.
And hands reached out exploring toys - and faces too.**

**Through you dear child I see and know once more
The world anew and wondrous as of yore.**

Joan's presence in our lives was a precious gift. We all carry with us our own wonderful memories of her and are blessed by her spirit.

Memorial Minute from Southern Maine Friends Meeting (formerly Waterboro Friends Meeting)

Celebrating the life of Beatrice “Bee” Wehmeyer, who died August 5, 2016, at the age of 95.

Bee was a much-honored, much-loved member of our Quaker meeting and of New England Yearly Meeting, enriching both the meeting and surrounding communities in Southern Maine with her wealth of experience and loving, supportive perspective.

Beatrice Smith was born in Baltimore, Maryland, in 1921. She attended Cornell University-New York, and graduated as a Registered Nurse with a Bachelor of Science degree in Nursing in 1942, one of the first R.N.s to graduate with a B.S. degree in nursing in the country. She married Robert Wehmeyer that same year and she and Bob raised their three children, living in various places in New England as well as in Fort Wayne, Indiana, and Littleton, Colorado. She and Bob were active and involved in Quaker meetings through most of their married life, joining the Religious Society of Friends in 1951.

When Bee and Bob finally settled in Maine, they joined Portland Friends Meeting. There being no Quaker meeting in Maine south of Portland, in 1980 the Wehmeyers and John and Mary Woodman formed the Waterboro Worship Group closer to their homes. In 1982, the worship group was approved by Falmouth Quarterly Meeting as a full-fledged Friends Meeting. John Woodman was the first presiding clerk, followed by Bee, who served as presiding clerk of Waterboro Friends Meeting for eleven years.

Bee was a vital, active Quaker. She spoke up clearly and fearlessly for the things she believed in, and was a strong advocate for peace initiatives, including nuclear non-proliferation/disarmament and civil rights, both in Maine and in the wider world. She was active within New England Yearly Meeting, especially in the yearly meeting's Peace and Social Concerns Committee, and in the United Society of Friends Women. She was also interested in the work of the Friends World Committee for Consultation, traveling to Guilford, North Carolina, and to Kenya for two FWCC triennials.

Beyond her Quaker involvements, Bee kept up her long-time interest health and nursing activities. She always worked at least part time as a nurse, both as a private duty and as a hospice nurse, there being no hospice care in York County before that. She advocated for quality health care for the elderly and the poor, very conscious of the fact that there were too many people who couldn't drive the many miles into Portland or Augusta for adequate health care. She and Bob helped establish the Sacopee Valley Health Center and served on its board of directors, creating a crucial facility that continues to serve 20,000 people living in southwestern Maine today. Bee also served as a Rural Elderly Caseworker and as the Volunteer Coordinator for the Friendly Visitor Program, and served on the board of directors and committees for the Southern Maine Area Agency on Aging, as well as volunteering for the Ombudsman Program with the Maine Commission on Aging.

The memories of Bee from current members of the Meeting are best expressed in their own words.

Nancy Massanari: Bee was both a mentor and a dear friend. She helped me with clerking – first recording and later as presiding clerk of the Meeting, sometimes by example and sometimes with actual answers to questions. I was amazed at the care with which she spoke to Bob, especially after his diagnosis of Alzheimer's and as his condition progressed. She always treated him with dignity and love, which is how she treated everyone.

Rick Kaye-Scheiss: I just cut back the Dutchman's Pipe vines that Bee gave to Pat and me (30 years ago?). This always reminds me of her. As Bob and Bee gave a cutting to us from their farm in Kezar Falls, she said, "Take as much as you want if you dare!" It thrives and has now taken over our deck railings and down along the backyard fence reaching toward the marsh. I also remember when Philip Berrigan was in jail here in Maine for standing up to the warmongers at the beginning of the First Gulf War. Bee said, "The wrong ones are in jail again."

Dee Meggison: Bee was a true "friend" in every way. My parents, John and Mary Woodman, enjoyed her support, cooperation, and friendship during the early years of the meeting. Dave and I always admired Bee's energy, varied interests, and quiet ways of responding to concerns. She was a true "elder" of the meeting, always open to helping or counseling anyone in need. She was also willing to lighten anyone's cares with tales of her adventures both here and abroad with her husband, Bob, who was always the source of a good story and took such delight in telling them! We miss them both!

Deb Georgitis: If you are lucky, very lucky in life, you will know a person who becomes your mentor. Bee Wehmeyer was that person to me. Serving as Recording Clerk throughout the years she was Clerk of Waterboro Friends Meeting, I came to know and appreciate her involvement in the Quaker world. She told me of her travels with FWCC, the last being to Kenya with her husband, Bob. At not quite 5 feet in height, she spoke with admiration of those strong African women balancing water urns and food baskets on their heads, towering above her. She and Bob immersed themselves in a culture so very different from their quiet Maine home and returned home to share their experiences with members of the Meeting as well as others in their community.

Bee taught me about Quaker speech, using First Day, Second Month, and so forth on all minutes and correspondence. She extolled the simplistic life and found solace in the natural world. I can recall when she stated she had taken her last backpacking trip into the mountains with friends — she was sixty-six years old!

The later years of Bee's life were spent in caregiving for her beloved husband. She placed him in permanent Alzheimer's care a few weeks after I lost my fifteen-year-old son, and we mourned our tremendous losses together.

Bee entered a senior care center near Portland after Bob died. She transferred her membership back to the Portland Friends Meeting, although she was no longer able to be as involved in Meeting activities as she had been with the Waterboro Friends Meeting.

She also surrendered her driver's license at the same time, telling me she didn't want her sons to have to make those decisions for her. However, selling her car, a Honda Civic, was

difficult for her, as she had purchased it herself and had taken meticulous care of it over the years. I decided to buy it from her and drove it in good weather for four years, finally donating it to NPR. Several months later, I saw the car in a parking lot and spoke to the young man who now owned it. He said the car had changed his life, as he could now drive to the methadone clinic in Portland instead of relying on others for transportation. I'm sure Bee was smiling as she learned of the car's newest owner.

Bee embraced every day with an openness to whatever it would bring. She gave of herself whenever she could and, when she needed assistance, she was not afraid to ask of those around her. She was an inspiration to the very end of her life and I am proud to remember her as a true friend.

Approved: Southern Maine Friends Meeting: 2 April 2017

Approved: Falmouth Quarter: 6 May 2017

Hanover Friends Meeting
Sally Wriggins Memorial Minute, 1922 - 2014

We at Hanover Monthly Meeting knew Sally Hovey Wriggins and Howard Wriggins in their later years, after they'd moved to Kendal in January of 1996. We shared then in Sally Wriggins' excitement upon the publication of a new edition of *Xuanzang: A Buddhist Pilgrim on the Silk Road*, a book she'd written in her late 50's. She continued writing and published a memoir, *Asia on My Mind (AMM)* in 2008. Sally lost her beloved Howard, who had been so worried about losing her to cancer the same year. Despite her dementia she spoke of Howard every day until her death on November 10, 2014 at age 92.

Before we knew Sally, she'd raised their three children – Dinny Cundy, Chris Wiggins and Jenny Wriggins – and orchestrated with grace the many moves required of a wife of a foreign service officer and academic. During this time she was busy networking and collecting information about Xuanzang, a Chinese monk who journeyed from China to India and back in the 600s in his pursuit of primary Buddhist texts. She exemplified the wisdom that “there's a time for every purpose” by her loving support of her husband and children when they needed her while not forsaking her passion to write and be known as a writer. She says of herself when her youngest left for college, “I was free to pursue a career, and I did so.” (AMM,75)

Sally's interest in Quakerism goes back to her days at Haverford College, the first female graduate under a special program, and her marriage into a Quaker family from Germantown. When she lived in the Washington DZC area, she helped in the founding of Sandy Spring School by writing articles for *Friends Journal* and was on the Board of Sidwell Friends School when they chose Bob Smith as Headmaster. She also helped found Bullshead Meeting in upstate NY. She became a member of Hanover Friends Meeting when she and Howard came to Kendal at Hanover.

At her memorial service, Sally's children spoke of her uncomplicated enthusiasm, her curiosity, love of music and nature. They noted her persistence in completing the Xuanzang book without speaking Chinese or Hindi and in spite of early rejections and the editing required before its publication. In her memoir, written while she was at Kendal, she quoted a poem about the diminishment of old age that ended with the lines:

*“But leave, O leave, exempt from plunder,
My sense of humor, curiosity and wonder.” (AMM, 261)*

Indeed, the twinkle in her eye, her pursuit of Xuanzang, and her love of nature attest to these values. Sally persisted, as well, in coming to our meeting regularly until she was bedridden. She liot up around people there with whom she hared an interest in Asia.

It was the natural world that nurtured Sally and her Quaker faith. She brew up hiking and camping in the shadow of Mount Rainier. In reading her memoir the mind's eye is drawn to her descriptions of the gardens she supervised in Sri Lanka. During her retirement, Sally spent many summers among her children, 6 grandchildren and 5 great-grandchildren at Little Cranberry Island in Maine.

Her caregiver at Kendal spoke of Sally's love of nature; of how she would take walks and breathe in the smell of the trees and grass, watch the birds at her bird feeder, get up at night and look out at the moon. Sally's whole life speaks to her love of nature and her belief in the ‘the garden as a place of analogies; of seeds sprouting, plants growing and flowering slowly dying and becoming part of the earth again.’ (AMM, 97)

Approved at Meeting for Business, January 8, 2017

Dulany Bennett, clerk Hanover Friends Meeting

Penelo9pe Wright, clerk Northwest Quarter approved 3/5/2017

Sarah Gant clerk Permanent Board of NEYM

Permanent Board
May 5, 2017

Dear members of Permanent Board,

The Faith and Practice Revision Committee is sending you two documents for your review. The first is the text section of the Membership Draft 2017 and the second is the full Personal Spiritual Practices Draft 2017. The Membership document was presented to the Yearly Meeting at Sessions in 2016 and F&P has made changes to the text section of the document in response.

The goal in bringing these documents to PB is to foster greater engagement in the Yearly Meeting with the revision work. F&P would be grateful for feedback on the documents themselves and for thoughts on how to foster a more robust discussion within the YM on the work.

F&P has made two changes to the Membership document which are departures from the 1985 *Faith and Practice*. The first is to allow monthly meeting to grant dual membership, while noting that this requires careful consideration and is not recommended. This topic begins at paragraph 21. The second change is to recommend that monthly meetings encourage members (formerly “junior members”) to request to become adult members (formerly “members”) before they leave home, usually at about the age of 18. This topic begins at paragraph 16.

The Revision Committee has struggled with how to address the needs of our YAFs who leave their home meetings without having become adult members. While they live very engaged spiritual lives within the YAF community, they often feel distanced from the wider Quaker community. Their home monthly meetings seem uncertain in how to reach out to them: meetings struggle with how to maintain contact with many YAFs, and are reluctant to drop them from the membership rolls when they do loose contact with them. F&P has not yet found a way to engage with the question of how to support those young people who have come to us through our YF and YAF programs, and do not come from a Quaker family and may have no home meeting. These young people are often very engaged in the Quaker life of their age group, but feel there is no way forward to become a Friend. Very few New England monthly meetings have a large enough group of YAFs to engage this age group.

Thank you for considering these documents and taking up the question of fostering greater engagement in the work within the Yearly Meeting.

In the Light,
Phebe McCosker, clerk
Faith and Practice Revision Committee

Membership

Introduction

1) The personal decision to request membership in a monthly meeting in the New England Yearly Meeting of Friends represents a marker in a person's relationship to their spiritual community and in their relationship to God. This section is addressed both to attenders who are considering applying for membership and to those who may have been members for many years, or a lifetime. Succinct guidance and templates concerning practical aspects of the membership process and the membership clearness committee are found in Appendix 4.

General Considerations

2) There was no formal membership in the Religious Society of Friends for the first eighty-five years. Persons were considered Quakers if they participated in meetings for worship, had experienced the Living Christ or Inward Light, felt themselves in Unity with Friends, and were prepared to make public witness to their faith. Commitment to how Friends lived their faith was a defining trait and Quakers took care to know, keep in touch with, and support one another. Today the commitment and intention of a person to live according to the faith and practice of Friends is recorded in the membership rolls of a monthly meeting following the discernment process of a clearness committee on membership.

3) Friends trust that there is an underlying Truth that can unify all our individual perceptions of truth. The best values and actions of Friends arise as the "fruits of the Spirit"¹ (Galatians 5:22-23), in witness to Friends' perception of a direct and unmediated encounter with divine Presence. In New England Yearly Meeting we do not require that all who come into membership name this encounter in the same way, or in fact that they name it at all. However, trust in the possibility of divine guidance that transcends our individual will is crucial because on this rests spiritual authority. Faith that we can be led by the Inward Light or the Mind of Christ² gives us the basis for spoken ministry during worship, for how we do business, and for how we "let our lives speak" as we live our testimony in the world. The Society holds the faith that we can witness with transformed lives to the power of the Spirit, known to us individually and collectively.

4) While New England Yearly Meeting of Friends does not have a creed or religious test for membership, when we join the Religious Society of Friends we are publicly acknowledging that we trust we can be spiritually guided in all things and we commit to joining with others in that same practice. This means that the meeting holds us accountable for our willingness to seek truth and the

¹ "...the fruit of the Spirit is love, joy, peace, patience, kindness, generosity, faithfulness, gentleness, and self-control"

² 1 Corinthians 2:16 and Extract 3.08

actions that arise from that search.

5) When entering into membership, we ask individuals to describe their spiritual experience and understanding from a place of openness and to hear the experience of others with openness and respect. The very same words used to convey spiritual mysteries and understandings may be life-affirming to one person while being distressing for another. Yet the Life of the Spirit is released and vitalized when we use our own authentic spiritual language and voice. The Society will not ask its members, and members should not expect to ask others, to change authentic descriptions of spiritual experience to accommodate another member's discomfort with that language or way of encountering the Divine.

“The Society of Friends might be thought of as a prism through which the Divine Light passes, to become visible in a spectrum of many colours; many more, in their richness, than words alone can express.”³

6) It is important for meetings to articulate clearly the expectations and understandings that go along with membership. Uncertainty, vagueness, or superficial membership process can inadvertently result in dilution of Quaker faith and practice. Each member's perception and attunement to the Spirit of Truth is valuable and needs to be offered and received with humility, knowing that we each perceive Truth only in part.

7) Membership is held in a monthly meeting, and by virtue of that one also holds membership in a quarterly meeting and in New England Yearly Meeting, our ultimate denominational body. But it should also be recognized that membership is in the Religious Society of Friends as a whole; that we are a part of something larger than the merely the Quakers in the six states of New England. The Yearly Meeting holds membership in and supports several international groups: Friends United Meeting (FUM), Friends General Conference (FGC), and Friends World Committee for Consultation (FWCC). These cover a diversity of Quaker practice, experience, theology, history, and cultural background. Awareness of this implies acknowledgement that not all Friends meetings are alike and that we may sometimes struggle with those whose beliefs, language, and practices differ from our own.

To those considering membership

8) It is through experience that a person grows in the Spirit. The journey may begin with powerful experiences of divine Presence and Guidance, a pressing need to be in relationship with God, or a feeling of discomfort with other religious paths. At some point a person may recognize that the Quaker path is where they can best serve others or that their way of seeking and following

³ London Yearly Meeting 1960 “Christian faith and practice in the experience of the Society of Friends”. Chapter 1: Spiritual experiences of Friends. Introductory section.

Divine Guidance is Quaker. While an individual may have started their journey toward membership through participation in social justice activities consistent with the witness of Friends, they may eventually find themselves drawn toward the spiritual impulse that lies at the heart of this work.

9) An understanding of all Quaker ways is not a requirement for membership. The patient accumulation of experience with other Friends and participation in the meeting's life has been shown to be the most useful teacher. While God is constant, our experience and our understanding of God are continually growing and evolving.

10) Becoming a member is an outward sign of an inward reality. Membership is an affirmative response to a person's leading toward commitment to the Friends faith community, and also the commitment of the Society to the individual member. While no act of joining imparts any special sanctity or favor, membership is of value and importance because it unites Friends in a shared commitment to a well-traveled path and its disciplines. Friends welcome fellow travelers to walk alongside them on their journeys, but not all fellow travelers seek or are taken into membership. Joining the Religious Society of Friends affirms to the outside world that a person wishes to be counted as a Quaker. It is a public acknowledgment, a statement of faith, and a commitment to the local meeting and to the Religious Society of Friends as a whole, as well as a commitment to God.

11) For those who are feeling called into membership, participation in meetings for worship and for business is crucial. A careful reading of NEYM's *Faith and Practice* will help the applicant gain an understanding of Friends' ways of worship, the transaction of business and the responsibilities of membership. Discipleship may be a useful way to think about membership. Friends come together to learn; to learn from one another, certainly, but most importantly to learn from the Inward Guide. We are joined in discipleship, enjoying both spiritual and temporal friendship.

The Member and the Meeting Community: A Covenant Relationship

12) Membership is a mutual commitment between the individual and the Religious Society of Friends, within the framework of a particular monthly meeting. In accepting someone into membership the meeting's commitment is to offer opportunities for, and assistance in spiritual growth, to help individuals discover their gifts, and to offer pastoral care as needed. The member commits to living their daily life in accordance with the faith and practice of Friends, to encouraging and cherishing other individuals in the meeting, and to being supportive of the spiritual and temporal wellbeing of others. Members commit to participation in the life of the meeting as they are able: regularly attending meetings for worship and business, contributing their time and energy, and, according to their means, contributing financially. Being a member of the Religious Society of Friends is a relationship of mutual trust before God, and like

other intimate, trust-based human relationships it is not always easy or risk-free.

Responsibilities of Membership

13) Membership comes with different expectations than those held for attenders. With membership comes the privilege and challenge to participate fully in the life of the Society and to be stretched and, sometimes, made uncomfortable.

14) Some long-term attenders have become valued parts of the common life of their meetings without seeking membership. Some Friends only see afterward that they became inward members long before formally seeking membership, drawn by the bonds of relationship and responsibility that occur naturally in a religious community. In a welcoming meeting, all persons are nurtured by participation in activities and responsibilities at any level of involvement. Yet meetings should discern carefully who has the authority to make decisions important to the life of the meeting. It is the members of a meeting who bear the burden of spiritual and societal accountability for acts of conscience and for decisions that have legal ramifications. For this reason, trustees, treasurer, clerk and recording clerk of a meeting, members of Ministry and Counsel, and representatives to the quarterly and yearly meeting Ministry and Counsel should be members of the meeting.

Types of Membership

Children and Young Adults in the Meeting:

Note: This boxed section will likely appear in a different location in the book. The committee thought it important to include here as background for what follows concerning children's membership.

- 1) The spiritual experiences of children are as real as those of adults and bring us in contact with the many facets of the human condition. The children of the meeting are an integral part of the community's life. As children grow through the pre-school, elementary and high school years and beyond, their spiritual lives mature from the open, wonder-filled spirituality of the young child, through the shifting territory of adolescence, into an adult spiritual life. The meeting has a responsibility to nurture the spiritual growth of its children, all the while being enriched by the vitality children bring to a spiritual community.
- 2) The meeting community is advised to take care to support parents and the First Day program as they introduce young children to silent worship. The alternating restlessness and stillness of the young child in worship is an expression of the child's experience of centering into the silence. First Day School programs, presentations and projects offer adult members of the meeting opportunities to engage with the children and witness their awe, their sober searching and their enthusiasm as they lean into the

spiritual life.

3) As the young children grow into the teen years, celebrate the intensity of the spiritual search that they demonstrate and understand the value of their worshipping within their own age group. Many of our young people have found companionship and support in wider Quaker circles and in the Quarterly and Yearly Meeting programs organized for their age group. The Yearly Meeting often provides a more dynamic community for our Young Friends and Young Adult Friends than our smaller meetings can provide.

4) As our young people leave home for college and for jobs, they may find a spiritual home on their college campus or nearby, or they may find themselves isolated. They may find community by travelling on weekends to retreats or by forming a worship group of Friends their own age from nearby larger meetings. Friends at this age are often living into their Quaker heritage in other ways than through the monthly meeting community. Regular contact from their home meeting can be important outreach at this time.

Membership of Children by Parental Request

15) Members with children may request that their children be accepted into membership. Such a request for membership is made in writing to the clerk of the monthly meeting. Membership is granted by the monthly meeting if both parents are members of the meeting or if one parent is a member of the meeting and the non-member parent consents. Children are not expected to take on the responsibilities of adult members but are otherwise treated as autonomous spiritual persons. Children may apply for adult membership any time they feel ready.

16) Enrolling children as members in this way is an expression of the understanding that children and young people have a unique and valued role and relationship within the meeting community. It is a part of the meeting's covenant to actively nurture the spiritual well-being and growth of its children and to provide spiritual and practical support to their parents in this endeavor. As spiritual maturity develops in parallel with an understanding of Quaker principles, conversations about adult membership can be an important part of this process. Young people should be encouraged to join their home meeting before they leave for college or other commitments that may take them far from home. At that time the young person writes a letter to the clerk of the monthly meeting affirming their wish to be recognized as an adult member of the meeting. The meeting takes up the request as in the case of any new applicant for membership. When young adults have joined the meeting, care should be taken to acknowledge that many young people relocate frequently. It is difficult to establish a sense of spiritual community in a meeting when attendance will be sporadic. Yet many young adults have active spiritual lives that incorporate essential Quaker understandings in the spiritual communities where they live

out their witness. The home meeting should make consistent and friendly inquiry after the spiritual lives of their young adult members.

17) If a young adult is not ready to apply for membership before they leave home, the meeting should make a commitment to the care of that young person as they venture out on their own. Regular contact from their home meeting is an encouragement to continue to stay engaged with their Quaker upbringing even if they are not ready at that time to enter into the responsibilities of adult membership. If for a number of years Ministry and Counsel has been unable to sustain contact with a member over the age of twenty-five, the committee may consider the membership to have lapsed.

Sojourning

18) A member who is temporarily living away from their home meeting may become a sojourning member of the meeting they are attending without giving up membership in their home meeting. (See Appendix 4G)

Non-resident members

19) It is important for meetings to keep in touch with members who live at a distance, including those sojourning in another meeting or who spend part of the year in another location. For those living full-time in another location a personal letter at least yearly is suggested, with a message of kindly interest and inquiry into the Friend's religious life and activities. When appropriate, members should be advised of the advantages of transferring membership to a meeting in their immediate neighborhood or, if their absence is temporary, of becoming sojourning members in such a meeting. If, following outreach no information is forthcoming from a member for a number of years, the monthly meeting may consider the membership to have lapsed.

20) For some non-resident members, attending a meeting is not possible due to distance, transportation limitations, or other extenuating circumstances. In these cases, it is especially important for the meeting to maintain regular contact with the absent member so that their spiritual connection with, and support from, the home meeting can be maintained.

Dual Membership

21) Many Friends in New England today have come to Quakerism from other spiritual traditions. They often bring with them deep spiritual ties to that heritage which they wish to acknowledge while being members of the Religious Society of Friends. These Friends often continue to participate in these traditions when visiting family or at times of specific religious celebrations. The acknowledgement of these gifts from their ethnic heritage or their previous spiritual path and their continued appreciation of them does not disturb their commitment and witness as Friends.

22) There are also Friends who find ongoing inspiration in the wisdom and devotional practices of various Christian churches as well as other religions. This enriches their spiritual lives and brings that enlivened spirit to their meeting. Since the early days of the Quaker movement, Friends have recognized the unity of peoples witnessing to the Light within their chosen religious affiliation. Friends encourage members to value and deepen their understanding of the spiritual insights of other religions through reading and participation as led, and to seek the ways in which Friends can unite with them.

23) Membership in the Religious Society of Friends, at its best, expresses a settled recognition that this is our life's choice and the best framework to allow our spiritual and temporal lives to flourish. It is a commitment to God and to the other members of the meeting, in covenant relationship. When an individual requests membership in the Religious Society of Friends and at the same time wishes to retain membership in another tradition, it is important for their clearness committee to explore with them their reasons and the implications of this. It is essential for the clearness committee to question whether their desire to be in a formal membership relationship with two faith traditions indicates a lack of clarity regarding their spiritual path. In most cases, membership in two faith communities will not work: the commitment needs to be whole-hearted. In other cases there is more ambiguity, and Friends need to be flexible as well as careful to discern what is at stake.

24) The request for 'dual membership' implies that an individual wishes to commit fully and formally to the covenant responsibilities and spiritual understandings of two different religious traditions. It also implies that both these religious bodies will be engaged with, and supportive of the same individual. Through membership, an individual is taking on the commitment of contributing to the life of the religious community not only through committee work, attendance at worship and financial support, but also in the care, concern and responsibility for other members and the children of the community. For many meetings and individuals there remains the sense that our hearts cannot be divided. When we come to realize that we are Friends, it is our life's choice and maintaining an active membership in another religious community does justice to neither.

25) It is currently the practice of New England Friends to address the question of 'dual membership' at the monthly meeting level, where a committee for clearness can fully explore the implications of such a request. It is strongly recommended that if such a request is considered, a representative of the other faith community be included in the clearness process so that the nature of the dual commitment is clear.

Transfer or Removal of Membership

Transfer

26) Membership in good standing is transferrable from one monthly meeting to another, unless either meeting has determined that transfer is not advised for weighty reasons. Members transferring to or from another yearly meeting should be familiar with the book of Faith and Practice of the new yearly meeting. Transfer may be requested for personal reasons after careful consideration, or it may be due to relocation. Transferring membership after one relocates encourages one to engage fully with the new meeting. A letter of transfer from the original meeting is sent to the new meeting, recommending the member to the care of the new meeting. When the letter is received, the monthly meeting forms a clearness committee to consider the reasons for the transfer and to acquaint the member with the spiritual life and expectations of the new meeting. When membership transfer is accepted by the new meeting, the member is formally welcomed into the new meeting. (See Appendix 4D for a full description of the process and a sample transfer certificate)

Resignation of Membership

27) Members wishing to resign their membership in the Religious Society of Friends should put the request in writing to the clerk of the meeting. The monthly meeting is advised to appoint a committee to visit the member in a spirit of loving care to be clear concerning the cause of the resignation. If the Friend chooses not to accept the visit or their intention continues unchanged after meeting with the committee, the meeting may draft a minute accepting the Friend's resignation with a copy of the minute sent to them. While a resignation may be a sign of alienation from the meeting, some Friends may simply grow in a direction that makes membership in a different religious body right for them. The meeting may grow from understanding and considering the reasons for a member's resignation. Resignation of membership from the monthly meeting also signifies resignation from the Religious Society of Friends.

Discontinued Membership

28) Discontinuing a Friend's membership may be considered when the conduct or publicly expressed opinions of the member are so much at variance with the principles of the Society that the spiritual bond has been broken. Friends may find that for this person to continue to be considered a member carries with it a lack of individual and/or corporate integrity.

29) There may come a time when the meeting community can no longer live with the spiritual or human costs of maintaining a relationship with such a member. While the meeting does have significant responsibility to work with the person via support committees, clearness committees, counseling, and individual personal contact, the meeting cannot sacrifice itself for the preservation of the membership relationship with any one individual.

30) Much responsibility falls to Ministry and Counsel in times of such difficulties. The quarterly and/or yearly meeting Ministry and Counsel may be called upon for support and resources. Often the needed resources are focused on providing emotional and spiritual support for those within the meeting who are doing the work that needs to be done to restore or maintain the unity of the meeting community and to provide pastoral care for the individual.

31) Within the meeting, the work needs to be done in such a way that honors both the former member in question and the members of the community. The final decision to discontinue membership is a meeting decision and must be made in a meeting for business after sufficient work within the community, to be sure that everyone understands the process and the purpose. It is important that personal support be offered to the individual whose membership is being discontinued during this process in whatever way is acceptable, and that the individual be kept fully informed when such a meeting is being held.

32) It may also be possible to continue to care for the individual after membership is discontinued by working with the person's community and family outside of meeting, to be sure that support systems are in place if they are needed.

33) A Friend whose membership has been discontinued by the monthly meeting may, if dissatisfied with the decision, file an appeal with the quarterly meeting within one year for a review of the matter. If either the Friend whose membership is in question, or the monthly meeting concerned, is dissatisfied with the decision of the quarterly meeting, an appeal may be addressed to the Permanent Board of the Yearly Meeting. The decision of the Permanent Board is final.

34) One whose membership has been discontinued may subsequently apply for membership in the usual manner, after one year.

Personal Spiritual Practices

...the fruit of the Spirit is love, joy, peace, patience, kindness, generosity, faithfulness, gentleness, and self-control.... If we live by the Spirit, let us also be guided by the Spirit.
Galatians 5: 22-23, 25

1) Spiritual discipline is much like any discipline a person chooses for their life and there are many practices associated with it. Just as one supports a busy life with healthy personal practices, which vary from person to person, so too Friends choose

spiritual practices which help ground them in the life and guidance of the Spirit. Although most spiritual practices are shared with other faiths, a few are particular to Friends, such as intentionally taking time to “stand still in the Light”⁴ and to “sink down to the Seed”⁵. Friends believe that the Light can illuminate the whole of one’s spiritual being. It may fill one with joy and comfort, and it may show what is distressing and difficult, shedding light on places one may not wish to acknowledge or face. By embracing this guidance of the Spirit, Friends open themselves to transformation.

2) Friends seek to live in continual awareness of the Spirit. It is the underlying intention of awakening to the Presence that makes something a spiritual practice. Many people commit themselves to a daily spiritual practice to settle their hearts and minds and to restore an awareness of God’s presence and guidance. Early Friends recommended daily times of “retirement”: time spent in prayer and Bible reading, in silent waiting upon the Spirit, and in journal writing. Contemporary Friends have augmented these with meditation, gratitude practices, movement, music, artistic endeavors, and service, among others. Friends may also look for those moments in their lives when they feel particularly centered or open to the movement of divine love and find ways to use these times of awareness as a spiritual practice. When Friends embrace these moments as a priority, they set aside time for them, integrating these practices into their lives, sometimes in unexpected places, for times of centering amidst the busyness of life.

3) A daily spiritual practice helps bring one to the place of standing still in the Light that “shows and discovers”⁶. Some Friends experience this spiritual reality as the sense of being grounded in the eternal; others name it as “being in the Mind of Christ”⁷. Friends understand that in opening themselves to the enlivening influences of the Spirit, their experience of the “ocean of light and love” allows them to become more open channels of God’s love and wisdom flowing through them to the world. Spiritual practices also help one to stay in balance, bringing one back to center and so more available to the motions of divine love. Though a spiritual practice is the journey of an individual with the Inward Light, it bears fruit in the world.

4) Over time it is not uncommon to find that a particular spiritual practice no longer opens the space of refreshment and inspiration that it has in the past. An ebb and

⁴ “The first step to peace is to stand still in the light”. ~ George Fox. The Journal of George Fox, by George Fox

⁵ “Give over thine own willing, give over thy own running, give over thine own desiring to know or be anything and sink down to the seed which God sows in the heart, and let that grow in thee and be in thee and breathe in thee and act in thee; and thou shalt find by sweet experience that the Lord knows that and loves and owns that, and will lead it to the inheritance of Life, which is its portion.” Isaac Penington, 1661

⁶ “Stand still in that which shows and discovers; and then doth strength immediately come. And stand still in the Light, and submit to it, and the other will be hushed and gone; and then content[ment] comes.” George Fox, 1652

⁷ See Extract 3.08, and Mind of Christ: Bill Taber on Meeting for Business, 2010, PHP #406

flow of motivation to continue in a daily practice is also a common experience. Spiritually dry periods can be discouraging, yet with patience and trust important lessons may be revealed. By remaining alert to the changing dynamics of living in the Spirit, one may come to discern whether it is right to continue a particular practice, despite the dryness, or whether it is time to move on. The counsel of a spiritual companion can be a great aid in this discernment. Seemingly independent of one's effort or awareness, experiences of breakthrough may arrive.

5) Children also experience spiritual insights, and they learn to nurture spiritual awareness by observing the practices of adults in their lives. Many families use mealtimes to pause together for silent grace or a spoken prayer of gratitude. Couples and families who share a spiritual practice often find that it adds new dimensions to their relationships. Children understand, at an early age, the impulse towards moments of quiet joy or spontaneous expressions of gratitude. A child's awareness of the Presence reveals itself in unselfconscious expressions of awe and wonder at life. The freshness of a child's trust and their exuberance of discovery is a gift to adults. Times of shared reverence and gratitude towards life can be a source of joy for both parent and child, and can encourage a child toward a lifetime of spiritual practice.

6) When Friends adopt the discipline of regular spiritual practice during the week, it is a gift not just to the individual but also to the meeting community. Coming to meeting for worship and for business with "heart and mind prepared" often helps an individual center more quickly, and contributes to the quality of worship for all and aids in the faithful conduct of business.

7) Spiritual discipline, at its heart, involves a decision to listen for, and be obedient to, the Inward Guide in every situation, holding the commitment to do whatever love requires.

"Begin where you are. Obey now. Use what little obedience you are capable of, even if it be like a grain of mustard seed. Begin where you are. Live this present moment, this present hour as you now sit in your seats in utter, utter submission and openness toward Him."

Thomas Kelly. William Penn Lecture 1939 "Holy Obedience" delivered at Arch Street Meeting House

Extracts

1) "Retirement may be the practice most accessible to contemporary Friends. Our meetings for worship are times of retirement. Walks in the woods or sitting by the ocean can be times of retirement, as can retreats extended over several days.

Thomas Kelly wrote that we can be in contact with "an amazing sanctuary of the soul, a holy place, a divine center." Times of retirement are the times when we pull

back from the chatter and busyness of our outward lives, enter that amazing sanctuary, and allow our inner wisdom, the Inward Teacher, to rise up in us. For early Friends retirement was a prerequisite for a life of faithfulness. Retirement was a daily discipline, sometimes many times in a day. We may think that at the pace of 21st-century life, there isn't time for daily retirement, yet retirement is a basic building block for all other spiritual disciplines. We have to pause, let the static quiet, so that we can hear. Thomas Kelly reassures us that if we establish mental habits of inward orientation, the processes of inward prayer do not grow more complex, but more simple."

Quaker Spiritual Disciplines for Hard Times By [Patricia McBee](#) on August 1, 2003
Friends Journal

2) "True silence is to the spirit what sleep is to the body, nourishment and refreshment." William Penn, 1699

3) The purpose of meditation is to enable us to hear God more clearly. Meditation is listening, sensing, heeding the life and light of Christ. This comes right to the heart of our faith. The life that pleases God is not a set of religious duties; it is to hear His voice and obey His word. Meditation opens the door to this way of living.
Richard Foster, Celebration of Discipline

4) Be still in thy own mind and spirit from thy own thoughts, and then thou wilt feel the principle of God to turn thy mind to the Lord God, whereby thou wilt receive his strength and power from whence life comes, to allay all tempests, against blusterings and storms. That is it which molds into patience, into innocency, into soberness, into stillness, into stayedness, into quietness, up to God, with his power.
George Fox, 1658

5) I read that I was supposed to make 'a place for inward retirement and waiting upon God' in my daily life, as the Queries in those days expressed it... At last I began to realise... that these apparently stuffy old Friends were really talking sense. If I studied what they were trying to tell me, I might possibly find that the 'place of inward retirement' was not a place I had to go to, it was there all the time. I could know the 'place of inward retirement' wherever I was, or whatever I was doing, and find the spiritual refreshment for which, knowingly or unknowingly, I was longing, and hear the voice of God in my heart. Thus I began to realise that prayer was not a formality, or an obligation, it was a place which was there all the time and always available.

Elfrida Vipont Foulds, 1983

6) Consider now the prayer-life of Jesus... Incident after incident is introduced by the statement that Jesus was praying. Are we so much nearer God that we can afford to dispense with that which to Him was of such vital moment? But apart from this, it seems to me that this prayer-habit of Jesus throws light upon the purpose of prayer. ... We pray, not to change God's will, but to bring our wills into correspondence with

His.

William Littleboy c.1937 Littleboy, William, The meaning and practice of prayer, London, Friends Home Service Committee, 1937, pp. 7-9

7) As I learned, the Inward Light is unconditional love, yet at the same time, it is a searing of the soul. The Light pierces with total honesty into our behaviors, words and attitudes. This is not an easy thing to experience! In the refiner's fire, metal is purified so that it can be made useful, as a tool or a sword. The fire of the Light likewise burns away the dross of life—the foolish or harmful things we have done—to reform us closer to the image of God.

Margery Post Abbott 2010 Abbott, Margery Post, To Be Broken and Tender: A Quaker Theology for Today. Western Friend/Friends Bulletin Corporation, 2010. pp 14-15

8) I have always greeted God in the morning. It makes a difference. There is no way I would have faced my day teaching special education without greeting God. One year I had a girl in my class who was very irritating and irritable. I held her specially in prayer, with me, and put Jesus in the mix as well. I could not do this alone and needed a strong visual to remind me of that. We went from butting heads much of the time to having her be much less crabby with the other children and me, to having her surprise me by giving me a hug. I do not know if the prayers helped her, or more probably, changed me and my relationship to her and she responded positively.

Sue Reilly, December 2016

9) While working on a blanket for a friend who was expecting her first child, I realize something else was happening. I was knitting prayers. The blanket, intended for physical warmth, took on symbolic proportions. "May this child always feel held in the warmth of his family's love, and the loving embrace of God. May this child never lack for physical nourishment. May the Holy Spirit watch over and bless my friend while she is in labor, and while she strives to do the right thing for her offspring." These prayers, and many more, flowed from my heart through my fingers as I continued to knit. The prayers came unbidden, from my center, from a place of my deep gratitude.

Lisa Rand 2002 Rand, Lisa, "Knitting in Gratitude," Friends Journal, December 1, 2002

10) It is no accident that daily "retirement" (a time of reading the Bible and inspirational writings, personal prayer, reflection and worship) has been frequently recommended throughout Quaker history. ... A person who has already experienced times of spiritual nourishment during the week will require less time to let go of the rhythms and preoccupations of normal life and can therefore enter more quickly and easily into full attention to the living Presence.

William Taber 1992 Taber, William, Four Doors to Meeting for Worship, Pendle Hill Pamphlet 306, p. 4-5

11) From the beginning, it was the witness of changed and liberated lives that shook the foundations of the established social, economic, and religious order of England. The Religious Society of Friends--the Friends Church—is about nothing if it's not about transformation. Helping each other open to the Living Christ among us, allowing ourselves to be searched by the Light at work within us, humbling ourselves to be taught by the Inward Teacher, trusting that surrender (sic) to the Refiner's Fire, we can be given new hearts. It is and always has been through these new hearts that we are made channels for the Motion of Universal Love. Noah Baker Merrill 2012 Friends World Committee for Consultation, Being Salt and Light; (FWCC World Office, London), "Reflection on the theme during worship under the care of the Section of the Americas," (April 2012, p. 31.)

Advices

1. Be aware of times and activities which help ground you and open you to the Presence, and make space for them in your life.
2. Preserve places of silence in your life to “sink down to the Seed”, allowing for the right-ordering of your spirit.
3. Yield your life to the Inward Guide, remembering to turn to that guidance throughout your day.
4. Share moments of quiet reflection, awe, and prayer with the children in your life.
5. When your practice takes you to a place of illumination that is painful or unsettling, do not turn away from what is revealed, but trust that you are held in love. Opening yourself to God is opening yourself to the possibility of transformation.
6. Use the General Advices and Queries to explore your spiritual condition.
7. Experiment. Be adventurous.

Queries

1. When have you experienced God's love flowing through you, or flowing to you from others? What practices help open you to the flow of Divine love?
2. In what ways does a regular routine of prayer or study assist you to ground your life in the presence and guidance of the Spirit? Are there other practices you have found useful?
3. Are there times you resist a spiritual practice, and why?
4. During times of dryness or difficulty what helps you to persevere? Can you trust that God's work is continuing when you cannot feel it?

Report of East African Ministry 31 October, 2016-17 January 2017

In endorsing my travel minute, Mary Joseph, the Tanzanian USFW clerk wrote, "We are your garden of God". What a joy when we find our gardens growing and lifting up. Zelika Galavu, the clerk of all USFW women in Kenya wrote, "We thank God for Marian taking time every year to come to Kenya, Uganda and Tanzania. She and her group have carried out training in leadership and training Sunday school teachers. Our greetings to New England." Apollo Wopicho, former clerk of Uganda YM wrote, "Marian is encouraging, friendly, resourceful and inspiring to our society in Uganda." Here is a brief summary of why our ministry has been particularly blessed as well as challenged this year.

1. Restructuring of support committee

In New England the support committee had a change to be more representative of the YM and to replace some active members who were too busy with other commitments at this time. The present committee is: Ann Ludders, Weare, NH; Pam Cole, New Bedford, and Gale Schultz, Mattapoisett, MA; and Diane Dicranian, Winthrop, ME. If any of you are feeling a calling to join, let one of us know. In Kenya we added Margaret Amudavi of Friends Theological College and Kate Gunza of FUM office. Others are: Zelikah Galavu (PC USFWK), Elizabeth Odera (Pastor of USFWK), Margaret Musalia (Co-worker to Tanzania), Eileen Malova (Co-worker to Uganda) and two emeritus leaders, Dorothy Selebwa and Gladys Kangahi. In Kenya it provides a rare time for women leaders to gather and support each other in prayer as well as support and guide me.

2. Travel minute

Several people were fascinated to see the travel minute, as they'd never seen one before. I had to spend some time with some Kenyan leaders who do not understand travel minutes and are used to people coming only as missionaries or through specific programs like FUM, or schools. Colin Saxton of FUM also met with them to try to help explain.

3. Building relationships and teamwork

This year the team of Kenyan pastors that went with me to Tanzania and Uganda really worked well together. Because we have built up the relationship with the people of those two countries, we are eagerly listened to when we give advice and we find even the new male leaders of the yearly meetings are now coming to our team asking for advice. In Tanzania, male leaders of the YM were chosen last summer that included men from both the old rural meetings in Serengeti area and the new urban, growing meetings in Mwanza area. In Uganda the new presiding clerk is a pastor from western Uganda and assistant is from the south- not from the Mbale area that has dominated for many years. Eileen and I travelled with these new leaders to Busoga in southern Uganda and managed to get the leaders of that area to start building themselves up, rather than wait expecting people from Mbale or from FUM or Kenya to do it- a real breakthrough. With the 25 acres of trees (we helped them plant with the help of an Earthcare Witness grant two years ago), they now have a major future source of money to help themselves to get the deed for 120 acres of land as well as rebuild Luturo meetinghouse that blew down in a storm.

4. New leaders of women

In Tanzania, they chose new leaders and removed one long serving one who had misused funds. They even arranged to meet at the end of their conference to begin evaluation and start planning the next conference (not waiting until we would come visit a month before the next one).

In Uganda, after I gave some lessons on how nominating committees work and what kind of

skills/qualities are needed for each office, they chose mostly more educated women who can learn and communicate with each other quickly. Alfred Wasike, the new young general secretary of UYM has even been helping older women learn how to use cellphones so they can communicate.

5. Visiting old Friends and comforting the bereaved.

In Kenya, we visited several who had lost elderly mothers or lost their wives with whom I had worked in the past. We also visited one Friend who had worked many years for FUM building up the Friends in Turkana. He's been critically ill, but the surprise visit of Margaret Musalia and I with whom we had been active together in the Young Friends program years ago, caused him to look ten years younger by the end of our visit! The funeral of Alfred Wasike's father was held during the Uganda women's conference. When this Ugandan elder had become ill, he was taken to Kenya for medical treatment and died there. Chwele YM insisted that he be buried in Kenya. The new Uganda YM officials we went with surprised Chwele, telling them that although he was a Uganda elder and had raised his kids as Ugandans, they were peaceful Friends, and refused to fight over the dead body- a challenge to the Kenyan leaders who are often in disputes.

5. Peacemaking

Women in Kenya are constantly working as peacemakers, praying to get the male leaders to quit their power struggles over leadership. Women also act as peacemakers when people in their family are attacked (such as a worker when trying to stop a neighbor from stealing vegetables, or napier grass (cow's grass) had the neighbor in response attack him with a machete. Others, like Getry Agizah are leading the training of youth to deal nonviolently and to prevent violence around the upcoming elections.

6. Sunday School Training

The most rewarding part of this year was training volunteers for teaching Sunday School. We found many women in churches as well as the children had never heard of the basic stories of the Bible such as David and Goliath, Noah and the Ark, and the Good Samaritan. In Tanzania as Margaret and Agneta totaled up the number of children each trainee reported was in their meeting, we found they represented over 600 children! In Uganda it was 800! In Tanzania we found several young teachers interested in drawing pictures (from a Tanzanian viewpoint) that can be easily and cheaply copied and distributed to help others, (to prevent them from feeling they have to have expensive western pictures to teach.) I also taught them ways they could teach using sticks and sand or charcoal, using drama or song instead of bought materials. They are also developing their own songs, some of which we shared in Uganda. When we handed out certificates of attendance to all, the older women who had listened in while preparing food danced and sang with delight when they were given a certificate (they may not have ever had a chance before to be in any graduation themselves).

In Uganda, Agneta and Rosilyn worked so hard and got the trainees so eager that they were able to complete Level 1 of training (using the Kenyan curriculum), and the trainees then formed their own national Sunday school committee to plan the next level of training and even raised their own funds, made plans how to raise the money to pay for the next training, and chose the location and dates of the next training in January of 2018. A real breakthrough to get them

on their own feet and not expecting outsiders to do the planning or pay for everything. Two of the things we are likely to offer in this next year are lessons about Women of the Bible, as well

as Faith and Play (the new Quaker curriculum).

7. Challenges

The dust when travelling (due to drought of climate change plus major road construction), safari ants attacking, unexpected cancellation of my flight home, and a speeding motorcycle that hit three of us in Uganda were the dangers of travel, but due to a lot of prayer and God's grace, we were able to continue our travels. In Kenya I observed there is need for teaching about preventative health (especially with the increase of diabetes, heart pressure, and cancer partially due to women eating more refined foods and walking less). In Busoga region of Uganda there is need for any kind of medical help (as there is none within an hour's ride on a motorcycle through the dust/mud). If anyone who is trained as a nurse or doctor is feeling called to come briefly to help advise us in Busoga region of Uganda about training a person in medicine or starting a small dispensary, let me know.

A major challenge is that women remain second class citizens. A talented woman in Uganda active in ministry was prevented by her husband from going to Friends Theological College for training, even though we had found a full scholarship for her. Women in Tanzania as they reported back at the women's conference, after discussing in small groups that were to come up with a list of major challenges they face as women, repeated again and again that their men prevented them from doing many things. At the Africa Pastor's conference, although close to half of the pastors attending were women, only one woman was given a chance to speak officially. Colin Saxton was an answer to my prayers when he prayerfully challenged the male leaders that although the majority of Friends in the world are in Kenya, unfortunately they have a reputation of being very corrupt. Although many came to Eileen, Margaret and I, curious about the ministry we are doing, we were given only a chance to stand up and wave, but not given a chance to say anything. The new leaders to plan the next pastors conference were all old men, though later two women who are shy and unlikely to say anything were added, one of whom who was not even a pastor! Many women pastors shared that they are not allowed to lead funeral services, pray with children becoming new members- due to tribal traditions of men being in charge. We now have one woman who is a secretary and one woman who is a clerk of a yearly meeting (out of 60 potential leadership positions). A joy is to find there are more women than men in some classes at Friends Theological College now and Robert Wafula the new Principal is very supportive, so we remain hopeful.

Thank you for all your support this year. I have handed in a copy of all the endorsements on my travel minute to the clerks of Weare MM, Dover QM, and NEYM Permanent Board and M&C. If you would like a more detailed report contact me for the compiled weekly emails sent to supporters while I was in Africa. The USFW New England newsletter sent out in early February includes several photos of the work. If you would like me to visit your meeting to share a slide presentation plus music for all ages, let me know.

With thanks to God for journeying mercies and amazing breakthroughs,

Marian Baker, 9 February, 2017

2016 endowment
+ Jan 2017

Weare Monthly Meeting
New England Yearly Meeting

To Friends in Kenya, Tanzania, and Uganda

Dear Friends,

We are a small meeting in the hills of the state of New Hampshire, in the northeast of the United States. Our meeting is now over 200 years old, and at present our numbers are not large, but we are glad to say that we feel God's presence often among us, ministering to us in love and truth, and often calling us to share in His service.

Our member, Marian Baker, has told us of her concern to spend time among you to do whatever she is led to in Gospel love, for spiritual encouragement of all. She is especially feeling called to listen for gifts of ministry and leadership among women Friends and to encourage women to travel in ministry to lift up other women. After prayer and conversation with Marian, we are convinced that she is indeed being led by our Lord to come among you, to serve as way may open, and to lift up the signs of God's life she finds among you.

Marian is a recorded minister in New England Yearly Meeting. She is a beloved part of our meetings and she is widely travelled among Friends of all kinds. We are grateful for the part she has taken in God's work, and we are glad to recommend her to your Christian care. We are glad also to send loving greetings from our meeting to everyone to whom Marian may be sent.

In Christian love your friend,

Richard Ludders

Richard Ludders, Clerk
On behalf of Weare Monthly Meeting
28 June, 2014

[Signature]
Assistant Clerk, Dover Quarterly Meeting

Holly Baldwin
Clerk, Permanent Board, New England Yearly Meeting

Assistant chairlady Maragoli women
group - Angelline Kisato of Kokamego YM.

Kindly receive our greetings from our women group that meets once a month to pray together and share. We are happy Marian shared with us the word and encouraged us to stand firm and assist others especially young people. May God give her strength to help others as she has done to us.

~~17-11-2016~~ Thanks chairlady Lords are ^{* Malindi YM -} Mukago M. Meeting

- We Mukago M.M. Lords are - we are so happy to have Marian to encourage us on - Giving, Surely this is good. Don't give force to give to God BUT willingly. We members Lords are very much blessed to have such visitors for word of God - we wish you nice time whatever you do May God guide you Thanks chairlady D. Mugasio
0724 979 199.

20/12/2016

Shirugu Village meeting we were very
glad to receive a word of God
from Marian Baker

By PIC Shirugu USFW women
Quarter Biliah Enock Kulecho
Baker

- 24th Nov 2016

U.S.F.W. VIHIGA YEARLY MEETING

The 37th Yearly Meeting is today holding
its annual meeting here at Igakala Village Meeting where
we have more than four hundred women in attendance. Baker
has blessed us with best regards we send to you.
PIC Pheminis. USFW VIHIGA

3/12/2016

USFW

TANZANIA YEARLY MEETING

Greetings to Friends

Salamu kwa marafiki.

I want to give thanks for the essence of Manon
Napenda kutoka Shukurani za dhati kwa Maria
Baker and her team who came to Tanzania for the purpose
berk. Na tunu take kuya Tanzania ni kwa ajili
of intention for the mamas of Tanzania to stand together
ya kuhakikisha wamama wa Tanzania kusims katika
with our meeting and for the purpose of helping our mamas stand up
mikutano yetu na kuhakikisha wamama wamesims
and improve the self sustainability of our church.
Katika ujasiliq mali au uchungu katika karisa
Thus we have been blessed much and in addition go with God's
blessing wabarikiwe sana na wadau kya namuna
awatangulie.

your garden of God
Ni wenu Shambani mwa bwana

P.C USFW Joseph
Mary Joseph

Kakamega yearly meeting USFW meeting
are happy to receive Marian Baker to
our 23rd annual conference held at Litheridge
UHS.

may God bless you as your transverse through
Kenya doing the word of God.

By Recording clerk
Juliet Wacha
KYM.

USFW E.A-IM NORTH

THE 29th ANNUAL CONFERENCE

We are happy to receive mama Marian
Baker during this year's conference at
Muliro secondary school in Ndalu quarterly
meeting.

may God bless her as she continue
Preaching the Gospel.

By Recording clerk

Zirrah Luvusi
~~MBERA~~

UGANDA
U.S.F.W CONFERENCE 2016 DECEMBER

THE 20th ANNUAL CONFERENCE

We have been grateful to have Marian Baker
in our conference this year and she has
been a blessing to us in different aspects
of life both spiritual and physical. The
venue has been Magale Royal Integrated S.S.
Be blessed wherever you go. By recording clerk, MBERA

TANZANIA YEARLY MEETING OF FRIENDS CHURCH.

4-7/01/2017

We are very grateful to have Marian Baker who come with a team to train our Tanzania Sunday school Teachers. This is a blessing to us, we pray God to bless her and strengthen her for the ministry she entrusted to her to spread the gospel of Jesus Christ.

By Daniel John Katentani
General Secretary T.Y.M.

Pius Makera Chacha
P/C T.Y.M.

Makera 06/1/2017

USFW KENYA

We thank God for Marian Baker who has taken time every year to come to Kenya and extend it to Uganda and Tanzania. She and her support group have carried out training in leadership and training Sunday School teachers. It our prayer that God bless her and continue to give her good health. Our greetings to New England Support group.

By ZELIKA GARAVO on behalf
of the Support Committee.

10th January 2017


Uganda Yearly meeting
P.O Box 2570 Mbale
Uganda
15/01/2017

Dear friends

Re: Travelling Minute to
Marian Baker,

I hereby acknowledge the visiting of
the above friend for the wide Ministry
of Mission work in Uganda Friends Church
while with her she conducted seven
Meetings with yearly meeting & final
USFW Conference and trained the Sunday
school teachers.

She is encouraging, friendly, resourceful
and inspiring to our society in Uganda.
We wish her journey Mercies

In Gods service
Wopichio Agotto

for clerk.

Hanover Friends Meeting
of the Religious Society of Friends (Quakers)
43 Lebanon Street
Hanover NH 03755

October 10, 2016

Greetings to Friends,

Please welcome our members Mary Ann and Leonard Cadwallader into your worship and fellowship.

Mary Ann and Leonard have followed leadings over many years to make connections with Spanish-speaking Friends in various parts of Latin America. Most recently this has been expressed in their involvement with Friends in Cuba. They hosted the two Cuban representatives to the sessions of New England Yearly Meeting in 2011. The Cadwalladers then joined a delegation from Wellesley Friends Meeting traveling to Cuba in 2012. That trip was conducted under the guidance and with the prayerful support of the Puente de Amigos Committee of New England Yearly Meeting. They joined the Puente de Amigos Committee that year and in 2014 were appointed the committee's co-clerks. Over this same period of time, our monthly meeting was formalizing a sister meeting relationship with La Habana Friends Church and in February, 2014, they went with a delegation to visit our sister meeting and attend the sessions of Cuba Yearly Meeting. In 2015, Leonard led a delegation to attend La Habana's 15th Anniversary and to attend Cuba Yearly Meeting's 115th Anniversary celebrations in the Friends' churches located in the eastern end of the country.

Mary Ann and Leonard are led to return to Cuba to worship and share fellowship with Cuban Friends; and to look for the ways to strengthen and grow the Puente relationship. While there, they hope to visit our member, Julian Grant, who is on an extended stay among Cuban Friends. They believe North American Friends can learn much from Latin American Friends about gospel-centered ministry, outreach, and new ways to create a church family. The Cadwalladers say they look forward to the openings, known and unknown, which will grow from their travel.

Mary Ann and Leonard have met with a clearness committee of our meeting which found unity with them on the clarity of their spiritual leadings to travel to Cuba in early 2017. The Committee's recommendation for their travel was approved by Hanover Friends Meeting at its meeting for business on October 9, 2016.

We rejoice in this opportunity to send you our love, and strengthen our connections with our Cuban sisters and brothers. When they return, we will be eager to learn from them of your activities and concerns. We look forward to welcoming any of you to worship with us.

Yours in peace,

Dulany Bennett

Dulany Bennett, Clerk, Hanover Friends Meeting

Penny Wright
11-19-2016

Penny Wright, Clerk, Northwest Quarterly Meeting

Sarah B. Gant 11-19-16

Sarah Gant, Clerk, Permanent Board of NEYM

"Que sean uno para que el mundo crea" ... Gracias por regalarnos momentos de unidad y amistad que fortalecen el amor y el puente. En la luz

Kirenia

Junta Mensual Habana

18/enero/2017

Una vez más gracias SEÑOR por la Bendición de Compartir con los Hermanos Len y Marianne. nos llenan de su Amor, su Paz y Sabiduría que consolidan cada instante los lazos del Puente. En la Luz Deseando Bendiciones a la Junta Anual de Nueva Inglaterra.



Odalys Hernández Cruz
Presidenta Junta Anual

"Hospedaron ángeles y no lo sabían". Gracias por la bendición para nuestra junta Mensual con la presencia de Len y Marianne, gracias por su tiempo en nuestro hogar, gracias por la manifestación del amor de Dios en sus vidas, trayéndonos sabios consejos, mensajes de Luz, Dios les bendiga,

Maná Li

Junta Mensual Valquíria

23.1.2017

Translation of Endorsements to Hanover Friends Meeting's Travel Minute for Mary Ann & Len Cadwallader's trip to visit Cuban Quakers January 13-23, 2017. This Minute was endorsed by Northwest Quarterly Meeting and New England Yearly Meeting's Permanent Board.

"May they be one for the world as it is created" . . . Thank you for gifting us with moments of unity and friendship which strengthen the love between us as well as the Bridge [Puente de Amigos].

In the Light, Kirenia [Criado] La Habana Monthly Meeting 18 January, 2017

Thank you, GOD, one more time, for the blessing that comes from sharing with our brother Len and sister Mary Ann. They fill us with your Love, your Peace, and your Wisdom thereby consolidating the bonds of the Bridge [Puente de Amigos] . By the Light given to us we wish blessings upon New England Yearly Meeting.

Odalys Hernandez Cruz, Presiding Clerk of Cuba Yearly Meeting

"They hosted angels and didn't know it." The presence of Len and Mary Ann has blessed our monthly meeting. Thank you for spending time in our home. Thank you for the manifestation of the love of God in their lives that brings us wise counsel and messages of Light. God bless all of you.

Maria Yi, Holguin Monthly Meeting 23 January, 2017

Report to Hartford Monthly Meeting
CT Valley Quarterly Meeting
New England Yearly Meeting
Covering May 2005-August 2016
Debbie Humphries
October, 2016

Dear Friends,

In October 2004, Hartford Monthly Meeting first endorsed a travel minute for me. This minute was endorsed by CT Valley Quarterly Meeting in February of 2005, and also endorsed by Permanent Board of NEYM in May of 2005. Hartford Meeting renewed the travel minute in 2006, CT Val QM endorsed the new minute in May 2007, and PB endorsed the new minute in June 2007. Since that time, I have reported regularly to Hartford Meeting, and Hartford Meeting has continued to reaffirm the life of my ministry. I have continued to travel in public ministry among Friends. As the travel minute is open-ended, I have not previously sought the opportunity to report to CT Valley QM or Permanent Board. I'm taking this opportunity to provide an overview of the ministry that I have engaged in with this travel minute.

To share a little about how I work with my support committee, each month I write a 1-2 page letter/report to the committee, sharing my reflections to some of the questions below. I use these questions as a guide, and answer whichever questions I am drawn to each month.

How is my soul?

What challenges or blocks did I face? How did I meet them?

How have I been nourished?

What did I learn this month?

What gifts did God give me?

What discernments are in front of me/What do I need help with from the support committee? I

What is God calling forth in me?

What is God calling me to do?

How was I faithful?

Visits and other opportunities in 2006-2007:

Amesbury Monthly Meeting w/Eleanor Godway (December 10, 2006)

Friends Meeting at Cambridge w/ Phil Fitz (March 17-18, 2007)

FGC Traveling Ministries Retreat

Northampton Friends Meeting w/Buffy Curtis (April

Wellesley Friends Meeting w/Eleanor Godway (May 11-12, 2007)

Beacon Hill Friends Meeting w/Kristna Evans (June 9-10, 2007)

FGC Gathering workshop (July 1-6, 2007). Co-led a workshop with Peter Crysdale entitled "Deepening the Silence, Inviting Vital Ministry". Diane Randall served as one of our elders.

Prospect Hill Meeting (Minnesota) w/ (July 11, 2007)

Eau Claire Meeting (Wisconsin) (July 13, 2007)

North Shore Friends Meeting w/Daphne Bye (September 29-30, 2007)

Fresh Pond Meeting w/Eleanor Godway (October 21, 2007)

Visits and other opportunities in 2007-2008:

Litchfield Hills Monthly Meeting (with Jonathan Vogel-Borne), Jan 27, 2008

North Sandwich Monthly Meeting (Dover Quarter) w/Sara Hubner, March 2, 2008

Beacon Hill Monthly Meeting (NEYM TMIP), March 9, 2008

Dover Monthly Meeting (Dover Quarter) w/Daphne Bye, April 26-27, 2008
New Bedford Monthly Meeting (NEYM TMIP), May 4, 2008
West Epping Preparative Meeting (Dover Quarter) w/Sara Hubner, July 6, 2008
Acadia Monthly Meeting (Vassalboro Quarter) w/family, July 20, 2008
Gonic Monthly Meeting (NEYM TMIP), July 27, 2008
Beacon Hill Monthly Meeting (Salem QM), John's talk, September 14, 2008
Weare Monthly Meeting (Dover Quarter), w/Raye Hodgson, September 20-21, 2008

Published Talks and Articles 2007-2008

"On Being Grafted in to the Root" Beacon Hill Friends House pamphlet
"Engaging with a Monthly Meeting about Ministry" Friends Journal, Sept 2008 w/Diane Randall
"Our Hope for New Life," Quaker Life, May/June 2008

Visits and other opportunities in 2008-2009:

Gonic Monthly Meeting (Dover QM), w/ Diane Weinholtz, November 9, 2008
Mt. Toby Monthly Meeting (CT Val QM), w/ Raye Hodgson, December 6-7, 2008
Litchfield Hills Monthly Meeting (CT Val QM), with Bonniejean Dibelius, February 22, 2009
Wilderness Meeting (NWQM) w/ Lucy Marsh, April 4-5, 2009
Bennington Friends Meeting (NWQM) w/ John Humphries, May 2-3, 2009
Putney Friends Meeting (NWQM), w/ Raye Hodgson, May 30-31, 2009
Iowa Yearly Meeting (Conservative), w/ Peter Crysdale, July 29-31, 2009
Storrs Monthly Meeting (CT Val QM), w/ Margaret Cooley, August 30, 2009

Published Talks and Articles 2009

"Four Pillars of Meeting for Business" Friends Journal, Sept 2009

Visits and other opportunities in 2010-2011:

Burlington Monthly Meeting (NWQM), with Annie Michaels)
Middlebury (Daphne Bye)
Barton-Glover (Eleanor Godway)
Keene (Daphne Bye)
Quaker City - Unity (Annie Michaels)
South Starksboro - (Susan Wilson)

Visits and other opportunities in 2011:

Monadnock (Raye Hodgson)	Belfast
Naramegic Valley/Eggemoggin Reach	Acadia (Susan Davies)
Cobscook (Kristna Evans)	Winthrop Center (Kristna Evans)
Farmington (Diane Lopez)	North Fairfield (Diane Lopez)
Vassalboro (Diane Lopez)	Brunswick (John Humphries)
Portland (Eleanor Godway)	

Visits and other opportunities in 2012-2013:

Durham - March 24-25, 2013 (Cornelia Parkes)
Moses Brown TedX - April 17, 2013
Lewiston - April 29, 2013 (Kathleen Wooten)

May 13-20, 2012

Allen's Neck, May 13, 2012 (Eleanor Godway)
West Falmouth, May 14, 2012 (Eleanor Godway)

Martha's Vineyard, May 15, 2012 (Eleanor Godway)
East Sandwich, May 17, 2012 (Kathleen Wooten)
Yarmouth, May 18, 2012 (Judy Goldberger)
Mattapoisett, May 19, 2012 (Kathleen Wooten)
Smith's Neck, May 20, 2012 (Kathleen Wooten)

Southern Maine Friends - June 3, 2012 (Susan Davies)
Woolman Hill Workshop - Feb 15-17, 2013 (with Kathleen Wooten) - Exploring the Unwritten Rules of Meeting for Worship

Visits and other opportunities in 2013-2016:

York - June 21, 2015 - Eleanor Godway
Oxford - June 26, 2015 - Eleanor Godway
Ipswich - June 28, 2015 - Eleanor Godway

Friends General Conference workshop - June 30-July 5, 2013 (with Jonathan Vogel-Borne) - *Practicing Prophetic Ministry*
Vasselboro Quarterly Meeting Program - Sept 7-9, 2013 (with Honor Woodrow) *Exploring the Unwritten Rules of Meeting for Worship*
Quaker Studies Program - Sept/October 2013 - Online workshop on *Reading Isaac Penington*
Dover Monthly Meeting workshop - October 5, 2013 (with Jonathan Vogel-Borne) *Our Meetings as Covenant Communities*
Friends World Committee for Consultation workshop - April 11-13, 2014 (with Lisa Graustein) - *Hearing Heart to Heart - exploring cross-cultural communication*
Friends General Conference workshop - June 29-July 5, 2014 (with Jonathan Vogel-Borne) - *Practicing Prophetic Listening*
Powell House workshops(upcoming) - November 18-20, 2016 (with Jonathan Vogel-Borne) - *Practicing Prophetic Listening*; March 17-19, 2017 (with Jonathan Vogel-Borne) - *Practicing Prophetic Ministry*

Published Talks and Articles 2013-16

"Exploring the Unwritten Rules of Meeting for Worship" Friends Journal, Aug 2014
"Spreading the Fire: Challenging and Encouraging Friends through Travel in the Ministry"
Pendle Hill Pamphlet, Dec 2015

Support Committee

Eleanor Godway (July 2001 to Fall 2007)
Daphne Bye (Fall 2007 to October 2008)
Bonniejean Dibelius (November 2008 to December 2015)
David Holdt (Dec 2005 to September 2016)
Diane Weinholz (Dec 2005 to present)

But are [these] two diverse aims inconsistent and exclusive? Is it not possible to have both aims united in a larger synthesis? May we not become efficient in fact just because we have succeeded in finding God? Can we not be flooded with the consciousness of God and at the same time perfect some form of organization that will be the effective body and instrument of that experience?

That is the goal of this search.

—Rufus Jones, New Studies in Mystical Religion

I am as convinced as ever of the invitation and challenge before us. In the 1650s, the Quaker Movement came together when it seemed the world was coming apart—a time very much like our own. These times call for no less courage, resilience and vision.

If we can rediscover, reclaim, and reinterpret the gifts our tradition offers to encourage faithfulness in the context of today's needs, Friends can make a precious contribution for the future of our planet. We have much to do to more fully take our place alongside all who are seeking and living a way of deep hope and love in a time of turmoil, separation and fear in our world.

We need to renew our openness to bold vision. We need to be ever more clear about the Life and Power we are inviting people to discover and encounter. We need to help one another to know and abide in that Life and Power ourselves. And we need to deepen our shared work to reclaim and renew our institutions.

What follows are field notes from my experience serving at the intersection of institutional leadership and renewal in the Quaker movement. I hope this reflection might offer encouragement to your work of exploration and discovery in your own context— your local meeting, yearly meeting, other Friends institution, or in some new garden where you find yourself called to labor. I hope it will kindle something, stir something. It's time to engage with our institutions in fresh ways.

Focus on Quaker institutions—really?

Facing the challenges in the United States and in our wider world, it's easy to see how it could seem short-sighted, selfish and privileged to devote energy to something as seemingly inward-looking as the present and future vitality of Quaker institutions. But I believe that *movements need tools*, and that's what institutions are, essentially. The usefulness of tools depends not on their *form* but on how well they *function*—how well they serve the purpose for which they were made. And just like keeping a hoe sharp to help with the coming year's garden, how we care for our tools matters.

The integrity, strength and vitality of the institutions through which we govern, administer, serve and strengthen the Quaker movement shapes our witness in the world, the inclusivity and depth of the welcome we offer, the boldness and vitality of our ministry and the ways we show up in

relationship and witness. Our shared values and behaviors as faith communities are shaped in many ways by these institutions, influencing where we invest our attention, our time, and our resources—ultimately, where we give our love and find our common life.

Stories of institutional decline, struggle and crisis have become a common narrative among Friends in recent years, with the litany of challenges to Quaker organizations sounding a familiar refrain: exhaustion of leadership, internal conflict, budget shortfalls, declining membership, challenges with generational transitions, obstacles to diversity and inclusion, poor management, lack of volunteers to serve in the many committee roles that need to be filled. We see the strains at all levels and in every dimension. Some days facing these challenges seems daunting and fruitless. The truth is, many of the forms we've inherited simply aren't serving anymore.

It can be tempting in our conversations about institutional challenges and the stuckness we encounter to depict the situation as a choice between having institutions and being free from them, pacifying ourselves with the idea of being able to be Spirit-led and not having to pay attention to the burdens of administration. But that's ultimately a false choice. As Moses understood when he shaped a new way of living for the prophetic people he led into the wilderness, institutions are inevitable. The issue is whether the institutions are right-sized and in right relationship, whether they are effective, accountable, and wisely used to support and strengthen the movement. What matters is whether they help us to be more available and responsive as instruments of God's Love.

As changing ways of working, living, believing, belonging, and connecting spiritually reshape religious life, the need for adaptation, growth and even renewal in Friends institutions—and especially in our denominational structures—is undeniable. Much work is happening; there are signs of health and hope. But in many places, we still aren't responding with the vigor, courage, speed and scope of vision that renewal demands of us.

But—*renewal of what?* What essential qualities of Friends' tradition will we invest in? What will we allow to be transformed or to die so that something new can be born?

An Answer to a Question

Fundamentally, I believe that Quaker institutions arose in response to a simple question:

"What is needed for this life-changing—even world-changing—spiritual movement to grow and thrive?"

The first organizational forms—including the first "yearly meeting"—were an answer to that question. At their best, our institutions are still helping us to do together what we cannot do alone.

Searching for Roots of Renewal

I've come to trust that by understanding the origins of the organizational forms we've inherited, we can find helpful glimpses of how we might reimagine them now. Following the threads of our

institutional inheritance back through time, we can discover the necessary functions these forms played and the needs they originally addressed. Keeping our eyes on the function—the life in the form—and not the form by itself, we can glean fresh insights. Our movement’s history has much to teach us as we seek to be faithful to the Spirit now.

One such glimpse: The practice of keeping membership records wasn’t part of the plan. As the movement grew, so many Friends were being imprisoned or killed for their faith that it became essential to clarify which local group of Friends would take on the responsibility—financial and otherwise—for caring for and educating children in the absence of their parents. From this perspective, the creation of membership rolls wasn’t originally an effort to keep a census or establish who was “in” and who was not, it was a response to oppression intended to add resilience to a movement growing rapidly in numbers, spiritual vitality and influence.

How might our changing understanding of membership today—and more deeply, of belonging and mutual responsibility—be informed by the power of the shared commitment and relationship that early Friends’ witness offers?

Another glimpse: The Meeting for Sufferings was one of the first bodies responsible for the day-to-day governance and care of the Quaker community. It was established to provide for the time-sensitive needs of imprisoned Friends and those who suffered for the Truth. The nascent institution was created to enable Friends to respond quickly, meaningfully and effectively to the needs of the movement. Because of the close and concrete nature of the work to be done, feedback would have been clear, direct and immediate; learning and adaptation would have been swift. The form arose out of necessity, and form followed function.

How might our contemporary business meetings and institutional governance change if we sought to be as responsive and agile as our spiritual ancestors in embracing the challenges before us? What might we give less weight? What would we find is essential? What might we become clear to let go of?

Beneath the spiritual story of the Quaker movement, there’s a parallel story of institutions. Institutions don’t bring renewal. They aren’t the source of our hope. But they can be—in fact, must be—part of how we rediscover and embrace God’s invitation for new life today. Faithful, skillful stewardship of organizations has an essential part to play in freeing the Life among us.

Institutions are fundamentally an integration of people, money, structures, processes, capacities, values and behaviors that are crafted, honed and employed for a purpose. But from many of our oldest stories (read: Moses at Sinai, Jeremiah before the Exile, the ministry of Jesus, early Friends’ witness to religious oppression), we know that institutions can *become* the purpose, rather than *serving* the purpose. Our energy, focus and attention can be diverted into serving the organization as an end unto itself, to the detriment of the movement it was created to serve. Sometimes we get lost on our way home. Despite a self-identity as rebels and the ever-present invitation for us to be a prophetic people, it turns out we’re just as prone to this as everyone else.

But there's good news: It's in our spiritual DNA to renew, redeem and reimagine our institutions. That's how Friends got started in the first place—reclaiming the life-giving energy that kindled primitive Christianity.

And there's more good news: there's nothing sacred or timeless about the form of today's Quaker institutions. We can change them; in fact, we're always changing them, often unconsciously. The better we know our roots, the functions that the forms were created to serve, and what we need from them now and going forward, the more intentional, discerning and courageous we can be.

The foundational institutions of the Quaker movement—monthly meetings, quarterly meetings and yearly meetings—weren't established to take us out of our wider communities into monocultural enclaves. Early Friends were able to be so radically inclusive precisely because they were powerfully clear about the invitation they were offering. They knew what they were about, and they shared it.

The movement was kinetic—it was always in motion, realigning and reorganizing itself in response to changing conditions. It was strategic—early investments in pamphlet printing and well-positioned real estate coupled with shrewd provocation of public controversy demonstrate early Quakers' keen awareness of emerging technologies and the effective use of mass communication. Friends' organizing center at the Bull and Mouth tavern combined a base for printing and distribution of publications with a space for meetings, public preaching, worship and religious education—greatly increasing their capabilities and fueling the success of the Quaker movement during its dramatic expansion into London.

Many early leaders were gifted administrators. Margaret Fell was the architect of the whole system, a powerful complement to her spiritual eldership that made her the movement's midwife. James Naylor served for years as a military quartermaster in the war against the King before becoming one of the most influential voices of the Quaker movement. In later years, George Fox held regular office hours through which he managed and adjudicated the affairs of Friends.

The organizational structures these leaders established were intended to serve as birthing rooms, conduits, amplifiers, watering cans and catapults for a movement at the growing edge of change and possibility for the world. Early Friends heralded and modeled the revealing of a new way of Life, Love and Truth born from the ashes of struggle, despair and suffering. To do this, they forged fresh tools whose form followed their function. They paired compelling vision with effective action; a great People was gathered. And the Spirit moved powerfully through it all.

What happened? Thoughts on how we got here

At the beginning of the twentieth century, Friends led by visionaries like Rufus Jones created many of the wider Quaker institutions we know today. Largely through these efforts, a divided, scattered Religious Society at risk of irrelevance following the separations and decline of the previous century was reconnected and molded into the shapes we recognize. They forged new forms to

sustain and transmit the Quaker movement in their time. This was vital and needed work. And now it's our turn, a century later, to reimagine how to reclaim and recycle the tools we've inherited to respond to today's needs.

Like their religious contemporaries and the whole society, those Friends were influenced by an early twentieth century worldview that we could call an *industrial* understanding of institutions; organizations came to be viewed like machines. In subsequent generations, the energy of newness and renewal that fueled their efforts has subsided; in many places an energy of "this is how it's always been" has set in.

In the early twenty-first century, our human community is finding in the natural world wisdom to help us re-learn what we have forgotten about living on this planet. While not losing what we've learned, we now need more organic, ecological and relational ways of understanding how our institutions function and support the wider Quaker movement—the whole ecosystem. Perhaps not surprisingly, much of what we are discovering resonates deeply with far older understandings of nourishing spiritual community.

So where do we go from here?

We don't know how this story ends. But I am convinced and daily see fresh evidence that a new vision—a new way of relating organizationally—is breaking through the numbness that sometimes clings so close in our institutional life. It's on its way, and already here.

There is a shift happening from an industrial lens to a view that also includes an *ecological* or *relational* lens, from the institution-centric orientation to an emerging—and also much older—movement-centric one. Both are present in our Friends institutions and culture today, often in the very same space. These two ways of *seeing* and *being* show up in and shape our meetings, our institutions, our worship, our witness, and our relationships with one another. It isn't always an either-or; both have something to offer us, and both are available. Have you seen signs of this transition?

When we can create shared vocabularies and shared understandings, we can have shared conversations. Those shared conversations can inform our discernment and decision-making, and build our capacity to envision our way forward. They may allow us to be more intentional about what we're valuing and what trade-offs we're making. They may help us to adapt or create fresh forms that will serve the functions we most need at this crucial time in the life of this still life-changing, world-changing spiritual movement.

We have choices before us, Friends. These choices matter more than ever. What are you daring to risk in faith? What are you learning? Please share your news, your discoveries, your challenges. Our journey of faithfulness continues.

Now faith is the turning of dreams into deeds; it is betting your life on the unseen realities

What We've Known	Where We're Invited
<i>Industrial, institutional, constructed, structural institution-centric</i>	<i>Ecological, organic, relational, emergent movement-centric</i>
Tradition as historical and fixed	Tradition as living and dynamic
Asks: Where does it fit?	Asks: How is it connected?
Fixed and few ways to participate	Many flexible ways to participate
Asks about effect on institution	Asks about effect on wider ecology
Asks: what's the problem?	Asks: where's the life?
Asks: What will sustain the institution?	Asks: What will help the movement grow and thrive?
Asks: What's "our way?"	Asks: What's needed now?
Involvement is rigid—in or out	Belonging is permeable—on spectrum
Measures health from institutional center	Measures health by growing edges
Privileges voices within the institutional structure	Privileges voices of those outside the institutional structure
Focuses on <i>what</i> we do	Focuses on <i>why</i> we do it
Faces inward	Faces outward
Sees itself as the movement	Sees itself as <i>supporting</i> the movement
Operates from concern for scarcity	Operates from trust in abundance
Accountability is internal to the institution	Accountability is external to the institution
Doing everything	Doing only what's most needed
Authority from position	Authority from trust, experience

Initiative: “Stop until we say go”

Emphasizes role

Emphasizes ownership
exercises control

Emphasizes policy and process

Change happens through institutional
decisions

Change is planned, infrequent and must
address all issues before moving forward

Prioritizes structure

organization as primary vehicle of action

Asks “How can we do it?”
One size fits all/one right way

Leadership: Asks, who is available and
willing?

Initiative: “Go until we say stop”

Emphasizes relationship

Emphasizes participation
encourages sharing

Emphasizes gifts and leadership

Change happens through personal
relationships

Change is incremental, ongoing and
ubiquitous

Prioritizes function

organization as one vehicle among
many

Asks: How can we help it happen?
Context-dependent/what’s needed
here?

Leadership: Asks, what gifts and skills
are needed for this work, and who
demonstrates them?