

SECTION I: VISION AND MISSION STATEMENTS

M-1.0000

Vision Statement

The vision of Central Florida Presbytery is to be a Spirit-led network of PC(USA) congregations proclaiming the good news of Jesus Christ.

M-1.0101

Vision Statement

Mission Statement

The mission of Central Florida Presbytery is to discern God's will together in order to connect, equip and support its members, faith communities, and ministries in worship, discipleship, service, and fellowship.

M-1.0102

Mission Statement

Ministry Goals

Presbytery Council shall revise and adopt ministry goals for the Presbytery every three years. For the current mission targets, goals, and milestones, see Appendix A

M-1.0201

Ministry Goals

SECTION II: MEETINGS AND MEMBERSHIP

M-2.0000

Meetings

Meetings of Presbytery are defined in Article IV of Presbytery's Bylaws (Stated, Special, and Electronic). As defined in the Bylaws, Presbytery Council shall set dates for stated meetings of the Presbytery on at least a quarterly basis each year and make provision for special meetings as it determines needs, receives requests, or is directed by the Synod of South Atlantic.

M-2.0101

Meetings

Membership of Presbytery Composition

M-2.0201

Composition of
Presbytery

- a. All enrolled ministers of the Word and Sacrament (teaching elders) within the geographical bounds of the Presbytery are members (see G-3.0306). Minister members not yet honorably retired who are not able to attend Presbytery meetings shall present requests to be excused to the Stated Clerk prior to the meeting date.
- b. The Stated Clerk of the Presbytery shall review annually the parity between teaching elder and ruling elder commissioners available for each meeting, and recommend any needed adjustments to the presbytery. It is the responsibility of each Session to assure that its full slate of ruling elder commissioners are in attendance or have been excused.
- c. Additional members of the Presbytery will be the current elected Moderator of Presbytery, past Moderators of Presbytery (provided that they remain members of the Presbytery or its member churches), each elected chairperson of a permanent or standing

M-2.0201a

Ministers

M-2.0201b

Ruling Elders:
Parity

M-2.0201c

Additional
Members

committee, and each voting member of Council. These members will be expected to attend meetings unless excused.

- d. All ruling elders in commissioned (G-2.10) or certified (G-2.11) church service employed by the Presbytery or any of its congregations shall be given the privilege of voice and vote at all meetings. All other persons in such certified church service shall be seated as corresponding members, with voice but without vote. This includes educators, administrative personnel, musicians and business administrators. Persons in certified service who are ruling elders and who retire and remain a member of a congregation within the presbytery shall be given voice and vote at all meetings.

M-2.0201d
Certified or
Commissioned
Service

Numerical Representation

Congregations shall be represented by ruling elder commissioners based on the congregation's most recent reported active membership:

- 0-249 1 ruling elder commissioner
- 250-499 2 ruling elder commissioners
- 500-749 3 ruling elder commissioners
- 750-999 4 ruling elder commissioners
- 1000+ 5 ruling elder commissioners

M-2.0202
Numerical
Representation

SECTION III: OFFICERS

M-3.0000

Terms of Office

The term of office for all officers shall begin on January 1 following their election.

**M-3.0100
Terms**

1. The Moderator shall serve a term of one year or until a successor is elected. M3.0101 Moderator
2. The Stated Clerk shall be elected to serve a term of five years or until a successor is elected. Terms are limited to three successive terms. M-3.0102 Stated Clerk
3. The Treasurer shall be elected to serve a term of three years or until a successor is elected. Terms are limited to three successive terms. M-3.0103 Treasurer
4. The Chairperson of Council shall be the immediate past Moderator of Presbytery. In the temporary absence or inability of the Chairperson of Council to serve, the current Moderator of the Presbytery shall preside. If that person is not available, a past Moderator shall preside. M-3.0104 Chairperson of Council
5. Elected members-at-large of Council shall serve for a term of three years or until their successors are elected. A Council member-at-large may serve two successive terms. M-3.0105 At-Large Member of Council

6. Committee chairpersons serve for a term of two years or until their successors are elected. Chairpersons may serve two successive terms. M-3.0105
Committee
Chairpersons

Vacancy in Office

**M-3.0200
Vacancies**

1. A vacancy occurring in the office of Moderator of Presbytery shall be filled by election of the Presbytery, except that if it is six months or more into the year, the office may be filled by a past Moderator of Presbytery appointed by the Council and approved by the Presbytery at its next meeting. M-3.0201
Moderator
2. A vacancy in the office of Stated Clerk shall be filled by election of the Presbytery. In the event a vacancy occurs between meetings of the Presbytery, the Council shall appoint an acting Stated Clerk to serve until a Stated Clerk is elected. M-3.0202
Stated Clerk
3. A vacancy occurring in the office of Treasurer shall be filled by election of the Presbytery, except that if the vacancy occurs between the meetings of Presbytery, a Treasurer pro tem may be appointed by the Moderator. M-3.0203
Treasurer
4. A vacancy occurring in the office of Chairperson of Council shall be filled by the Presbytery from the past Moderators of Presbytery, who shall be nominated by the Nominating Committee. M-3.0204
Chairperson of
Council
5. If one of the at-large Council member positions becomes vacant it shall be filled by vote of the Presbytery upon nomination by the Nominating Committee. M-3.0205
At-Large Member
of Council

Duties of Officers

**M-3.0300
Duties of Officers**

1. The Moderator shall: M-3.0301
Moderator
- a. Preside at all meetings of Presbytery.
 - b. Ordinarily be the Moderator of all administrative commissions for the ordination and/or installation of ministers during the term of office.
 - c. Shall represent Presbytery on ceremonial occasions and special celebrations, or, if unable to be present, shall designate a person to represent the Moderator.
 - d. Perform such other duties as may be prescribed in the Book of Order or by the Presbytery.

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| 2. The Stated Clerk's duties shall be as prescribed in the <i>Book of Order</i> (e.g., G-3.0104) and such other duties as assigned by the Presbytery or Council. | M-3.0302
Stated Clerk |
| 3. The Treasurer shall be responsible to Presbytery through the Executive Presbyter and shall serve as Treasurer of the Presbytery and the Central Florida Presbytery (Presbyterian Church (U.S.A.)), Inc. The Treasurer shall present financial reports at each regularly scheduled Council meeting, present to the Presbytery an accredited auditor's report every three years with an internal financial examination during the intervening years, and perform such other duties as assigned by the Presbytery or Council. A bond shall be posted in an amount to be fixed by the Council of Presbytery. The premium for such bond shall be paid by Presbytery. Ordinarily, the office of Treasurer will not be combined with any other office. | M-3.0303
Treasurer |
| 4. The Council Chairperson shall: <ul style="list-style-type: none"> a. Preside over all meetings of Council b. Serve as President of the Corporation and preside over all meetings of the Corporation c. Perform such other duties as may be assigned by the Presbytery or the Council | M-3.0304
Council Chairerson |
| 5. The Moderator, Council Chair and Stated Clerk shall be authorized to jointly appoint investigating committees, administrative commissions, and committees of counsel as required for the ordered life of the Presbytery, reporting each such appointment to the Presbytery. | M-3.0305
Appointment of
certain entities |

SECTION IV: COUNCIL

**M-4.0100
Council**

Presbytery's Council shall be the coordinating body of Presbytery and responsible for overall communication strategy. The Council shall have the authority to act on matters between Presbytery meetings, unless prohibited by the *Book of Order* or the Standing Rules of Presbytery. The Council is to use this authority sparingly in order that Presbytery's authority is not eroded.

M-4.0101
Council Defined

The responsibilities of the Council shall be:

M-4.0102
Responsibilities

1. To coordinate the work of the Presbytery with other councils, institutions and agencies of PC(USA) and ecumenical entities.
2. To ensure effective, comprehensive communication within and beyond the Presbytery.
3. To prepare the docket for Stated Meetings of the Presbytery including:
 - a. Recommending action regarding communications received from other councils.

- b. Reporting information received from members of Presbytery serving councils of Synod and/or General Assembly.
 - c. Recommending a method for considering and acting on proposed changes in the *Book of Order*.
 - d. Providing for worship at all meetings of the Presbytery including the celebration of the Lord's Supper at least once annually. The bread and cup may be served by those in the ordered ministry of the church, or by other church members on invitation of Council or the session of the host church. (See W-3.0314.)
4. To oversee the ministry committees and those support committees which do not report directly to the Presbytery on behalf of the Presbytery.
 5. To nominate to the Presbytery each year a class of two persons to serve a three-year term on the Nominating Committee and shall nominate the chair of the Nominating Committee.
 6. To perform functions as assigned by the Presbytery in accord with the provisions on the administration of mission in the *Book of Order*, G-3.0106.
 7. To handle matters not assigned to other committees.
 8. To undertake, every three years, a self-study of the mission and structure of Presbytery.

M-4.0102
Responsibilities
(Cont'd)

The Council will be comprised of twelve voting members with the following representation: one each from the Mission Development, Church Development, Leadership Development, Administration, Finance Committees; Committee on Ministry, and Nominating Committee, three members-at-large; the Moderator of Presbytery; and the Chair of Council. It is expected that the Finance Committee representative to a Council meeting is familiar with budget issues, and that the Administration Committee representative is familiar with property issues.

M-4.0201
Voting Members

The Stated Clerk, head of staff and other designated leaders (including but not limited to Moderator of Presbyterian Women, Synod Representative and Theological Issues and Discernment Committee chair) shall serve as ex officio members without vote.

M-4.0202
Ex Officio
Members

The Council shall meet at least quarterly in the months preceding the Presbytery meetings.

M-4.0301
Meetings

An electronic conference meeting may be held and business conducted, provided all members have been notified, and provided a quorum is present. Minutes shall be taken of the electronic meeting, to be approved at the next stated meeting of Council or Board of Directors. Polling individually on an issue over the phone does not constitute an electronic conference as it does not provide for a common discussion of the issue. A vote taken by electronic conference meeting shall be for emergencies only, to be ratified at the next stated meeting of Council or Board of Directors.

M-4.0302
Electronic
Meetings

SECTION V: Ministry Committees

M-5.0000 Ministry Committees

The three ministry goals of Central Florida Presbytery will be carried out through three ministry committees: Mission Development, Church Development, and Leadership Development.

M-5.0101
Three Ministry
Committees

Membership and chairpersons of the committees shall be nominated by the Nominating Committee for election by the presbytery.

M-5.0102
Membership of
Committees

The Church Development Committee is responsible for evangelism, new church development, and church transformation.

M-5.0201
Church
Development

The Leadership Development Committee is responsible for leadership development, youth and camping ministry, and ongoing education about the church in today's culture.

M-5.0202
Leadership
Development

Mission Development Committee is responsible for mission education, local mission, and global mission.

M-5.0203
Mission
Development

Each committee will determine how it will organize to accomplish its responsibilities. Each committee will meet at least quarterly to set and monitor progress toward goals in the area of the committee's work. Work on specific tasks will be assigned to appropriate subcommittees or task groups and continue between quarterly meetings as needed.

M-5.0301
Committees are
Self-Organizing

SECTION VI: Presbytery Support Committees

M-6.0000 Presbytery Support Committees

Presbytery Support Committees are those committees that support the work of the Presbytery. Each has responsibility for a specific type of support for the work of the Presbytery.

M-6.0101

The support committees include the committees or entities required by the *Book of Order*: Committee on Ministry, Committee on Preparation for Ministry, Committee on Representation, Nominating Committee, and the Permanent Judicial Commission. These committees report directly to the presbytery. They request time on the presbytery docket through the council and have access to the council as necessary for their work.

M-6.0102
Committees
Listed

In addition to entities required by the *Book of Order*, the support committees include the following: Administration; Finance; Sessional Records; and Sexual Misconduct Response Committees.

M-6.0103
Other Committees

Committee on Ministry shall carry out responsibilities related to the support and oversight of ministers and the welfare of congregations. The Committee on Ministry will maintain a handbook which describes its work to serve as pastor and counselor to ministers, Commissioned Pastors, and persons in certified Christian service within the Presbytery (educators, musicians, and administrators); to facilitate the relations between congregations, ministers, Commissioned Pastors, and persons in certified service, and the Presbytery; and to settle difficulties on behalf of the Presbytery where possible and expedient.

M-6.0201
Committee on
Ministry

The following powers are given to the Committee on Ministry by Central Florida Presbytery to act on its behalf:

M-6.0202
Authority to act on
Presbytery's behalf

1. To find in order, calls issued by member churches (CFP 3-7-95)
2. To dissolve a pastoral relationship in cases where the congregation and the pastor concur (CFP 3-7-95);
3. To grant permission to labor within, or outside, the bounds of the Presbytery (CFP 3-7-95);
4. To dismiss ministers to other presbyteries (CFP 3-7-95);
5. To approve and present calls for services of ministers who are members of CFP (3-7-95), and to approve the service and contracts of ministers and to extend the service of commissioned pastors serving congregations and/or in temporary relationships (interims, stated supplies, etc.). (Commissioned pastors will still need to appear before presbytery to be commissioned.) (10-25-2012)
6. To approve the examination of ministers transferring from other presbyteries required by G-3.0306, and to approve and present calls for such persons upon written request by the session received at least 45 days prior to the next stated meetings of Presbytery. The Committee on Ministry must approve by unanimous vote both the examination and the call. Such action shall be reported to the Presbytery at its next stated meeting (CFP 3-7-95/9-11-2018)
7. To appoint administrative commissions to ordain ministers of the Word and Sacrament and to install them in installed pastoral relationships. Such appointments shall be reported to Presbytery at its next stated meeting (CFP 3-7-95)
8. To act on all requests to create new pastoral positions (CFP 3-4-97)
9. To act on all requests to grant honorable retirement.
10. To appoint a minister member of the Presbytery for moderator for a session when the church is without a pastor.
11. To serve as an instrument of Presbytery for promoting the peace and harmony of the churches particularly in regard to matters arising out of the relations between ministers and churches.

Committee on Preparation for Ministry shall be responsible for the care and supervision of all inquirers and candidates under the care of Presbytery and those preparing to serve as certified Christian Educators. It shall maintain a handbook of processes to guide, nurture and oversee the process of preparing to become a minister of the Word and Sacrament.

M-6.0301
Committee on
Preparation for
Ministry

Committee on Representation shall advise the Presbytery with respect to the diversity in the membership of Presbytery and in the membership of its committees, boards and other entities to ensure fair and effective representation of the membership of the Presbytery in its decision-making process.

M-6.0401
Committee on
Representation

12. The Committee on Representation shall consult with appropriate constituencies to discover potential members to recommend to the Nominating Committee to provide racial and gender balance in the decision making of the Presbytery.

M-6.0402
Consultation
responsibilities

13. The Committee on Representation shall consult at least annually with the Nominating Committee.

14. The Committee on Representation shall advise the Presbytery on the employment of personnel in accordance with the principles of participation and representation.

Nominating Committee shall nominate persons to fill all vacancies on continuing committees (except the Nominating Committee), boards and other bodies that require election by the Presbytery. The Nominating Committee shall also be responsible for nominating commissioners and alternates to Synod and the General Assembly.

M-6.0501
Nominating
Committee

Consideration shall be given to the nomination of equal numbers of ministers of the Word and Sacrament, laymen and laywomen (i.e. one third each), except that elders (both women and men) shall be nominated to the Committee on Ministry in direct proportion to the number of ministers elected.

M-6.0502
Ministers, ruling
elders, and
laypersons

The Nominating Committee conducts its work mindful of gifts required for service in particular areas, seeking those whose manner of life demonstrates the Christian gospel in the church and in the world and providing that the leadership of the Presbytery gives full expression to the rich diversity within its membership.

M-6.0503
Nominations
Guidelines

It shall consult, at least annually, with the Committee on Representation.

M-6.0504
Consultation with
COR

The Nominating Committee will nominate to the Presbytery a search committee to be elected to fill the executive staff and officer positions which require ordination.

M-6.0505
Nominate search
committees

<p><u>Permanent Judicial Commission</u> shall function according to the rules set forth in the <i>Book of Order</i> D-5.000. The Commission shall meet at least bi-annually to review procedures. The terms of office shall be six years without eligibility for re-election.</p>	<p>M-6.0601 Permanent Judicial Commission</p>
<p><u>Administration Committee</u> will oversee the property and personnel of the Presbytery. Meetings of the Administration Committees will be held at least annually and more often as needed to accomplish the work of each specific committee. The two subcommittees of the Administration Committee are Property and Office and Personnel.</p>	<p>M-6.0701 Administration</p>
<p>Property Committee is responsible to consult with congregations and recommend action to the Board of Directors on all property matters referred to the Presbytery by its congregations in accordance with the laws of the State of Florida and the <i>Book of Order</i> with regard to church property.</p>	<p>M-6.0702 Property Committee</p>
<p>Office and Personnel Committee is responsible to oversee the administration of the Presbytery office including equipment, insurance and legal representation, and to administer the policies, employment and the work of the Presbytery staff in cooperation with the Executive Presbyter.</p>	<p>M-6.0703 Office and Personnel Committee</p>
<p><u>Finance Committee</u> will oversee the financial resources of the Presbytery. Meetings of the Finance Committees will be held at least annually and more often as needed to accomplish the work of each specific committee. It is expected that appropriate communication among subcommittees will occur between meetings. The three subcommittees of the Finance Committee are: Budget, Endowment, and Stewardship.</p>	<p>M-6.0801 Finance</p>
<p>Budget Committee will develop the annual budget of the Presbytery in consultation with the Treasurer and the Executive Presbyter and will monitor the fiscal operations of the Presbytery throughout the year.</p>	<p>M-6.0802 Budget</p>
<p>Endowment Committee will oversee the development, management and use of the Presbytery's endowment as an instrument for mission in accordance with the by-laws of the Endowment Fund.</p>	<p>M-6.0803 Endowment</p>
<p>Stewardship Committee to provide stewardship education to congregations and to promote the mission of the Presbyterian Church (U.S.A.) at all levels beyond the congregation.</p>	<p>M-6.0804 Stewardship</p>
<p>The Sessional Records Committee shall design and oversee a process to annually review the minutes, rolls, and registers of the sessions of the Presbytery. When the minutes indicate that a church is not functioning in accordance with the <i>Book of Order</i> this shall be communicated to the Committee on Ministry.</p>	<p>M-6.0901 Sessional Records Committee</p>

The Sexual Misconduct Response Committee has responsibility to provide sexual misconduct prevention programs to all ministers annually and to provide for pastoral care for those involved in sexual misconduct investigations and trials. The complete description of the Committee's make up and work is found in the Sexual Misconduct Response Policy in the policy section of the Presbytery manual.

M-6.1001
Sexual Misconduct
Response
Committee

SECTION VII: Committee Membership and Term Limits

M-7.0000

The Nominating Committee shall identify candidates to serve as committee leaders and members bearing in mind the principles of diversity and inclusiveness called for in the *Book of Order*, and all members and leaders shall be elected by the Presbytery. (See the Nominations Process in the Policy section of this manual.)

M-7.0101
Nominations

Membership on committees ordinarily shall be limited to two terms of three years each, with one year off the committee before the possibility of additional service. Council shall have the power to grant exceptions to this rule by a three-fourths vote.

M-7.0102
Term Limits and
Exceptions

SECTION VIII: Staff

M-8.0000

The Presbytery shall employ staff in addition to the officers of the Presbytery adequate to support the mission of the Presbytery. Such staff, both full time and part time, shall report to the Executive Presbyter who will be accountable to the Presbytery through the Council for the work of all staff.

M-8.0101
Employment of Staff

The responsibilities of program staff will include assisting the Presbytery elected leaders with the strategic planning and implementation of the mission goals and directions of the Presbytery, orienting and equipping those elected leaders for their tasks, assisting in the development of strong, ministry committees to define and administer the ministry goals of the Presbytery and assisting coordination of the work of the ministry committees.

M-8.0102
General
Responsibilities of
Staff

Executive staff will be officers in the Presbyterian Church, (U.S.A.) They and all program staff will be people with skills in visioning, leadership development, team building, knowledge in the work of specific areas of the Presbytery's mission, appreciation of cultural diversity and knowledge of a variety of cultural norms, and commitment to continued collegial learning and skill development with others in the Presbytery community and beyond.

M-8.0103
Executive Staff

The responsibilities of the support staff will be to provide administrative support of the elected leaders and program staff in implementation of the Presbytery's mission goals, providing clear and regular communications to the Presbytery of news, schedules and resources for the accomplishment of mission. Support staff will be persons highly skilled in specific technical areas necessary for the accomplishment of the Presbytery's mission. Their skill sets will be

M-8.0104
Support Staff

complimentary to provide maximum efficient support of mission and to encourage collaboration among them. They will be selected by the Executive Presbyter in conjunction with the Personnel Committee and be responsible to the Presbytery through the Personnel Committee.

M-8.0104
Support Staff
(Cont'd)

SECTION IX: Amendments to the Operations Handbook

M-9.0000

The Operations Handbook (Manual) shall be open to amendment or suspension at any stated meeting of Presbytery by a two-thirds vote.

Amendment by two-thirds vote

POLICIES

CENTRAL FLORIDA PRESBYTERY STANDING RULES FOR MEETINGS

- A. Speakers at meetings shall give their names, their churches and, if pertinent, committee assignments.
- B. Speeches on debatable matters shall be limited to three (3) minutes per speaker unless extended by action of Presbytery.
- C. Matters of debate and decorum shall follow the most recent edition of ROBERTS'S RULES OF ORDER, NEWLY REVISED (G-3.0105).
- D. The docket shall include a mid-morning recess to provide time for informal fellowship, exercise and/or rest.
- E. Certified lay personnel employed by the Presbytery or any of its congregations, including educators, administrative personnel, musicians and business administrators shall be seated, with permission to speak, at all meetings of Presbytery. This does not include the right to vote or to make motions. Visitors may be given permission to speak when Presbytery so desires. This rule relates to certified persons who are not also ruling elders, who have been granted voice and vote at meetings according to the Manual of Presbytery (M-2.0201d).
- F. In all other matters, meetings of the Presbytery shall be governed by the most recent edition of ROBERT'S RULES OF ORDER, NEWLY REVISED, except in those cases where the BOOK OF ORDER provides otherwise (G-3.0105).

NOMINATIONS PROCESS

BOOK OF ORDER REQUIREMENT

G-3.0111 Nominating Process

All councils higher than the session shall have a process for nominating persons to serve in positions requiring election by the council. The process shall ensure that nominations are made by an entity broadly representative of the constituency of the council, and in conformity with the church's commitment to unity in diversity (F-1.0403).

Note that this passage does not use the word "committee."

CURRENT COMMITTEE WORK SCHEDULE

March Stated Meeting

- Fill vacancies, as needed
- Receive the report of the Committee on Representation regarding diversity of members on committees (from the previous December stated meeting).

June Stated Meeting

Fill vacancies, as needed.

September Stated Meeting

- Fill vacancies, as needed.
- Nominated committee chairpersons (ordinarily, 2-year terms)
- Nominate Moderator of Presbytery, Council Chairperson
- Nominate General Assembly Commissioners and alternates (odd-numbered years, for service the following year (2 years for Synod.))
- Request Leadership Development to recruit a Young Adult Advisory Delegate (YAAD) and alternate (odd-numbered years).
- Communicate with committee chairs and presbytery staff about re-election of committee members and to get other suggestions of possible committee members.

December Stated Meeting

- Present annual slate of nominees for committees and other entities.
- Nominate members of the Permanent Judicial Commission (even-numbered years).

PROPOSED PROCESS

1. Reduce the committee size to 6 members, including a chairperson.
2. The Nominating Committee will continue to secure nominees for:
 - a. Moderator of Presbytery
 - b. Council Chairperson
 - c. Synod and General Assembly Commissioners and alternates (odd-numbered years)
 - d. Permanent Judicial Commission (even-numbered years), Committee on Representation, Sexual Misconduct Response Team, Council at-large members (one per year).
 - e. Treasurer (every three years).
3. The Nominating Committee will function as a clearing-house for nominations to committees and other entities.

- In August, the Nominating Committee will contact committee leadership (chairpersons and staff support) to get advice on potential nominees for election in December.
 - The committee leadership will determine whether to recommend persons eligible for election to a second term for nomination. Members may be nominated for a third term, if an exception is approved by Council.
 - The committee leadership will propose additional names of persons for nomination for the new class year, and for any vacancies. Some committees will draw these names from people already recruited to serve on subcommittees. Others may have specific needs within the committee, such as for representation from specific regions within the presbytery. Prior to proposing any names, the committee leadership shall contact the persons to get their consent to submit their name for nomination.
 - The committee leadership may consult with the Committee on Representation for advice on recommendations for nominees.
1. The following committees will function according to this plan:
- Presbytery Committees: Committee on Ministry, Committee on Preparation for Ministry, Bills, Overtures and Minutes.
 - Council Committees: Church Development, Leadership Development, Mission Development, Administration (Office & Personnel and Property), Finance (Budget, Endowment, and Stewardship).