

FRIENDS MEETING AT CAMBRIDGE BOOK OF CURRENT PRACTICE JUNE, 2017

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The former Appendices of the Book of Current Practice are now in a separate document
“Policies and Procedures.”

HISTORICAL REFLECTIONS

A group of Friends residing in Boston requested organization as a Monthly Meeting in 1885, the previous Monthly Meeting in Boston having been laid down about 1860 and the then surviving members transferred to Lynn Monthly Meeting. Meetings for Worship were first held in Wesleyan Hall on Bromfield Street.

On First Month 10, 1893, a charter of incorporation as a religious organization was granted by the Commonwealth of Massachusetts under the name of Boston Monthly Meeting of Friends, and in the following year a meetinghouse was built on Townsend Street, in the Roxbury section, which was used as a meeting place until 1926.

During this same period, a smaller group of Friends began Meetings for Worship in Cambridge, first in private homes and later in the Phillips Brooks House at Harvard University.

The Townsend Street property, to which had been added an adjacent building for a social center and a Meeting worker's residence, was sold in Ninth Month 1926 to the St. Marks Congregational Church, and arrangements were made for joint meetings of the two Friends groups to be held at the Andover Theological School on Francis Avenue in Cambridge. Harold Chance, followed by George A. Selleck, were Executive Secretary Secretaries for the combined group at this time.

In 1937, as a joint enterprise, the property at 5 Longfellow Park in Cambridge was acquired, the residence building being remodeled for office, social rooms and an apartment for the resident Meeting worker. A separate Meeting House approximately 40 x 60 feet was erected adjacent to the center with seating capacity of about 250 people. The Meeting House was first used for worship on Twelfth Month 5, 1937, with an evening meeting at which Rufus Jones spoke on the subject "Are the Returns All In?"

The independent group (known as Friends Meeting at Cambridge) was merged in 1944 with the Boston Monthly Meeting of Friends, and the corporate name changed to Friends Meeting at Cambridge while retaining the charter granted in 1893. In Twelfth Month 1944, there were 282 members on the roll, which included about 21 members transferred from the independent group.

George A. Selleck continued as Executive Secretary until he retired in June 1964. He was succeeded by Elmer H. Brown (1964-1978), Neil Allen (1978-1981) as the first Resident Friend(s), Edwin Sanders and Marian Sanders (1981-1985), Elizabeth Claggett-Borne and Jonathan Vogel-Borne (1985-1990), Hugh Barbour and Sirkka Barbour (1990-1995); Friends in Residence, Gil Johnston and Sheila Johnston (1995-2001), Thomas Ash (2001-2010), John Bach (2010 – 2014), and Resident Friend Sharon Frame 2014-2017).

BY-LAWS

The By-Laws of the Corporation known as Boston Monthly Meeting of Friends whose name was changed on October 9, 1944 to Friends Meeting at Cambridge.

By-Laws were adopted at a Meeting of Boston Monthly Meeting of Friends held December 13, 1892 and later amended at Monthly Meetings held on March 8, 1893, March 12, 1909, February 10, 1911, and December 10, 2000. The By-Laws as amended are as follows:

ARTICLE I

Section 1 - This Corporation shall be called the Friends Meeting at Cambridge.

Section 2 - Its object shall be to maintain the worship of God according to the beliefs of the Religious Society of Friends.

Section 3 - Its members consist of all those who are, have been, or will be accepted as members by the Meeting, and who remain members.

Section 4 - All members may participate in the selection of officers.

ARTICLE II

Section 1 - The officers shall consist of a Clerk, an Assistant Clerk, a Recording Clerk, a Treasurer, and an Assistant Treasurer.

Section 2 - The officers shall be chosen annually, at a regular Meeting for Business. When the Meeting for Business has reached unity in accord with the practice of Friends, it requests the Recording Clerk to cast one vote for the chosen officers. The intent to choose officers is made known at the previous regular Meeting for Business. Normally, officers are chosen in the fifth Month.

Section 3 - The usual term of office is for three years, but is confirmed each year. Successive terms may be served.

Section 4 - All officers, except the Treasurer, Assistant Treasurer, and Recorder must be members of the Meeting.

Section 5 - The duties of the officers shall be defined in the Faith and Practice of New England Yearly Meeting.

Section 6 - The Monthly Meeting is governed by the Monthly Meeting for Business in accordance with the practices set forth in Faith and Practice of New England Yearly Meeting, of which the Monthly Meeting is a member.

Section 7 - These by-laws may be amended at any regular Monthly Meeting for Business, notice having been given at the previous regular Monthly Meeting for Business.

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OFFICERS OF THE MEETING

PRESIDING CLERK

The Presiding Clerk's principal tasks consist of presiding at Meeting for Business in Worship, working with committees to prepare the business to be considered, and carrying out the Meeting's decisions.

In a Meeting as large and active as Cambridge, this apparently straightforward assignment may require considerable time and thought. A Clerk should have a clear sense of the Meeting's life and work; this includes some familiarity with committee work, the Meeting's recent past, relations with the Yearly Meeting, and so forth. A clerk is not usually appointed to other positions within the Monthly Meeting, but should sit *ex officio* with the Meeting on Ministry and Counsel and with the Advisory Committee, and may do so with other committees, according to concern or need. The Clerk may also ask the Assistant Clerk, the Recording Clerk, and the Friend in Residence to meet regularly as an Agenda Committee.

There may come times when the Clerk is well positioned to encourage some new development in the Meeting. The Clerk has an opportunity to think broadly about the Meeting's life.

ASSISTANT CLERK

An officer of the Meeting, the Assistant Clerk's basic role is to assist the Presiding Clerk. Usually, but not always, this includes presiding the Meeting for Business in Worship if the presiding clerk is unable to do it. It also includes writing membership letters on behalf of Friends Meeting at Cambridge and other letters as requested by the Clerk or the Meeting for Business in Worship.

RESIDENT FRIEND SUPERVISION

Day to day supervision of the Resident Friend is the responsibility of a representative of the Presiding Clerk Team, and includes guidance, consultation and supervision during weekly meetings and at other times as needed.

In addition, a *Resident Friend Supervisory Group* comprised of a representative Presiding Clerk and representatives from Trustees and Ministry and Counsel meet with the Resident Friend at least monthly. The Resident Friend Supervisory Group helps to establish priorities and develop strategies for addressing the needs of the Meeting as they relate to the job description of the Resident Friend. The Resident Friend provides regular updates to the Resident Friend Supervisory Group on FMC staff and volunteers. The Resident Friend Supervisory Group is responsible for providing guidance and support to the Resident Friend and conducts an annual evaluation of their performance.

RECORDING CLERK

The Recording Clerk formulates minutes as the Meeting for Business in Worship reaches decisions. This person can render great service to the Meeting, and should be prepared to help the Clerk state the sense of the meeting. The Recording Clerk should give particular care to the completeness and accuracy of the minutes, bearing in mind that they should be so constructed as to provide all essential information about the Meeting's decision, and intelligible in that regard to whoever reads them, however remote in time or place.

The Recording Clerk can receive much help from the handbook by William Watson, *Before Business Begins*.

The Recording Clerk should ensure that copies of the minutes are archived by New England Yearly Meeting, and go into the Monthly Newsletter electronically.

TREASURER AND ASSISTANT TREASURER

The Treasurer is responsible for overseeing and establishing procedures for the proper recording of all recording of all funds received, their safekeeping, and their disbursement in accordance with the annual operating Budget as adopted by the Meeting or otherwise authorized. The Treasurer reports annually to the Meeting, the receipts, disbursements, and funds on hand for each fiscal year of the Meeting. The Treasurer is an *ex officio* member of the Trustees, Finance committee, and Office committee. The Office Secretary and all others who have financial responsibilities and functions in the Meeting report, in part, to the Treasurer.

The Assistant Treasurer assists the Treasurer and takes responsibility in case of the absence or disability of the Treasurer. The Assistant Treasurer is also an *ex officio* member of the Trustees, Finance committee, and Office committee.

RECORDER

The Recorder is responsible for the Meeting's membership and marriage records. Using information compiled and updated by the Office Secretary, the Recorder prepares the annual report. The marriage certificates of weddings under our care are copied into the Book of Marriages by the Recorder.

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MONTHLY MEETING FOR BUSINESS IN WORSHIP

PREPARATION OF THE AGENDA

Meetings for Business in Worship address all aspects of the Meeting, its work, its worship, and its fellowship. When preparing the agenda, the Presiding Clerk should be concerned to keep all these aspects in mind. The order of items on the agenda may help open the way for concerns to come before the Meeting. The sense of openness to new leadings in the group or individual must be cherished. Prior to the monthly meeting, the Presiding Clerk should email Committee Clerks to solicit any agenda items Committees may wish to bring forward. The Presiding Clerk should meet in advance of the Monthly Meeting to review the agenda with the Assistant Clerk, the Recording Clerk and the Resident Friend(s).

THE MONTHLY MEETING SESSION

The Monthly Business Meeting in Worship is the fundamental decision-making body in Friends' organization. It is the place where Friends' beliefs are translated into corporate practice. All committee work is delegated from the larger group for expediency's sake. This may be done implicitly, through the original charge to the committee, or explicitly, by way of *ad hoc* tasks. Thus, much of a committee's work, passing from Meeting for Business in Worship, returns for approval by a subsequent Meeting for Business in Worship.

The aspect of worship is one that the Clerk can contribute to, by choosing carefully an introductory reading and in controlling the pacing of discussion. Ministry and Counsel has minuted its concern that periods of worship before, during, and after items of Business should be real times of open worship. Prayer and other vocal ministry can be of great value to the Meeting. Concessions should also be made to Friends' physical comfort when necessary. For example, in lengthy or trying sessions, a brief period of recess can be helpful.

REPORTS

FMC has numerous standing committees, the Meeting on Ministry and Counsel, representatives to three New England Yearly Meeting committees (Finance, Ministry and Counsel, and, Nominating), two representatives to Salem Quarterly Meeting, and functions as the Corporation of the Cambridge Friends School. In addition, Friends are engaged in various kinds of service within the Quaker world. All this activity should in some sense be part of the Meeting for Business, as it should also be connected with the Meeting for Worship. It is the duty of committees, the Friend(s) in Residence, and other staff members to report to the Monthly Meeting at least once a year. The Clerk should encourage our members who take part in other Friends' bodies (official representatives or not) to report on their work from time to time, especially as it pertains to the Business Meeting in Worship. The Clerk should follow a schedule for the annual reports and other regular features of the Monthly Meeting year. Because of the scheduling needs of the Yearly Meeting: Ministry and Counsel, the State of Society Report, is generally presented at the April Meeting for Business in Worship.

CAMBRIDGE FRIENDS SCHOOL CORPORATION

The April Meeting for Business in Worship is adjourned for a time to allow the body to act as the Cambridge Friends School Corporation. The Meeting thereafter reconvenes to complete other business. The location of the annual meeting of the Cambridge Friends School is jointly determined by FMC Presiding Clerks in consultation with the Cambridge Friends School.

OTHER BUSINESS

Clerks of Committees are responsible for informing the Presiding Clerk(s) of business that they would like to bring to the Meeting for Business in Worship. The Presiding Clerk should know the general nature of the business with reasonable lead-time, so as to thoughtfully prepare its presentation to the Meeting for Business in Worship, and to seek, when necessary, precedents, relevant minutes, consultations, etc. It is also very helpful if the Clerk can get some idea about the anticipated length of time needed for a given business item, though, of course this is to a large extent unpredictable.

ENDING TIME OF NIGHT MONTHLY MEETINGS

Several years ago the Monthly Meeting agreed that the evening business sessions should end by 9:45 pm. The Clerk and the Meeting should discern around that time whether to finish the agenda, or to adjourn to another time.

MEMBERSHIP

Requests for membership come to the Meeting addressed either to the Presiding Clerk(s) or to the Clerk of the Membership Committee. Membership Committee considers the request, and interviews the applicant, and may recommend action to the Monthly Meeting. (See the details under "Membership Committee"). Friends to welcome new members into the Meeting are arranged for by the Membership Committee and appointed by the Monthly Meeting. Welcomers are encouraged to report back to the Membership Committee.

Newly accepted members are sent a letter by the Clerk or Assistant Clerk telling them of the fact of their membership and welcoming them to the Meeting. This has generally been a brief note, but it can provide an opportunity for a meaningful greeting. Junior members are included where possible in the letter to their parents, but part of the letter can address the child directly, or, particularly if the child is of an age to read it, a separate letter may be sent. If membership is by transfer from another Monthly Meeting, the person gets this letter, and her or his prior Monthly Meeting is informed of our action.

If a member of Friends Meeting at Cambridge writes to request transfer to another Monthly Meeting and this is approved by our Monthly Meeting, the other Meeting is sent a letter informing them that this is desired by the person, and approved by us. This may be a good opportunity to say a word or two about the person in question. The other Monthly Meeting should acknowledge receipt of this letter.

The transferring member also receives a letter concerning our action and conveying the Meeting's greetings.

A member resigning from the Meeting is to be contacted by the Membership Committee and the Monthly Meeting will hear the recommendation of that committee. A letter is sent by the Clerk informing the resigning member of the Monthly Meeting's action. There may be in some cases a letter of referral to another denomination.

These membership matters are generally performed routinely. A new membership, however, is an important event in the life of Meeting and in the life of the new member. This does not become less so with frequency. Our transactions of membership should be sensitive to this fact.

MARRIAGES

Requests for marriage under the care of the Meeting are passed on to the Marriage, Family, and Relationship Committee, which makes recommendations to the Monthly Meeting about the appointment of clearness and care of wedding committees, the couple's clearness, and the appointment of the Meeting for Worship for Celebration of the Marriage. It subsequently reports to the Monthly Meeting on the accomplishment of the wedding.

The Clerk or Assistant Clerk must sign the Marriage Licenses before the tenth day of the month following the wedding. The Clerk need not have been present. After having made a copy of the license, the Office Secretary will send it to the appropriate government agency. (See details under "[Marriage, Family, and Relationships Committee](#)".)

NOMINATIONS AND RESIGNATIONS

A full slate of nominations for officers and committees is brought to the May Monthly Meeting. Most committee appointments are for three years, and indefinitely renewable except for: Yearly Meeting appointees (one year, renewable to five years), members of the Meeting on Ministry and Counsel (two consecutive terms), and the Nominating Committee (one term). These nominations are accepted by the Monthly Meeting. Resignations must be sent in writing to the Monthly Meeting. At the Annual Meeting of the Corporation of the Friends Meeting at Cambridge, the officers of the Meeting (Clerk, Assistant Clerk, Recording Clerk, Treasurer) must be elected as officers of the Corporation. This is done by the Clerk or Recording Clerk casting one vote expressing the united sense of the Meeting.

BUDGET

A preliminary budget is submitted to the Monthly Meeting in March or April. Changes in the budget are easily made during the succeeding Monthly Meeting, with the final version adopted in May or June. Thereafter, if it seems necessary to alter the budget or to make any extraordinary expenditure, two successive Monthly Meetings are required—notice of the proposed alteration or expenditure is given at the first Monthly Meeting and approval is given at the second Monthly Meeting.

BUSINESS FROM THE FLOOR

It is desirable if there can be some space regularly reserved for the introduction of business from the floor, personal concerns of interest to the Monthly Meeting. It may not be appropriate to consider them fully or act at the time, but the Clerk's responsibility is to insure that at some point they are given the consideration they deserve, according to the sense of the Meeting.

TRAVELING MINUTES, MINUTES OF SERVICE, AND LETTERS OF INTRODUCTION

All of these types of letters have played and still play a very useful role in the life of the Religious Society of Friends, and the Meeting welcomes occasions for their use.

A Traveling Minute is granted by the Monthly Meeting to a Friend who will be undertaking visitation of some kind because of a sense of religious calling. Such a person should lay the concern before the Monthly Meeting, or Ministry and Counsel at first. The concern should be well understood by the Monthly Meeting, both in nature and in scope of time and area, insofar as can be known at the time. The minute will therefore state the nature of the concern and other details about it, indicating that the Meeting is in unity with this concern. The minute should also include some material to introduce the person and indicate their relationship to the Monthly Meeting.

A Minute of Service may be provided for a Friend concerned to undertake something not quite the same as travel in the ministry, such as a particular kind of employment, or with work in prisons. In Meetings such as ours, which do not record gifts of ministry, such a minute may be a very useful way for the Meeting to encourage its members to work under some concern.

A Letter of Introduction goes with a Friend who is traveling for some reason, incidental to which she or he hopes to be visiting Friends. Such a letter need not be approved by the Monthly Meeting, and can be left to the Clerk and the given Friend.

If a Friend with a Traveling Minute or a Minute for Service accomplishes the task, or feels no longer called to it, the minute should be returned to the Monthly Meeting, with some account of the progress of the concern. If a Friend would like to continue under the concern for a lengthy period, the matter should be brought before the Monthly Meeting, and the Friend encouraged to make some report as seems right. In some Yearly Meetings a minute for a long period of service is renewed annually, if possible.

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GENERAL INFORMATION FOR COMMITTEES

THE RESPONSIBILITIES OF COMMITTEE CLERKS

Much of the work that enables Friends Meeting at Cambridge to nourish us spiritually and to support the administrative operations of FMC is carried out by our committees. Being a committee clerk is an important responsibility. The following information has therefore been compiled primarily for clerks who are just beginning this significant form of service.

Committee Clerks have a wonderful opportunity to serve as role models within the FMC community, demonstrating a strong commitment to FMC and reflecting the sense of belonging that comes from providing service and engaging deeply in the life of the Meeting. Your role as a leader at FMC is an important one and enriches both the lives of committee members and the community as a whole.

COMMITTEES AS A SPIRITUAL COMMUNITY

Committees are a rich source for developing a feeling of community in a shared endeavor led by the Spirit. Clerks foster that process, as committee meetings are held within a context of prayerful seeking. Each member is important to the committee. When a member is absent, it is suggested that the clerk inquire why the member has not attended. Everyone occasionally misses some committee meetings, and it is important for the clerk to know if there is anything he or she can do so that the member can attend in the future. If a number of absences are predictable, a person may still contribute to a committee or may expect to contribute again in the near future; these arrangements should be candidly discussed with the whole committee. If absences are continued and interfere with the person's or the committee's functioning, the clerk should follow her/his own leadings about discussing with the person the procedure of writing a letter of resignation from the committee to the Clerk of the Meeting. Nominating Committee may recommend the reappointment of someone at a future, more favorable date. If a committee member is going through a difficult or joyous time, holding the situation in the Light strengthens the person, the committee, and the Meeting. Time is needed for members to know each other.

Work on committees is an important opportunity for members and attenders to feel a part of the larger FMC community. Clerks should be mindful of encouraging committee members, reminding them of the important contribution they are making to the community.

APPOINTMENTS

Appointments to committees are approved by Monthly Meeting and generally follow the recommendations of the Nominating Committee. The duration of most appointments is a three- year term beginning on July 1 and ending June 30. *Ad hoc* committees are appointed for a specific need and follow their own timetable. Officers of the Meeting are appointed for one year. If people are unable to complete their terms, resignations should be written to the Clerk of the Meeting. Monthly Meeting subsequently accepts them.

Around January, Nominating Committee consults with each committee clerk about the needs of their committee. Nominating Committee explores the wishes of each person whose term is expiring on a certain committee about where they next might be led to serve. The report of the Nominating Committee is made primarily at the May and June Monthly Meetings. The Meeting is strengthened by committees reaching out to include others who are or may be interested in their committee's work, especially to draw newer members or attenders into the work of our committees. The official appointment of *any* persons to a committee is made, however, by Nominating Committee discerning on whom to recommend for committee appointment, and then requesting approval of Monthly Meeting. Certain committees, such as Ministry and Counsel and Trustees experience their own discernment process and may suggest names to Nominating Committee for further discernment.

MONTHLY COMMITTEE MEETINGS

Most Committees, with the exception of Ministry and Counsel, meet on a monthly basis. Ministry and Counsel meets on a bi-weekly basis. Clerks and Committee members establish a regular time for their Committee's meetings and Clerks should strive to be diligent about sending reminders of the meeting in advance. Clerks are generally responsible for establishing the agenda for Committee meetings and for assuring that the Committee is attentive to the primary responsibilities assumed by that Committee. Clerks are also encouraged to hold the space for the work, including beginning and ending on time, encouraging all individuals to speak and being open to all. Committee meetings should begin with a period of worship and holding the work of the Committee in the Light. It is encouraged that check-ins are included regularly on the agenda to help build a sense of community within the Committee and to ensure that members are mindful of the joys and sorrows that may be being experienced by others.

Clerks should be attentive to subjects that are of a confidential nature and be certain to advise committee members of maintaining confidentiality when appropriate.

Committees should be mindful of those topics or decisions that are of relevance to other committees and ensure that information impacting the work of another Committee be communicated in a timely manner. Cross-committee efforts should be encouraged both as a way of supporting greater integration within the community and sharing the responsibility for projects/work that enriches the life of the community as a whole. Clerks should see that accurate and succinct minutes of all committee decisions are documented with relevant discussion points and approved by committee members.

MONTHLY MEETING

Monthly Meetings for Business in Worship are the place where, within the context of a Meeting for Worship, the work of each committee or other decisions of the Meeting can be corporately held up to the Light. At Monthly Meeting, committees and the rest of the Meeting have an opportunity to share views about goals and process. Your participation in Monthly Meeting, as well as the participation by your committee members, is needed to prayerfully reflect on issues, when we are corporately led to unity in the Spirit.

CLERKS'S MEETING

Three times yearly, the Clerks of Committees and the officers of the Monthly Meeting gather in an informal session designed to enhance communication within the Monthly Meeting. The meetings should provide a forum in which Friends can share ideas and problems, and where issues relevant to particular committees, as well as Meeting-wide matters, can be considered without the pressure of agenda, and with no need to act.

MISCELLANEOUS

- Committees are encouraged to write annual reports for the *Newsletter* and report to Monthly Meeting the following month. For other reports to Monthly Meeting notify the Clerk(s) of the Meeting in advance so that your request can be put on the agenda.
- Put the time and date of your committee's meeting in the Event Calendar database. Help for this is available from the Office Manager, or go to the FMC Community website at community.fmcquaker.org under Meeting Resources, and see "Instructions for creating or updating an FMC event."
- Committee Clerks are encouraged to bring to the attention of Presiding Clerk(s) any concern they have about the functioning of their committee or challenges in addressing those tasks that the committee has historically performed.
- Committees are encouraged to communicate to the larger FMC community celebration of the completion of specific projects the committee has undertaken.
- Committee Clerks are encouraged to be mindful of the schedule for publications and ensure that announcements are submitted to Publications in a timely manner.

FINANCIAL RESPONSIBILITIES COMMITTEES CURRENT BUDGET AMOUNT

The FMC fiscal year ends on June 30. The operating budget for the Meeting will have a line item for your committee, if you have been allocated funds to spend for the year. If you were not the Clerk of the committee the previous year and did not participate in the budget request, you should ask the former Clerk for information about the expenses included in the projected total.

REQUESTS FOR FUNDING

Any request for advance or reimbursement from the Meeting must be accompanied by a requisition form available from the Office, which must be completed, signed and dated. Timely submission of check requests is very important, both to avoid unexpected budgetary expenses to the Meeting and to help the cash flow of your committee members. It is important for you to keep a record of monies spent by your committee during the year; the Office should not be asked for such an accounting.

OVER/UNDER SPENDING

The efficient operation of Meeting activity requires committees to project their activities and the funds required for them for the coming year, and to stay within that amount. The Treasurer is unable to write checks that would cause a committee to exceed its budget, and therefore changes must be submitted for budget revision to two Monthly Meetings, and approved, before the additional sums are spent. This is a time-consuming process that is discouraged. If you find at any point during the year that expenses are going to be materially lower than projected, please let the Treasurer (or Trustees) know as soon as possible.

NEXT YEAR'S BUDGET AMOUNT

During the winter, you will be asked by the Treasurer (or Trustees) whether you recommend that your committee's budget amount be increased or decreased by some amount for the next year. You should take your experience of the recent months, and your committee's plans for any new or reduced activities into account when deciding upon this figure. If possible, please send in your budget request before February.

COLLECTION OF MONEY FOR FUNDRAISING APPEALS

If your committee is considering an appeal for funds or using the Meeting's mailing list, please review the new Policy on Fundraising that is based on the two fundraising minutes already approved previously by the Meeting:

- Fundraising Policy at Friends Meeting at Cambridge (Minute 1998---015, Approved February 8, 1998)
- Policy on the Use of the Meeting's Mailing List by Organizations outside Friends Meeting at Cambridge (Minute 2004---074, Approved October 14, 2004)

Trustees and M&C integrated these two policies into a list that is easier to navigate, added point 1.b and clarified the fundraising policy about electronic fundraising appeals.

FUNDRAISING

Minute on Fundraising at FMC (Minute 2017-021, approved February 19, 2017)

Friends may fundraise at FMC in the following circumstances:

1. In the Meetinghouse at rise of Meeting:
 - a. Trustees Committee, Meeting on Ministry and Counsel (M&C), the person with Care of Door, and Fundraising Committee may solicit funds for the Meeting.
 - b. Other organizations or individuals may make appeals in the Meetinghouse only with specific approval of M&C, realizing that permission may only rarely be granted, and the collection of funds must occur outside of the Meetinghouse or possibly in the

Foyer of the Meetinghouse.

2. Outside the Meetinghouse, after rise of Meeting, or as part of Meeting--- related events at other times:
 - a. FMC standing committees and Quaker organizations may raise funds for a particular organization or ministry.
 - b. Individuals may seek contributions from personal friends of theirs at Meeting.
 - c. Individuals or FMC interest groups who feel led to solicit funds beyond their personal friends at Meeting should take their leading to an appropriate standing committee for sponsorship.
3. Via the Meeting mailing list or the email distribution list generated from the mailing list database:
 - a. Friends may seek contributions for the Meeting's annual budget, the regional office of AFSC, the Cambridge Friends School, and NEYM.
 - b. For other fundraising purposes, specific approval of Meeting for Business in Worship must first be obtained.
 - c. The database will not be shared in electronic format without approval by the Meeting for Business in Worship.
4. Via the FMC listserv
 - a. Individuals may seek contributions for Meeting, or other Quaker--- related organizations or activities, using the listserv.
 - b. No individual should make a fundraising request via the listserv more than once in a year, and a request for funds for any specific organization or activity should likewise not occur more than once in a year.
 - c. Concerns about the use of FMC listserv with regard to fundraising should be brought to the attention of the moderator of the FMC listserv.

Questions about the policy should be brought to the Trustees Committee.

The preceding proposal was developed in 2015 by Ministry and Counsel (M&C) in consultation with the Trustees Committee and the Fundraising Committee, and was subsequently approved by the Trustees Committee. It fulfills the proposal in the 1998 Fundraising minute (shown below) that M&C bring a more concisely worded policy back to Meeting for Business in Worship.

It also incorporates language from a 2004 minute (also shown below) on the use of the Meeting's mailing list for various purposes—including fundraising—and addresses the use of electronic communications for the purposes of fundraising.

The only policy change suggested (other than those related to electronic communications) is reflected in 1.b of the proposal.

Previous minutes related to fundraising and the use of the Meeting's mailing list for various purposes including fundraising.

Ministry and Counsel: Fundraising Policy (Minute 1998-015, approved February 8, 1988)

For Ministry and Counsel, Byron Parrish presented a draft policy on fundraising at meeting. According to this policy, Quaker organizations may raise money outside the meeting house after rise of meetings or as part of meeting---related events at other times. Meeting committees may raise funds for a particular organization or ministry in a similar way. Individuals may seek contributions from friends of theirs at meeting, but if they feel led to solicit funds beyond their circle of friends, they should bring their leading to an appropriate committee. Finance Committee or Ministry and Counsel may solicit funds for the meeting in the meeting house at the end of worship, but other organizations or individuals should not. Other than seeking contributions for the Meeting's annual budget, for the regional office of AFSC, and for the Cambridge Friends School, the Meeting mailing list may not be used without specific approval of Meeting for Business. Concerns about the policy should be brought to the Finance Committee. Friends approved, with the understanding that Ministry and Counsel will come back with a concisely worded policy.

USE OF THE MEETING'S MAILING LIST

Minute 2004---074, approved September 14, 2004

The Assistant Clerk, Bob Seeley, proposed a policy on the use of the Meeting's mailing list by organizations outside Friends Meeting at Cambridge. The mailing list should be used only internally by Friends Meeting at Cambridge (for distribution of the Newsletter and Announcements, for production of the directory, for mailings from Finance Committee for fundraising, for mailings from First Day School, and for other uses by groups within the Meeting when approved in advance by Meeting for Worship for Business), except that it will also be provided to organizations related to us as follows:

- We will provide the list to New England Yearly Meeting to update their records;
- A list of members and attenders will be given electronically to Cambridge Friends School and updated each year for use in community building and occasional fundraising;
- Names of members and attenders will be given electronically to AFSC and the Material Aid and Advocacy Program (MAAP) once a year for one-time use, upon request.
- In addition, mailing labels can be provided for specific purposes to other organizations when specifically approved by Monthly Meeting.

In each case, a letter will be sent to the organization expressing our understanding of the limits of the list's use. Friends approved this policy.

FINANCIAL RECORD KEEPING FOR COMMITTEE SPONSORED EVENTS

On occasions, committees sponsor events that require financial record keeping. It is important to ensure that these events do not result in an unexpected burden on the Office. It is hoped that this process can go smoothly with a little pre-planning.

If your committee plans to sponsor an event or project that will generate both income and expenses, then you will also need to take the responsibility for managing the details and keeping adequate records. The following guidelines are recommended:

- Select a committee member to be the event coordinator
- Discuss with the Treasurer the nature of the event or project
- Establish a centralized procedure for handling all event income and expenses that does not impose extra work on the Office. For example, have all income and expenses sent to the event coordinator.
- Keep an itemized record of all income and expenses.
- At periodic (but not too frequent) intervals, submit batches of deposits and expenses to the Office for deposit and payment.
- After all income and expenses have been received for the event, give the Office the detailed income and expense report for review by the Treasurer.

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COMMITTEES

AVISON TRUST FUND ADVISORY COMMITTEE

This committee administers proposals to the KATHRYN AND CHARLES AVISON/MIRIAM AVISON CHARITABLE TRUST FUND. Established by a longtime FMC attender, this is a donor-advised fund at The Boston Foundation (tBf). Finding integrity and thoughtfulness in Quaker decision-making processes, the donor's will requested that Friends Meeting at Cambridge be an advisor to the Fund (December 2007).

An RFP goes out annually in the fall, proposals (from non-profit organizations working with children) are submitted in early January, and the Avison Fund Committee makes recommendations to Business Meeting in Worship in the spring. If grant recommendations are approved, they are then signed by the Presiding Clerk and sent to tBf who distributes the funds. The donor emphasized that grants, "be sizeable and make significant impact" and thus generally range between \$2500 and \$10,000, though all depends on the disburseable income available in a given year, the quality of the grant proposals, and the committee's discernment. 20% of the disbursements may be given to Quaker Organizations.

CAMBRIDGE QUAKER EARTHCARE WITNESS (CQEW)

Cambridge Quaker Earthcare Witness (CQEW) joins with the larger, North American Quaker Earthcare Witness in the following vision statement:

WE ARE CALLED to live in right relationship with all Creation, recognizing that the entire world is interconnected and is a manifestation of God.

WE WORK to integrate into the beliefs and practices of the Religious Society of Friends the Truth that God's Creation is to be respected, protected, and held in reverence in its own right, and the Truth that human aspirations for peace and justice depend upon restoring the earth's ecological integrity.

WE PROMOTE these Truths by being patterns and examples, by communicating our message, and by providing spiritual and material support to those engaged in the compelling task of transforming our relationship to the earth.

CQEW is a committee that has not been charged by the Meeting with particular tasks. Our work evolves depending on the interests and energy of committee members. We make a strong effort to support work on earth-related leadings of individuals on the committee, as well as to serve the Meeting community directly.

In the Meeting we promote awareness of environmental concerns, underscoring that how we live on this planet is a matter of spiritual concern, just like the recognized testimonies on peace and equality. We try to help our community move toward and practice sustainable environmental actions in day-to-day living, and to experience the changes we make as an enhancement of our blessings. While we do sometimes make specific suggestions, we see the need to work in a way that comes across as not judgmental, and to help people make environmentally positive changes from "wherever they're at."

Various current and recent activities include:

- Informing our community about local, national and global earth care issues and offering opportunities to respond.
- Inviting knowledgeable people to speak to our community
- Working with Trustees on greening the Meeting facilities
- Skill-sharing and other participatory events
- Sharing the “New Story” of the universe, and lifting up unrecognized/unconscious cultural and spiritual assumptions that impede our needed response to the ecological crisis.
- Informing our community about local, national and global earth care issues and offering opportunities to respond
- Connecting our community with the wider Quaker world of earth care activity.

Visitors to our committee meetings are welcome.

CENTER FURNISHINGS COMMITTEE

The Center Furnishings Committee was laid down in 2012, as noted in Minute 2012-041.

Nominating Report 2012-041 (5/24/2012)

For Nominating Committee, Wendy Sanford and Liz Moore presented a preliminary slate of officers and committee members for the coming year. They noted that Center Furnishings Committee has been made a part of Trustees Committee.

See [Trustees](#).

CHILD ABUSE RESPONSE COMMITTEE (CARC)

In 2015, FMC adopted a revised policy on Child Safety. In this policy, a Child Abuse Response Committee was established as a standing FMC Committee. The Child Abuse Response Committee (CARC) has the responsibility to coordinate the FMC reporting and response to allegations of abuse of an FMC child or youth. The core Child Abuse Response Committee will consist of: a Presiding Clerk; Resident Friend; First Day School Coordinator; Youth and Family Programs Coordinator; Ministry and Counsel Representative; and, Trustees Representative. Other committees: including Personnel; First Day School; Care and Support; Youth Programs; and, Marriage, Family, and Relationships may be asked to appoint a liaison whom the core Child Abuse Response Committee can call in as appropriate.

The CARC’s responsibilities are to carry out the assigned activities set forth in the “Protocol for Reporting and Responding to Allegations of Child Abuse” and the “Protocol for Reducing Risk of Child Abuse.” These documents are available on the password protected FMC Community website on the CARC page.

In our faith community, we all have a responsibility to keep our children safe. A brochure “Child Safety Policy” available on our website, fmcquaker.org/community/children/#safety provides a summary of

key safety procedures, as well as some thoughts on how we can all work together to create a safe and nurturing space for young people.

CHILD ABUSE RISK REDUCTION ADVISORY COMMITTEE

With the revision of the Child Sexual Abuse Policy and Protocols in 2015, the CARR Advisory Committee was laid down and the Child Abuse Response Committee was established as a standing committee.

CARE AND SUPPORT COMMITTEE

Care and Support Committee was laid down in 2016, Minute 2016-051

Announcement: Care and Support 2016-051 (6/12/2016)

Ministry and Counsel: Jane Jackson and Dinah Starr announced that the Care and Support Committee will be suspended for up to one year and FMC plans to have an all-Meeting discussion on Sunday September 18 at 1:00 pm to discuss the types of support individuals of the Meeting need and how/if we can provide that support. Ministry and Counsel will continue to form clearness and support committees. Immediate pastoral needs should be brought to the Co-Presiding Clerks or the Resident Friend. Dinah gave a brief update of the history of Care and Support, specifically related to this past year.

EXHIBITS COMMITTEE

The Exhibits Committee is responsible for arranging and hanging bi-monthly shows in the Friends Room. We consider this a venue for the Meeting community to get to know one another better. The works on the walls bear witness to how we each interface with the world, the divine, and the ineffable through our chosen form of artistic expression. Themes are often selected in keeping with Quaker precepts. We strive for inclusivity by hosting potluck art shows once or twice a year and sometimes tap younger members of the Meeting community to exhibit their work. An important aspect of our work is sensing the artistic/creative pulse of the Meeting and facilitating the sharing of any light that may have been hidden under a bushel.

FELLOWSHIP AND OUTREACH COMMITTEE

The mission of the Fellowship and Outreach Committee is to provide a warm, welcoming environment for members, attenders, visitors and newcomers to FMC in order to build a deeper, more loving community. All are welcome.

Our most visible activity is Care of Door, which includes greeting people at the door for First Day worship and speaking our welcome at Rise of Meeting. We organize members of the community to host refreshments after worship. During the year we host events for newcomers and intergenerational breakfasts, holiday potlucks including a contra dance on New Year's Eve, and a weekend retreat in

Alfred, Maine. We reach out to newcomers who request more information about FMC, and help to shepherd interested inquirers as they find their way into the FMC community by providing literature and identifying activities and groups which interest them. Recent special projects include information for all on welcoming newcomers, a new pamphlet with photos, and bumper stickers and buttons so that we may “Let Our Lives Speak” as we live in the world.

FINANCE COMMITTEE

Finance Committee was laid down in 2012, Minute 2012-077:

Proposal about Finance Committee 2012-077 (11/11/2012)

Rick Talkov presented a proposal from Trustees and Finance that Trustees absorb the functions of the Finance Committee, which currently consist largely of helping the Treasurer prepare the annual budget. (Earlier, Finance was also responsible for fundraising, which has since been moved to the Fundraising Committee.) Trustees and Finance propose that Finance, which now requires only a few meetings each year, be laid down. They have consulted with Nominating Committee, which agrees.

It was noted that Trustees has the largest discretionary item in the budget and there might be the appearance of a conflict of interest if they also help prepare the budget. In response, Trustees Committee proposes to submit the expenditures in the line item to additional, regular, scrutiny in order to satisfy this concern. Friends approved the proposal.

FIRST DAY SCHOOL and YOUTH PROGRAMS COMMITTEES

The First Day School Committee and Youth Programs Committee have begun working jointly as both committees share a focus and interest in fostering a positive experience for the children and youth of our meeting across many aspects of the larger Meeting. The committees meet jointly at 9 AM on the first Sunday of the month September through June, and then split into working groups based on the type of work needing to be done and interests of those serving on the committees. The descriptions of the two committees appear below, but if the committees officially merge into one the description will change as the new committee evolves.

FIRST DAY SCHOOL

The First Day School and Committee is particularly concerned with the education and care of children and youth (infants to high school) of the Meeting Community.

The committee works on ways to foster the growth and formation of community among peers, and the broader community, instill Quaker values, provide solid knowledge of the Bible, an ethos of Service, and understanding of diverse faith communities. The committee supports the Youth Ministries and Education coordinator, teachers, and childcare staff, encouraging the creation of a vital and thriving experience and space that is both engaging and safe for all children.

The committee works with the Youth Programs Committee and also plans events which relate the children and youth to the broader life of the meeting, and seeks to have a presence and participation in family worship when the work of the committees overlap. In assessing its annual financial needs, the First Day School Committee makes a recommendation to the Finance Committee annually regarding the First Day School line item in the operating budget.

YOUTH PROGRAMS

Youth Programs Committee supports the spiritual growth of middle and high school youth of our Meeting with monthly activities that provide fun and fellowship. The committee works with the Youth Ministries and Education Coordinator to organize and oversee these activities. At least two youth representatives are included on our committee to help brainstorm a schedule of programs for each year, ranging from fellowship evenings in the Friends Center to local events outside the meeting, as well as field trips for community service and social justice work.

FRIENDS FOR RACIAL JUSTICE

The Friends for Racial Justice Committee aims to draw ourselves and other members of the Meeting community to a deeper understanding of our participation in a culture in which white people benefit from unearned privileges and power solely by virtue of their whiteness. FORJ does this by offering book and video discussion and workshops on structural racism and other racial justice issues at Friends Meeting at Cambridge, in the Religious Society of Friends, and in US society.

As we deepen our understanding of racism we see that it is one of several interconnected systems of oppression, such as sexism, classism, homophobia and anti-Semitism. We currently support the Sharing Circle, which provides a meal each Wednesday evening for formerly incarcerated people and those who care about them, along with a structured opportunity for participants to share what is on their hearts and minds in a safe, spiritually-grounded setting.

We are an active and supportive committee. FORJ encourages individuals in racial justice-related ministries in their communities, engages with others across NEYM about concerns related to racism from how to teach about racism and whiteness to attending events of public witness against racism. For example, we have participated in SURJ (Standing Up for Racial Justice), attended vigils in support of Standing Rock and local Muslim communities, and joined in rallies calling for the end of the killing of young Black lives. We encourage and call for FMC to explore ways to stand in corporate witness that challenges racism.

FUNDRAISING COMMITTEE

The Fundraising Committee is responsible for raising funds for the meeting, and works to engage with members and attenders in ongoing ways that cultivate a culture of abundance, and promote giving in all ways, as Friends are able.

GARDENING AND LANDSCAPING COMMITTEE

This committee, together with the Facilities Manager, oversees the design and maintenance of the grounds surrounding the Meeting House and Friends Center. Work by the committee is supplemented by other volunteers and professional services are sometimes engaged. Through its work, the committee hopes to emphasize enjoyment of nature and conservation of natural resources.

With Trustees, the committee schedules a couple of ‘work days’ during the year, to involve the whole Meeting in weeding, raking, mulching, composting and other important landscape maintenance activities. It hopes to encourage people, of all ages and abilities, to join us outside and experience the spiritual aspects of working the land.

GRANTS COMMITTEE

The mission of the Grants Committee is to make recommendations to Monthly Meeting for dispersal of the funds allocated to it each year from the operating budget of Friends Meeting at Cambridge. The Committee also recommends allocation of the income from the Cambridge Friends Peace Tax Fund. The Committee receives and considers requests for funds to provide support both to Quaker-related projects and to projects compatible with Friends concerns. In addition, the Grants Committee provides scholarship aid and travel funds for members and attenders of the Meeting engaged in activities enriching the life of the Meeting and the Religious Society of Friends.

The funds that FMC sets aside each year for this purpose reflect the Meeting’s desire to further its members’ growth in Quaker witness; to be a loving participant in the life of the Religious Society of Friends worldwide; and to make a constructive and prayerful contribution to the community of which we are a part.

The following chart outlines how the various Meeting funds are administered through Grants:

CATEGORY	SOURCES
I. Outreach - charity, peace-work, relief, etc.	A. Bequests’ income (Decisions are reached at the discretion of the Committee) B. Budgeted Income from Unrestricted Permanent Fund (Decisions are made by the Monthly Meeting on recommendation of the Grants-in-Aid Committee)
II. Scholarship, Travel, Conference Grants (at the discretion of the Committee)	C. Bequests’ income

III. Charitable causes supported by the Monthly Meeting on the recommendation of the Grants Committee	A. Interest from deposits B. Deposits unclaimed by the IRS for 5 years
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The Grants Committee is aware of and able to provide assistance to a wider range of individuals, initiatives, and organizations than most of us can respond to individually; thus the work of the Committee serves as a sort of “Quaker United Fund” or socially responsible Friendly giving. Typically, Grants Committee recommendations are for amounts in the \$100 to \$300 range.

The Committee’s recommendations generally fall into (but are not limited to) one of the following broad categories:

- Assistance to Quaker organizations, activities, and centers.
- Assistance for members’ and attenders’ ministries
- Assistance for member/attender travel and expenses for Quaker-related gatherings, conferences, seminars, and the like.
- Crisis resolution and assistance to the desperate: the hungry, the homeless, the ill-clothed, the battered and abused.
- Assistance to work compatible with Friends’ testimonies concerning peace education; disarmament and conflict resolution; prison reform and prisoner rehabilitation; economic, social, and racial justice; rights of indigenous peoples; reverence and a care for the environment

LIBRARY COMMITTEE

The Library Committee develops and maintains the Meeting’s Library of materials on Quakers, Quaker history, Quaker faith and practice, and related subjects. The Library Committee works to provide an inviting and organized space for browsing and selecting materials. It acquires books, pamphlets, and audiovisual materials in keeping with the Library’s collection policy, and maintains subscriptions to Quaker periodicals such as Pendle Hill Pamphlets and Friends Journal.

The Library Committee catalogues and processes new acquisitions, oversees circulation of materials, makes minor repairs, and makes de-accession decisions. The Library Committee also seeks to encourage Meeting members and attenders to make use of library materials.

TASKS

1. Acquisitions: Purchases and Gifts

The Library Committee selects new materials to be added to the collection. It ascertains which donated materials are appropriate for the Library collection and puts unaccepted materials on the Library Book Sale Cart in the Friends Room. The committee acknowledges gifts.

2. Cataloguing and Processing

New materials are catalogued and spine labels and pocket labels are generated for new acquisitions using ResourceMate, our library automation software program.

The only up-to-date catalogue of the Library's collection is computerized. The card catalogue is not being updated

Processing includes writing call numbers in all new materials, affixing spine labels to all new materials, and affixing book pockets to circulating books and pamphlets. New acquisitions are shelved in the Circulating Collection or in the Selleck Room (non-circulating), according to Library of Congress call number.

3. Circulation and Book Returns

Borrowers sign out books by filling in their name and contact information on cards found in the book pockets in the back of circulating books and pamphlets. They leave the cards in a basket. Borrowers return books to the return bin in the Library. The Library Committee processes the library cards and reshelves the books. On a monthly basis, the Library Committee contacts borrowers whose materials are overdue. The ResourceMate software does include a patron directory and circulation component, which would allow for entering borrower data as well as for sending overdue notices.

4. Library Outreach and Publicity

The Library Committee encourages members and attenders to make use of library materials. Such outreach may be done through announcements in the newsletter, through messages via the meeting's Google Groups and Facebook accounts, announcements after Meeting, or through other means.

MARRIAGE, FAMILY, AND RELATIONSHIPS COMMITTEE

The Committee on Marriage, Family, & Relationships seeks to nurture and support families and couples – those dating, married, and in other forms of intimate relationships – in our Meeting community. This includes providing marriage clearness and care of weddings, conducting forums, sponsoring workshops, leading worship, and other opportunities to strengthen relationships. The Committee can also provide clearness or support committees for couples or families facing challenges. We meet monthly on 3rd Thursdays at 7:00 PM.

Because this committee undertakes the clearness and care of weddings on behalf of the Meeting, members of the Marriage, Family, and Relationships Committee are members of the Meeting or have the exception approved by the Meeting. Since clearness and support committee matters are confidential, this work is not reflected in minutes.

See *Policies and Procedures* for details of the marriage process.

MEMBERSHIP COMMITTEE

The Membership Committee considers applications for memberships; requests for sojourning, transfers, resignations; and transition of adult membership for juniors. It also makes appropriate recommendations to the Meeting for Business and arranges introduction and welcoming of members

new to the Meeting. See *Policies and Procedures* for a list of current practices and the committee's responsibilities:

- Procedures for joining Friends Meeting at Cambridge
- Procedures for Friends leaving or no longer residing at FMC
- Membership records.

MEMORIAL MEETINGS COMMITTEE

Friends Meeting at Cambridge's Memorial Meetings Committee, with the assistance of the Facilities Manager and the Meeting community, oversees memorial meetings. Although each memorial is unique, all are held in "reverent simplicity" in the manner of Friends.

For details on memorial meetings, please see *Policies and Procedures*.

NOMINATING COMMITTEE

The Nominating Committee is responsible for the following:

- Maintaining the lists of Friends Meeting at Cambridge's officers and its standing committees' members and their clerks,
- Nominating individuals to fill the current and expected vacancies in those lists,
- Nominating individuals to serve as FMC's representatives to two Yearly Meeting committees (Ministry and Counsel – in consultation with FMC's Ministry and Counsel - and Nominating),
- Nominating individuals to serve as FMC's representative(s) to Salem Quarterly Meeting, and
- Nominating individuals to serve as FMC's representatives to other organizations (Bolivian Quaker Education Fund, Cooperative Metropolitan Ministries, Friends Committee on National Legislation, Harvard University Chaplains, and Safe Havens)

While Ministry and Counsel selects its own members and committees generally choose their own clerks, Nominating nominates the members to the other FMC standing committees (not the Cambridge Friends School Board of Trustees or FMC concern groups) and helps in identifying committee clerks when needed. They attempt to do this by matching the gifts of members and attenders with the needs of a committee and approaching those who seem to be a match and asking if they would like to serve. Preference is given to people not already serving on a committee, and a balance of genders and ages on each committee is desirable. Nominating also keeps track of and confirms resignations from committees and attempts to help committees resolve problems when they arise.

A member of the Nominating Committee is named as the liaison with each standing committee. During the year, the liaison does the following

- consults with the committee clerk(s) about the needs of their committee for current and future years
- explores the wishes of each person whose term on the committee is expiring about whether they wish to start a new term on the committee (if permitted) or where they might next be led to serve, and
- Asks the clerk(s) if they are willing to continue clerking next year.

Any changes in officers, representatives, standing committee membership, or standing committee clerkships are reported to Meeting for Business. In order for individuals with concerns about nominations to be able to present them to the Nominating Committee, people nominated to Meeting officer, Meeting representative, or standing committee membership positions are presented to the Meeting for Business in two readings. They do not become official until after approval at their second reading. Resignations are accepted by the Meeting for Business.

The Nominating Committee will report to the Meeting for Business when needed due to changes. Its presentation of nominations for the upcoming year is made first at the May Meeting for Business, with a Second Reading at the June Meeting for Business. Those added to the lists after the May Meeting will be brought to the September Meeting for Business for a Second Reading.

Most committee appointments are for three years (terms may be shorter, but no longer) and indefinitely renewable, except for:

- (1) Yearly Meeting appointees (one year, renewable for up to five years),
- (2) Members of Ministry and Counsel (no more than six consecutive years) and
- (3) Members of the Nominating Committee (no more than three consecutive years).

Committee clerks (including assistant clerks and co-clerks) typically agree to serve in that role for one year at a time and may agree to serve for additional years. The Assistant Clerk of the Meeting typically serves one year before becoming Co-Presiding Clerk and then typically serves in that role for two consecutive years.

Membership in the Religious Society of Friends typically is required to be a Meeting officer or a member of Membership, Ministry and Counsel, Nominating, Personnel, or Trustees.

OFFICE OPERATIONS COMMITTEE

Meeting for Business in Worship October 11, 2015, Minute 2015-090

Rick Talkov, from Trustees Committee, provided a brief history of the Office Committee. He reported that a small group had begun considering the range of activities related to office/operational functions for FMC and its staff, and the advisory role a committee could play in guiding these important activities. Policy areas identified by that group were related to document storage and security, maintenance of personal identifying information, financial record keeping and flow of information, internet and computer network use and privacy, as well as general office security. These issues overlap a number of current committees and others including Trustees Committee, Publications, Personnel Committee, Communications, Facilities Manager, Office Manager and the Treasurer function. Thus the group recommended reconstituting and repurposing the former Office Committee as the Office Operations Committee to function as a clearinghouse to address these issues. This committee would be staffed by the Nominating Committee with the Resident Friend and Treasurer serving as ex-officio members and a Liaison provided from the Trustees Committee.

PEACE AND SOCIAL CONCERNS COMMITTEE

The Peace and Social Concerns Committee (P&SC) supports the faith witness of individual members and attenders and brings to the Meeting as a whole possibilities for education, witness, and action consistent with Quaker concerns for peace, justice, and human rights. P&SC also sponsors educational events and outreach by members of the wider Quaker community.

CLERK'S RESPONSIBILITIES

1. Attend all monthly Peace and Social Concerns Committee (P&SC) meetings, 10 Monthly Meetings for Business, and all meetings of committee clerks (if clerkship is shared, this responsibility can be shared.)
2. Make periodic reports to the Monthly Meeting for Business as appropriate or delegate this responsibility to a Committee member. With the Committee, draft and present the PSCC annual report to the Monthly Meeting.
3. Keep track of the P&SC budget: keep ongoing record of expenditures,
4. Notify the person who has care of Meeting if there are announcements to be made after First Day Meeting for Worship.
5. Call all non-attending members of the Committee at least quarterly to check-in with them and assess their potential for involvement
6. Respond to Friends Meeting at Cambridge requests for information and joint efforts, and liaison with other committees of the Monthly Meeting as appropriate

RESPONSIBILITIES TO BE SHARED AMONG P&SC MEMBERS

1. Process mail every month before the P&SC meeting; respond to direct requests for information and assistance, and pass along information to pertinent people.
2. Call the P&SC clerk before the Committee meeting if you have a major, unexpected agenda item, so that the agenda can be planned.
3. Respond to and initiate networking efforts by outside groups, as for example peace groups who are seeking our letter-writing assistance, people wishing to speak to P&SC etc.
4. Report to P&SC on significant activities of other committees in which you may be involved (liaison role).
5. Minutes of P&SC meetings are currently taken by the co-clerk. This responsibility might be shared by other committee members as necessary.

PERSONNEL COMMITTEE

The Personnel Committee's responsibilities are to be a resource for the Resident Friend on personnel related issues, to develop personnel policies such as harassment policies, to consider changes to staff benefits, to check that the staff compensation structure is equitable among the Meeting staff as well as equitable with respect to market realities, and to maintain the Personnel Manual.

GRIEVANCE POLICY

FMC encourages an open atmosphere in which problems, complaints, and persistent differences between employees are addressed quickly and thoughtfully. Each employee has the right to express, without fear of penalty, views concerning FMC's practices and policies. However, employees are expected to comply with the disputed policy or practice until the disagreement, misunderstanding, or difference is resolved. To assist in the resolution of all issues, the following grievance policy is currently in effect:

Any employee grievance should be taken first to the employee's supervisor or supervisory committee. If the grievance is not resolved, the employee may request a review by the Personnel Committee. If the grievance still is not resolved, then the Personnel Committee will decide what the next steps should be.

Documentation should be kept by all involved at each step in the process. In particular and whenever unity can be reached, committees should adopt minutes laying out the issues and any proposed or adopted remedies.

Approved by the Personnel Committee on January 13, 2014

TRUSTEES COMMITTEE

[This material, drawn primarily from the previous Current Practices document, is intended to describe the actual practices as of January 2017. Trustees Committee will be reviewing these practices this spring (2017) and may be making changes.]

The Trustees Committee of the Meeting has responsibility for oversight of the Meeting's property, including financial investments and oversight, facilities operations, maintenance and improvement, all aspects of insurance coverage for the Meeting and its activities and legal matters. The Trustees Committee also may be consulted by Officers of the Meeting and/or Meeting Committees with other secular concerns to be deliberated by Trustees Committee and advised in the manner of Friends. We do all of this work in collaboration and consultation with many Meeting committees as well as Officers of the Meeting.¹

Because of the scope of responsibilities, two co-Clerks are generally appointed.

TRUSTEES COMMITTEE RESPONSIBILITIES REGARDING FMC PROPERTY

¹ These Practices change from time-to-time and are meant to be a guide to the ongoing discernment of Trustees Committee.

1. INVESTMENT ASSETS - SUMMARY
 - a. OVERSIGHT OF INVESTMENT ASSETS.
 - b. ALLOCATION OF INVESTMENT INCOME.
 - c. OVERSIGHT OF MEETING FINANCIAL OPERATIONS AND INTERNAL CONTROLS.
2. FACILITIES MANAGEMENT - SUMMARY
 - d. FACILITIES OPERATION (overseeing and management of buildings and grounds budget, long range planning, insurance, utilities, supplies, internet, etc.).
 - e. FACILITIES USE (priority to community, outside groups, guest rooms, rates, etc.)
 - f. BUILDING AND PROPERTY MAINTENANCE, REPAIR AND RENOVATION.

ADDITIONAL DETAIL OF TRUSTEES COMMITTEE RESPONSIBILITIES FOR FINANCIAL ASSETS

1. INVESTMENT OF FINANCIAL ASSETS
 - i. Trustees Committee overseeing responsibilities of the Meeting's financial assets include the following:
 - ii. Overseeing Friends Meeting at Cambridge's investments in New England Yearly Meeting Pooled Funds, Friends Fiduciary Consolidated Fund and other investments, if any;
 - iii. Periodic consideration of investment alternatives;
 - iv. Oversight of large amounts of money received, such as bequests;
 - v. Review of liabilities of the Meeting (loans, mortgages, etc.), if any.
 - vi. Oversight of other funds including savings account and money market funds— review of its size, adequacy for foreseeable working capital needs;
 - vii. Oversight of accounting operations in conjunction with the Treasurer, and
 - viii. Consult with the Treasurer who prepares and presents the annual budget.
- 2 ALLOCATION OF INVESTMENT INCOME
 - i. But for the following specific items, investment income is part of the Meeting's unified budget to be expended in the manner outlined in the annual budget approved by Monthly Meeting.
 1. The Selleck Room Fund (established by a bequest from Daisy Newman) separately accumulates its own income on a pro rata basis.
 2. The Pope Fund is an independently managed trust whose income is assigned to that account. The accumulated income is administered by Trustees appointed by the Trustees Committee.
 3. The Fund for Support of Conscience established by FMC has no income allocation. The Fund is administered by Trustees appointed by the Trustees Committee.
 - ii. Schedule III of the Treasurer's Annual Report shows balances and incomes of these funds.
 - iii. Trustees Committee Co-Clerks are signatories on the Meeting bank accounts, along with others as listed elsewhere.

ADDITIONAL RESPONSIBILITIES FOR FACILITIES MATTERS

1. FACILITIES MANAGER

- i. Oversees and manages the property at 5 Longfellow Park, Cambridge MA, which includes the Meeting House and Friends Center;
- ii. Is responsible for the use, maintenance, cleanliness, improvement and security of the buildings and grounds;
- iii. Assists the spiritual outreach of the Meeting by maintaining a hospitable place with a welcoming atmosphere for meeting members and committees, Friends in general and the wider community;
- iv. Directs the work of the Center Resident(s);
- v. Should preferably have a building maintenance background and be able to make minor repairs and direct service people for larger scale projects;
- vi. Is at all times under the direction of the Resident Friend and can also look to the Trustees Committee for direction and assistance;
- vii. Will work in close collegial collaboration with other Meeting staff, and work with Meeting committees and Members as needed, and
- viii. Has specific responsibilities as listed in the [Facilities Manager job description](#).

2. CENTER RESIDENTS

- i. The Trustees Committee has overall responsibility for the Center Residents.
- ii. The Center Resident position is a live-in arrangement with one or more individuals who provide about 15 hours of service per week to the Meeting in exchange for room accommodation.
- iii. As of the beginning of 2017, there are three Center Residents in the Friends Center.
- iv. Each Resident has his or her own room with shared common bath and kitchen facilities.
- v. Center Residents help with general upkeep of our buildings and grounds.
- vi. A Center Resident is appointed after a search process which is carried out by the Trustees Committee in coordination with Personnel and is described in detail in the Center Residents Search Procedures (see Personnel Guide Book).
- vii. The supervision and evaluation of the Center Residents is a responsibility of the Facilities Manager and the Trustees Committee, while the Personnel Committee is responsible for coordinating and designing the evaluation process.
- viii. Center Residents are covered by the workers compensation insurance.
- ix. See [Center Residents](#) for a job description.

CENTER FURNISHINGS COMMITTEE

Center Furnishings Committee is a subcommittee of the Trustees Committee. The committee has care of the interior of the Friends' Center, including the selection and maintenance of furnishings and household appliances. It accepts gifts specifically for this purpose. It also has oversight with the Facilities Manager of the housekeeping, but the day-to-day maintenance, cleaning, and upkeep are the responsibility of the Facilities Manager. Decisions concerning major renovations of interior decor are made in conjunction with the Trustees Committee

TRUSTEES FACILITIES COMMITTEE

The Facilities Committee is a subcommittee of the Trustees Committee appointed by the Clerk(s) of Committee to provide directions for use, maintenance and management of our facilities by the Facilities Manager. The Committee meets at least monthly with the Facilities Manager to review current projects, management of the facilities and supervision of the Center Residents. The Facilities Manager may consult or ask for guidance from the committee in case of an emergency or as the need arises.

YOUTH PROGRAMS COMMITTEE

See ["First Day School and Youth Programs Committees"](#)

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THE MEETING ON MINISTRY AND COUNSEL

The Meeting on Ministry and Counsel has as its concern the spiritual life of the Meeting, especially the Meeting for Worship and the vocal ministry that takes place within it. In the course of its work, it will meet with other committees of the Monthly Meeting, and with individuals under concern. Its designation as “Meeting” rather than “Committee” is partly historical (from the Preparative Meeting of Ministers and Elders, or the like), but partly reflects the openness, seriousness, and continuity necessary to its work; it ultimately has no agenda, but is a deliberative, seeking, worshipping group within the Meeting.

STATE OF SOCIETY REPORT

Every year, Ministry and Counsel prepares a statement on the spiritual condition of the Monthly Meeting and constituent Meetings. After approval by the Monthly Meeting, the final report is forwarded by April 30 to the Salem Quarterly Meeting, and to the New England Yearly Meeting Ministry and Counsel.

It is our custom to bring this to the Monthly Meeting in February or March for approval at the April Monthly Meeting. After approval, the report is printed in the Newsletter. The implications of the report for the Meeting may be discussed at a subsequent Monthly Meeting.

It is often difficult to secure prompt replies from our Committees and constituent Worship Groups, and Preparative Meetings. Thus, it is good to appoint a sub-committee of Ministry and Counsel in the fall, allowing time to canvass these groups, and to prepare a draft to be considered and amended by the February meeting of Ministry and Counsel.

OVERLAPPING RESPONSIBILITIES WITH COMMITTEES

Owing to the size and activity of this Monthly Meeting, many functions traditionally belonging to Ministry and Counsel have been assigned to more or less specialized standing committees. It has been recognized that, for the best service to the Meeting, Ministry and Counsel should be in regular contact with these committees. The committees are:

- Membership Committee: Copies of letters of application are also given to Ministry and Counsel.
- Committee on Care and Support
- Marriage, Family, and Relationships
- Fellowship and Outreach
- First Day School

APPOINTMENT TO NEW ENGLAND YEARLY MEETING MINISTRY AND COUNSEL

A member of Ministry and Counsel is appointed to the Yearly Meeting Ministry and Counsel, by the Monthly Meeting. The term is for one-year renewable for up to five years.

SELECTING A CLERK

Through an internal nominating process, the Meeting on Ministry and Counsel selects its own clerk annually.

MEMORIAL MINUTES

When appropriate, Ministry and Counsel appoints a committee (including, if desirable, Friends not currently serving on Ministry and Counsel) to prepare a minute on the life of a member of the Monthly Meeting who has recently died. These are to be read to Ministry and Counsel, and then passed on to the Monthly Meeting. When the Friend has had wider service among Friends, the minute may be passed on to Salem Quarterly Meeting, which may send it to the (Permanent Board). At any stage in the process, a Meeting may edit the minute. The Clerk of the Yearly Meeting selects from the minutes received those which it feels should be brought to the Yearly Meeting sessions.

In a few cases of Friends no longer in membership at Cambridge, we have prepared such a memorial minute anyway, because of their long and important association with us (e.g. Henry Cadbury, Wayne Jones). (See APPENDIX III, MEMORIAL MEETINGS)

CLEARNESS COMMITTEES

Members of Ministry and Counsel are available for counsel with members of the FMC community. To improve our response to the need for the “Ministry of Counseling,” in 1977, Ministry and Counsel, and Fellowship and Outreach, and Marriage, Family, and Relationships issued a joint minute on clearness committees included in *Policies and Procedures*.

Together with the Committee on Care and Support, Marriage, Family, and Relationships Committee and Membership Committee, Ministry and Counsel convenes committees for community members who request them. Ministry and Counsel’s particular focus is on spiritual leadings, spiritual distress, and conflicts with and within the Meeting community.

We set up and oversee two broad types of committees. Clearness committees were first used to seek Divine guidance about decisions on marriage and membership; they are now used to test leadings on a broader range of subjects. They meet briefly (generally one to three times), and are centered in worship, helping to “draw out the Inner Teacher” for the person seeking guidance.

Support committees help Friends to seek guidance and centering on a more ongoing basis; while always founded on prayer, they may have a more open format and meet for longer periods.

Procedures for setting up and guiding support committees are given in *Policies and Procedures*.

CARE OF MEETINGS FOR WORSHIP

A member of Ministry and Counsel is to have care of each Meeting for Worship at Longfellow Park on First-Days, and of specially appointed Meetings for memorial, weddings (although the Oversight Committee of the wedding generally fulfill this role), or for other reasons. However, any appropriate Friend may be asked to have care of a Meeting for Worship.

Care of the Meeting for Worship includes: early arrival; closing the Meeting; invitation of introductions by visitors; introduction of the member of the Committee on Fellowship and Outreach greeting people at the door; the careful making of announcements, according to policy at the time; staying after Meeting to answer questions.

Although the person with care of the Meeting for Worship has particular oversight, any member of Ministry and Counsel should be prepared, as way opens, to assist the Meeting in cases of an extreme disturbance of the worship.

APPOINTING MEETINGS FOR WORSHIP

The Meeting on Ministry and Counsel may appoint a Meeting for Worship when warranted. As this action is usually on behalf of the Monthly Meeting, the Monthly Meeting whenever possible should make the appointment on the recommendation of Ministry and Counsel or at the request of other Friends.

ELDERING

The Meeting on Ministry and Counsel has a particular responsibility for eldering, which is a process of nurturing and pruning individuals' gifts in ministry. Members of Ministry and Counsel should encourage appropriate ministry when it occurs and deal lovingly but firmly with persons who habitually abuse our Meetings for Worship. Dissatisfaction with anyone's ministry or conduct should be brought discreetly to Ministry and Counsel, which will then review the matter with care.

STAFF

RESIDENT FRIEND

2014 Request for Applications

Friends Meeting at Cambridge is a large (400 members, 150+ at worship) un-programmed urban Meeting. The Meeting is blessed with the presence of many seasoned Friends, a sound physical facility, and adequate financial reserves for at least the time being. Friends Meeting at Cambridge is also blessed with a natural flow of inquirers from the greater Boston area, including, students at local colleges and adults relocating to the area.

During the past three years Friends Meeting at Cambridge (FMC) has undergone considerable discernment about not being as successful as we would like in attracting and integrating young people, young families, and a greater diversity of class and race. We would also like to be an institution in which one can more reliably count on effective task completion and thorough communication. In addition, the FMC Community is concerned about remaining faithful to—and augmenting—our largely successful work of being a welcoming spiritual home for LGBT and differently abled participants.

Our discernment has brought us to a place where the Meeting has committed to a concept of vitalization that we call “The Beneficial Cycle”. As an important part of our Beneficial Cycle implementation, the Resident Friend will work with committees, volunteers, and staff to coordinate FMC’s Beneficial Cycle focus during the next several years.

The Beneficial Cycle proposes:

- *Deepening Worship:* That a community that intentionally works hard to continue to deepen its spiritual understandings and practices will naturally be enabled to bring increasing spiritual reach to the welcoming and integration of newcomers (and present participants) and will naturally practice more effective service in the world.
- *Strengthening Community:* That a community that more effectively welcomes and integrates newcomers (and effectively nourishes all community members) will naturally find itself with more participants for doing service in the world and will find itself with a larger reservoir of fresh viewpoints and deepening spiritual souls to participate in the entire work of the Meeting.
- *Increasing Witness and Service:* That a community that does service in the world more often, and more completely together, will naturally receive additional enriching spiritual experience, will naturally increase the effectiveness of its service in the world, will achieve more visibility in the world (attracting some to Quakerism), and will deepen personal relationships by knowing one another in the work of the Spirit.

While there is a high degree of responsibility and authority involved in the newly re-defined position of Resident Friend at FMC, we do not see ourselves as placing anyone at the “head” of Meeting — instead we mean to place an able person, gifted in attentive relationship, at the “core” of Meeting life. The Resident Friend should thus have a collaborative personal style that fosters cooperation and that nurtures the skills, talents, and creativity of others.

Expectations

FMC sees our next Resident Friend as having responsibility for caring about and facilitating the functioning of the whole Meeting. With input from appropriate committees and individuals, the Resident Friend will be charged with oversight responsibility for 7–10 staff members (full-time equivalent of approximately five staff). With appropriate consultation, the Resident Friend will also exercise significant oversight of communication, pastoral care, spiritual education, outreach, and other programmatic activities. Some examples of our expectations follow. The Resident Friend will/will be:

Personal Qualifications

- An experienced Friend who is spiritually grounded and led by personal faith to live by the values held by our Religious Society.
- Someone who serves as one of the public faces of the Meeting and as someone who will be known as a person that anyone can go to with any question about the Meeting.
- A welcoming presence to visitors and will help with the orientation of inquirers.
- Gifted and motivated to incorporate young people fully into the life of the Meeting.
- Well grounded in Quaker history, as well as with Quaker life today, and knowledgeable about the Bible and other religious literature.
- Able to establish and maintain personal boundaries and limits (e.g. no 65-hour weeks).

Pastoral Care

Understand the importance of pastoral care in a Meeting community and will be charged with working with the Care and Support committee to coordinate FMC volunteers, committees, and staff in responding to community needs. The Resident Friend will ideally also be gifted at providing pastoral care because there will be times when only immediate seasoned response to need is adequate.

Meeting Committees

- Regularly attend Care & Support, Ministry & Counsel and committees that have direct relationship with staff (Advisory, First Day School, Office, Trustees and Youth & Family Programs). The Resident Friend will be expected to attend monthly Business Meeting and annual sessions of New England Yearly Meeting.
- Receive and read available minutes of all committees, check-in periodically with all committee clerks, and will occasionally attend meetings of all FMC committees and groups. In this way the Resident Friend will know what each committee and group is hoping to accomplish, will recognize when there is overlap in responsibilities or potential conflict, and will know when something is not working as intended or is getting lost in the shuffle. The Resident Friend will thus be able to bring such matters to proper attention in a timely enough manner to make a difference. Overall, we expect that roughly 50 hours per month of our Resident Friends' working time will involve attending various FMC meetings.

Follow Through

Keep track of what committees, volunteers and staff have agreed to accomplish for Monthly Meeting and Committees. When something significant is not accomplished within the expected time frame, the Resident Friend will be responsible for sensitively and dependably inquiring about the work and will assist in finding solutions for anything that may be impeding completion of the task (e.g. simple reminder, helpful suggestion, assignment of additional resources/staff, facilitating transfer of responsibility for the task).

Staff

Supervise all staff on a day-to-day basis and lead the process of annual staff evaluation. The processes of supervision and evaluation will include ongoing consultation about staff matters with appropriate FMC standing committees and the FMC Presiding Clerk. Mindfulness about 'expecting too much' and 'expecting too little' from staff will be important. Similarly, an ability to facilitate resolution of differences/conflicts will be important, as will the ability to make balanced adjustments of staff workloads and priorities according to programmatic needs and in response to Meeting decisions. After appropriate consultation with FMC standing committees, the Resident Friend will make recommendations to Meeting for Business regarding hiring, continuation, and termination of all principal staff.

We strongly encourage gifted adult Friends of all ages and backgrounds to apply for this position. While we intend to place significant weight on successful past spiritual, administrative, and supervisory experience, we have not designed our selection process to formally require such experience, because we also want to be open in the Spirit to applicants (e.g. younger applicants) whose examples of competence and giftedness may need a different kind of presentation. More detailed documentation about the Beneficial Cycle and recent community process regarding the Beneficial Cycle will be sent to all who express interest. We welcome questions at any time in the process.

Compensation includes a two-bedroom apartment (all utilities included) at Friends Center (valued at roughly \$26,000 annually). The housing part of compensation is exempt from federal and state income tax because living at Friends Center is a required part of the position. Compensation also includes a cash salary of ~\$35,000, full coverage for individual and family healthcare, and a 10%-of-salary contribution to a 403(b) retirement fund.

FACILITIES MANAGER

SPECIFIC RESPONSIBILITIES

- Keep the facilities well maintained and ready for use at all times, with special attention for Sunday, which is the most heavily used day.
- Schedule the use of facilities by "outside groups". This is done following the Meeting's guidelines for appropriate use and charges. This also includes, but is not limited to, making calendar entries, sending confirmations and invoices, instructing and enforcing guidelines, acting as or providing a qualified Host, managing the Meeting parking spaces, contacting appropriate city officials, i.e.

Parking Department for large events such as weddings and memorials, collecting payments, and making sure the facilities are clean before and after the event.

- Maintain the calendar of Center and Meeting House activities, and coordinating it with the Office Manager. (The Office Manager has primary responsibility for scheduling the internal Meeting activities.)
- Coordinate memorials and weddings for Meeting events and “outside” events. (see #2)
- Schedule and maintain the Guest Room.
- May serve on the Center Resident Search Committee.
- Train and manage facilities staff consisting of Center Residents and Hosts. Be responsible for routine maintenance of the grounds including snow removal and lawn care, hedge care, walkways and the parking lot.
- Maintain the security of the buildings by managing the key system, providing appropriate Hosting for events and providing necessary signage and information to all users of the facilities.
- Available for action or advice in times of emergency. The facilities manager or arranged backup will be available by phone at all times.
- Manage upkeep and repairs including the hiring of part time help or contractors, and recruiting and directing casual help and volunteers as needed for smaller projects. In general, the facilities staff is in charge of all the building’s systems. There are a few exceptions that include some of the office systems for which the Office Operations Committee and the Office Manager are responsible.
- Keep Lists of Projects. These will include major repairs, minor repairs, wish lists, etc. Participate in the long term planning process for maintenance and improvement of the Meeting’s facilities.
- Procure supplies. This will include kitchen, housekeeping, building and grounds keeping supplies. Maintain “Procedure Manuals” on how to run the facilities including maintenance information and schedules, a list of contractors, operation instructions for equipment or systems, cleaning schedules, etc. This will include assisting with the updating of the Meeting’s Book of Current Practices as needed.
- Participate in staff meetings, regularly scheduled or otherwise with the Trustees Committee, other principal staff, facilities staff, and as needed with other Committees.
- Participate in review procedures. The Facilities Manager will be reviewed once a year and the Facilities Manager will review the facilities staff once a year. These reviews will be carried out in accordance with Meeting procedures.
- The Facilities Manager works with the Facilities Committee of Trustee Committee and the Resident Friend to discuss and prioritize work projects. The Resident Friend supervises the work of the Facilities Manager

Physical Demands:

- **Walk, Move, Traverse** – The person in this position needs to move about inside and outside the facility to fulfill hosting and cleaning responsibilities.
- **Climb, Ascend/Descend** – This position requires frequent ascending/descending of stairs.
- **Stoop, Kneel, Crouch** – Cleaning and grounds maintenance responsibilities require frequently positioning oneself, including cleaning difficult to reach areas and yard- work.
- **Talk/Hear** – The position requires frequent communication with the public to answer questions, direct individuals to a location, and accurately convey facility policies. Must be able to exchange accurate information in these situations.

- **Lift, Move, Transport** – Must be able to move up to 50 pounds around the facility, including moving tables, chairs, and cleaning equipment. Seasonally the position requires the ability to do yard work and snow removal.
- **Exposure** – The position requires frequent exposure to outdoor weather conditions, including heat, humidity and freezing temperatures.

Nothing in this job description restricts FMC's right to assign or reassign duties and responsibilities to this job at any time.

OFFICE MANAGER

2017 Request for Applications

Friends Meeting at Cambridge (FMC) is a large (400 members, 150+ at worship) un-programmed urban congregation of the Religious Society of Friends in Cambridge, Massachusetts. The Office Manager (OM) position requires strong organizational and communication skills and computer proficiency, specifically with QuickBooks, MS Word and Excel, and user database experience. As the OM is often the first person of contact for callers or visitors to the Friends Center, a professional and congenial presence welcoming all is essential. In addition, the OM needs to work in close collegial collaboration with other Meeting staff and volunteers. The job is a full-time (40 hour per week) position that may include attendance at occasional evening meetings. Generous benefits include fully paid health and disability insurance, four weeks' vacation, sick days, and employer contributions to a 403(b) retirement plan.

Office Management

- Maintains confidential financial records, personnel records and Meeting files
- Maintains receipts, disbursements, payroll and all other bookkeeping functions of the Meeting using QuickBooks online software (includes entering data, producing some financial reports, paying vendors, and other financial tasks)
- Updates membership database including adding new attenders and makes database changes when members' information changes
- Coordinates new employee enrollment in benefit programs
- Manages office equipment and supplies, including preventive maintenance and calling for repairs
- Attends meetings of and assists Office Operations Committee

Communication

- Manages FMC correspondence including distribution of mail, assisting in preparation of thank you form letters for contributions and emails to FMC members and attenders through the database distribution lists

- Responds to phone and email inquiries redirecting, as necessary, to responsible staff or volunteers
- Provides a friendly and professional presence in the FMC Office to answer questions of FMC members, attenders, and visitors; and letting visitors and members/attenders know information about scheduled events
- Responds to weekly Newcomer inquiries and connects newcomers with Meeting members if they request additional information on Quakerism (NEW)
- Maintains bulletin boards and literature available in the Friends Center (NEW)

Event Scheduling and Publication

- Works with Facilities Manager in scheduling rooms for Meeting activities, in allocating space in the building. Helps members fill out scheduling requests and update descriptions.
- Performs all administrative tasks in producing the online and paper announcement sheet and newsletter, working collaboratively with FMC volunteers. (NEW)

COMMUNICATIONS COORDINATOR (2016)

Primary Functions

- Assists in the Meeting's outreach, welcome, integration, and support of people, small groups, committees and activities in order to deepen our worship, to connect us in community and to increase our witness in the world.
- Helps to coordinate communications, publications, Meeting activities, and networking among individuals, committees, and other groups within the Meeting.
- Provides 'how to' help for computer technology and social networking as it relates to Meeting processes.

This is currently a 20 hour/week position that will require some evening and weekend hours.

Supervision

The Resident Friend supervises the Communications Coordinator.

Qualifications

The Communications Coordinator is a person who has good interpersonal skills, is computer literate, a team worker, a highly organized self-starter, and is able to delegate tasks as needed. The position requires familiarity with the people and structures of Friends Meeting at Cambridge, therefore preference will be given to a currently active participant in the life of the Meeting.

Tasks

Communications Priorities 2016-2017

1. Support Young Adult Friends group coordination
2. Support Fellowship & Outreach, Ministry & Counsel, and other groups in welcoming and inclusion ministries
3. Provide logistical support for pastoral care and/or adult religious education initiatives
4. Empower committees and groups to plan and effectively publicize activities
5. Connect individuals and groups to appropriate resources within meeting

YOUTH MINISTRIES AND EDUCATION COORDINATOR

2016 Request for Applications

Friends Meeting at Cambridge (FMC) seeks a full-time Coordinator to start by August 15, 2016, or as soon as possible. We seek a dynamic, spiritual, thoughtful, engaging, fun person who loves working with youth (from infants to high schoolers) and families in a Quaker setting.

Reporting to FMC's Resident Friend (supervisor of principal staff) and working closely with the First Day (Sunday) School Committee (FDS), the Youth Programs Committee, and other FMC committees and members, the Coordinator is responsible for coordinating and facilitating the religious education of young people. The Coordinator plays a central role in co-creating a vision of FMC as a welcoming and supportive spiritual home for youth and families, in integrating youth and families into the meeting, as well as in integrating the meeting community into the lives, joys, and concerns of youth and families, in articulating priorities that will help the community work towards a blessed multigenerational community, and in coordinating events, programs and projects in alignment with those priorities.

Additionally, the position coordinates education about and implementation of the meeting's Child Safety policies and procedures.

The position requires working Sunday mornings, as well as some additional evening and weekend hours.

Major responsibilities

- Coordinating and facilitating the religious education of FMC's youth using curriculum centered on Quaker history, faith and practice and including the Bible and other religious texts; participating in committees designing curriculum and workshops on these themes for all ages
- Recruiting, supervising and supporting volunteer FDS teachers
- Supervising and providing ongoing training of childcare staff
- Identifying, organizing and offering age appropriate opportunities for meaningful service and witness in the world for FDS students
- Fostering a beloved, multigenerational Quaker community
- Helping to coordinate (and sometimes providing) pastoral care for parents and families in the Meeting
- Co-creating and overseeing a safe community for our children by implementing the Meeting's policies and procedures for children's safety; participating in Child Abuse Response Committee meetings as needed; and organizing child abuse risk reduction trainings for youth, teachers, and community members maintaining communication about opportunities specific to young people and families at FMC, in the broader Quaker community, and in the world, and ensuring that FMC youth and family events, perspectives, and gifts are highlighted in a range of communications

- Creating (at least) monthly opportunities for middle and high schoolers to build community together, having activities, trips and programs that are fun and engaging
- Recognizing gifts and callings in youth and other members of the FMC community, and developing ways to encourage those gifts so that the whole community can thrive.

Skills and Qualifications

- A sense of spiritual calling to do this work, along with a joy and ease in working with youth of all ages
- One to three years' experience working with and mentoring youth
- Ability to help youth to come to understand and experience "the still small voice" within themselves and others in age-appropriate ways
- Excellent communication skills
- Strong organizational skills and attention to detail
- Ability to empower and coordinate people in the meeting, rather than doing everything oneself
- A high level of self-motivation
- Leadership, group facilitation and volunteer management experience
- Familiarity with Quaker beliefs, practices and curriculum; member/attender of Quaker meeting strongly preferred. Comfort with a variety ways of naming the Divine presence.
- Training and experience in providing pastoral care with youth and families, including ability to draw out others and be a good listener.
- Comfort with supporting families of diverse compositions and structures, including but not limited to multiracial families, single-caregiver families, interfaith families, and families with LGBTQ members
- Flexibility and a sense of humor

Compensation

This is a full-time position that includes salary of \$50,000- \$54,000 (depending upon experience), paid individual and family health insurance, 10% of salary contributed by FMC to 403(b) retirement plan, generous paid time off, and other benefits.

CENTER RESIDENTS

Center Residents (CR's) live in the Friends Center and instead of paying rent for their lodgings help with the regular maintenance of the facilities. They are expected through their presence in the Friends Center to help create a welcoming atmosphere both for visitors and for Meeting members who often see the Meeting as a second home. Center Residents are supervised by the Facilities Manager.

SPECIFIC RESPONSIBILITIES

1. Regular housekeeping chores, such as mopping, vacuuming, dusting, trash collection, etc.
2. Checking at day's end that common rooms and classrooms are not in use, lights are off, and windows and doors are secure closed and locked.

3. Hosting, when facilities are in use by outside groups after regular hours or on weekends. This includes ensuring buildings are properly checked and closed afterward.
4. Ensuring comfort and safety on the grounds, for example by making sure steps, landings, entranceways, and walking paths are safe and free of snow and debris.
5. Some outdoor maintenance work such as grass mowing, plant watering, placing trashcans on the sidewalk on trash collection days and returning them to their place after trash pickup.

SCHEDULE

1. The CR job involves, on average, 15 hours a week; it also requires additional hours “on call” as a resident. Due to a fluctuating schedule and the on-call requirements, this position requires that the Friends Center be this person’s primary residence.
2. Generally, each CR has a regular schedule of duty hours, but there is some flexibility about when during the week the CR is on duty. The scheduling of the hours is a responsibility of the Facilities Manager. To facilitate this, CR’s are expected to keep a personal time log and share it with the Facilities Manager.
3. The position does not carry holidays, sick or personal time off, given the flexibility of the workdays during the week.

PHYSICAL DEMANDS

- **Walk, Move, Traverse** – The person in this position needs to move about inside and outside the facility to fulfill hosting and cleaning responsibilities.
- **Climb, Ascend/Descend** – This position requires frequent ascending/descending of stairs.
- **Stoop, Kneel, Crouch** – Cleaning and grounds maintenance responsibilities require frequently positioning oneself, including cleaning difficult to reach areas and yard- work.
- **Talk/Hear** – The position requires frequent communication with the public to answer questions, direct individuals to a location, and accurately convey facility policies. Must be able to exchange accurate information in these situations.
- **Lift, Move, Transport** – Must be able to move up to 50 pounds around the facility, including moving tables, chairs, and cleaning equipment. Seasonally the position requires the ability to do yard work and snow removal.
- **Exposure** – The position requires frequent exposure to outdoor weather conditions, including heat, humidity and freezing temperatures.

Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities to this job at any time.

DURATION OF APPOINTMENT

The normal term of a Center Resident’s service is 2 years consisting of two one-year appointments. Depending on circumstances, an additional appointment to a third year is a possibility. If for any reason a CR wishes to discontinue the appointment before the expected end of their stay, the Trustees would like to be notified as early as possible and in any case at least 60 days in advance.

HOST JOB DESCRIPTION

There are several aspects to this job: a) greeting, b) keeping the premises secure, c) cleaning and d) clerical or database support. The Hosts are scheduled and supervised by the Facilities Manager.

- As greeter, one is a welcoming face to the Meeting, answering questions, resolving scheduling conflicts and generally being helpful.
- Under the heading of security, one opens the building, is present and alert throughout the shift and locks up before one leaves. Opening includes checking the spaces that will be used and turning on lights and heat (or opening windows) as appropriate, and ensuring bathrooms are lit and well supplied. At all times one should be aware of people entering and leaving.
- At the end of the shift, one will do preliminary clean up, leaving rooms tidy.
- As there is time, there might be additional clerical tasks such as copying or sorting.

Physical Demands:

- **Walk, Move, Traverse** – The person in this position needs to move about inside and outside the facility to fulfill hosting and cleaning responsibilities.
- **Climb, Ascend/Descend** – This position requires frequent ascending/descending of stairs.
- **Stoop, Kneel, Crouch** – Cleaning and grounds maintenance responsibilities require frequently positioning oneself, including cleaning difficult to reach areas.
- **Talk/Hear** – The position requires frequent communication with the public to answer questions, direct individuals to a location, and accurately convey facility policies. Must be able to exchange accurate information in these situations.
- **Lift, Move, Transport** – Must be able to move up to 50 pounds around the facility, including moving tables, chairs, and cleaning equipment. Seasonally the position requires the ability to do light yard work and snow removal.
- **Exposure** – The position requires frequent exposure to outdoor weather conditions, including heat, humidity and freezing temperatures.

The general hours for the evening shift are from 6 PM to 10 PM. On Saturday morning, they are usually from 8:30 AM to 12:00 PM. However, hosting may happen at other hours as well especially when there are events with outside groups.

NURSERY COORDINATOR/TEACHER

Job Description:

Provide childcare each Sunday for children of all ages during Forum (9:15-10:30), for babies and toddlers during worship (10:30-11:45) and for all ages during social time until 12:15. This is a year round employee position; during July and August, the hours are 10:15-12:15. By mutual agreement, hours may be added for other Meeting events needing childcare.

Qualifications and responsibilities include:

- Ideal candidate will have 5+ years' experience working with infants, toddlers and preschoolers and 2+ years' experience supervising assistants.
- Strong preference for early education credentials.
- Provide care and supervision for children. Work with the assistant Nursery worker and sometimes volunteers to keep children safe and engaged while parents attend Meeting events.

- Care for children may include:
 1. Helping children to separate from parents.
 2. Finding activities to engage children of different ages.
 3. Working with children of different ages and from different families to help them get along.
 4. Interacting with the children by means of games, stories, crafts and play.
 5. Changing diapers and helping young children with toileting, holding, sitting with, and feeding infants.
 6. Distributing snacks to older children.
- Relate in a welcoming way with parents and guardians who drop off their children as well as those who choose to stay with their children. Follow parental care instructions for their children.
- Use reasonable judgment about when it is appropriate to seek help from parents or FDS Coordinator.
- Maintain the nursery in good order, tidying or cleaning the room at the end of the morning.
- Submit time sheet with hours of service to First Day School Coordinator.
- Supervise assistant child-care worker(s), including volunteers: two people must staff nursery at all times.
- Maintain a safe environment for children and adults. Nursery workers will abide by the Child Safety Policy of Friends Meeting at Cambridge. Note that all people employed by Friends Meeting at Cambridge to care for children are legally Mandated Reporters in the state of Massachusetts.
- Working with First Day School Coordinator, evaluate and maintain environment and routines to ensure quality of care for children.
- There will be a six-month review of position.
- Nursery care providers report to First Day School Coordinator with oversight by the Resident Friend.
- Certified in First Aid and Adult/Pediatric CPR, or willing to obtain certification within three months of starting the position.

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- As part of the application process, satisfactorily complete Friends Meeting at Cambridge's child-safety screening process prior to hiring, including providing two professional or parent/client references.

FUNDS

In addition to its operating budget, FMC has several funds that have special requirements for distribution.

CAMBRIDGE FRIENDS PEACE TAX FUND

Use an equivalent NEYM Fund.

FUND FOR THE SUPPORT OF CONSCIENCE

The Fund for the Support of Conscience assists those who for reasons of conscience find themselves in special need. This fund exists through voluntary contributions. Its purpose overlaps that of the Yearly Meeting Committee on Sufferings, and in part competes for contributions; but the Yearly Meeting has determined that the Monthly Meeting should be the first resort for help in such situations (NEYM Minutes 1979, #11).

EDNA PHILLIPS FUND

Edna Phillips Fund – CLOSED OUT (BCP, 2012)

FRIEND(S) IN RESIDENCE DISCRETIONARY FUND

The Friend(s) In Residence Discretionary Fund is a line item in the operating budget and has been set in recent years as for \$200.00. As the name implies it is a fund to be used at the discretion of the Friend(s) in Residence. It has usually gone to strangers in great need who appear at the Friends Center.

THE I. EBENEZER POPE FUND

The Pope Fund was established by a gift of one thousand dollars in 1801 by Ebenezer Pope to provide for needy friends in the Boston area. Trustees of the Fund are responsible for screening loan or grant applications. Discussions are kept confidential. Anyone may alert the Trustees to another person's need or financial distress, or may urge that person to make direct application to the Trustees. In addition to providing financial assistance, the Trustees try to work with the recipients and applicants to seek out resources and strategies to ease their needs.

From the Commonwealth of Massachusetts, Suffolk County, SS. Probate Court:

In Equity January 10, 1946. On the petition in equity of FMC (formerly Boston Monthly Meeting of Friends) a Massachusetts corporation, petitioner, against the heirs at law of Ebenezer Pope, late of Boston in said County deceased, and New England Trust Company, a Massachusetts corporation, respondents, praying for certain relief as to the administration of a trust and for the application of the principle of the cy pres, it appearing that notice according to the order of the Court has been given to all parties interested including the Attorney-General of the Commonwealth, and no person objecting, after hearing and consideration, the Court doth order and decree (1) that the trustee of the estate given in trust under the will of said Ebenezer Pope shall pay over to the petitioner all the net income of said trust fund and shall be relieved of any responsibility to inquire into or see to the application or disposition of, all or any part of the net income of said trust fund paid over by it to the petitioner, and (2) that under the principle of cy pres the petitioner is hereby authorized to use the entire net income of said fund; First: For the necessities of the poor of the Society of Friends who are members of the petitioner, Friends Meeting at Cambridge, or who are resident in the County of Suffolk, or in either the County of Norfolk or Middlesex and within fifteen (15) miles of the State House in the City of Boston and are not members of the petitioner. Second: To the extent that said income is not required for the purposes set forth in the First Clause hereof, for any charitable purposes of the petitioner but not for the support or expenses of the petitioner.

Frederick J. Dillon Judge of Probate Court

THE EDWARD C. R. WALKER AND THE NELSON FERNALD BEQUESTS

From the Report of the Ad Hoc Committee on Invested Funds Twelfth Month 13, 1962:

We would like to recall the background of the Edward C.R. Walker Fund and the Nelson Fernald Bequest. In 1955, the New England Trust Company was trustee under the will of Edward Walker, who had died in 1897, a resident of Roxbury, Mass. and not a Friend. Under the terms of his will, the trustee was empowered to divide the remainder of the estate "among such Protestant Societies and institutions as may seem to be most worthy and deserving." In its discretion as trustee, the New England Trust Company distributed \$10,000 to our Meeting as one of the 16 religious institutions to receive similar bequests.

Our Meeting gave serious consideration the disposition of this bequest at several Monthly Meetings but did not finally adopt the Trustees of the Meeting's recommendation that it be added to the general funds of the Meeting, but that the income be used for charitable purposes. After nine months had elapsed the Monthly Meeting then appointed a special committee to recommend the charitable purposes for which the income was to be used.

In the summer of 1962, our Meeting received \$4,939.61 being one-fourth of the rest and residue of the estate of Nelson Fernald a resident of Portsmouth, NH and not a Friend; the other residuary legatees being a Protestant church, a Catholic church and a Jewish synagogue, all located in Portsmouth, NH.

Your ad hoc committee feels deeply that the receipt of both these funds, not given us by members of the Society of Friends, places a consideration upon us for aiding groups, causes and interests beyond our own membership. It is with this concern that we have drafted the following minute:

- *It is the recommendation of your committee that the Walker Fund and the Fernald Fund become part of the unrestricted permanent fund of the Meeting, but still bearing the names of the donors on the permanent records of the Meeting. Further, that, in lieu of the income from these two funds, an amount of not less than \$500 be added to the annual budget for the use of the so-called Walker Fund Committee. Also, it is recommended that this \$500 be established as a minimum amount to become a permanent part of each annual budget not subject to review by the Finance Committee, and that any unexpended balance be carried forward from year to year.*
- *In view of the above recommendation, it is suggested that no further income from investments be transferred to the use of the Walker Fund Committee after Twelfth Month 1, 1962, but that for the remaining six months of the current fiscal year the Finance Committee be asked to consider the addition of \$250 to this year's budget for the work of the Walker Committee, in lieu of the income allocation under the prevailing formula.*
- *In respect to the Gertrude F. Smith Scholarship Fund (which has since reverted to Cambridge Friends School) recently given by Chester C. Smith, the ad hoc committee recommends that it be added to the general funds of the Meeting managed by the Trustees, this fund to be a restricted fund in accordance with the deed of gift in trust, and that the committee presently managing the Walker Fund income be responsible for carrying out the expenditure of income as required by this deed of gift in trust.*
- *We further recommend that this ad hoc committee be continued until the accounting details are satisfactorily worked out and formula entries made on the books to be kept at the Meeting Office.*

As a matter of clarification, we recommend that the duties of the present committee on Fund Requests and the Walker Fund be enlarged to include the administration of various incomes provided to it, including the income of the Gertrude F. Smith Scholarship Fund and any other special funds that the Meeting may direct it to supervise the expenditure of income from. Also that the name of the committee be changed to the "Committee on Grants-in-Aid and Scholarships."

This report is submitted on behalf of the committee under appointment for the careful consideration of the Meeting and for such action as it may wish to take thereon.

Clyde Perkins, a person unknown to the Meeting, left us approximately \$2500. A letter dated 1/6/79 to the Friends Meeting at Cambridge from the executor of his estate says, "Clyde Perkins ancestors were Quakers. Clyde's father came from Alabama or Tennessee to Northwest Arkansas around 1890. We have no Quaker Society in this area and consequently, Clyde Perkins was not active in the church. He was, however, a supporter of other churches in Eureka Springs (Arkansas), but I might add he did not support financially the other churches to the same extent that he did the Quaker Society."

This bequest was added to the Walker and Fernald Funds.

FUND FOR THE SUPPORT OF CONSCIENCE

The Fund for the Support of Conscience was created in July 1968 to be used for the relief of Friends and others who are in trouble with the law by reason of witnessing to Friends' testimonies

The Fund for the Support of Conscience assists those who for reasons of conscience find themselves in special need. This fund exists through voluntary contributions. Its purpose overlaps that of the Yearly Meeting Committee on Sufferings, and in part competes for contributions; but the Yearly Meeting has determined that the Monthly Meeting should be the first resort for help in such situations (NEYM Minutes 1979, #11).

The Fund for the Support of Conscience was created in July 1968 to be used for the relief of Friends and others who are in trouble with the law by reason of witnessing to Friends' testimonies. Disbursements are administered by the Trustees Committee.

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