

Handbook of the New York Quarterly Meeting of the Religious Society of Friends

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NYQM Handbook

Disciplined meetings are not only a potential source of fun, they also contribute to the spiritual life of the Society. Both root and fruit, they are part of the spiritual dimension that makes us a *Religious* Society of Friends. When that dimension is present we can be released and empowered, our meetings will be able to laugh together, play together, worship together, and take risks together. Being part of a common Light brings us together in a way that enables a meeting to achieve more of what it wants to, more of what it regards as important.

Robert Halliday, Mind the Oneness, p. 71

I. Introduction and General Guidelines

History: The formation of New York Quarterly Meeting was approved by New York Yearly Meeting at their general meeting in 1974, minute 82. On December 11, 1974, New York Monthly Meeting was laid down, and we became New York Quarterly Meeting. At the time, New York Quarterly Meeting included 15th Street Monthly Meeting, Brooklyn Monthly Meeting, Morningside Monthly Meeting, and Washington Square Monthly Meeting. The Quarterly Meeting assumed all property ownership. The name of the corporation which holds our property and funds was changed to “New York Quarterly Meeting of the Religious Society of Friends” at a special meeting on November 11, 1974 in preparation for the creation of the new Quarterly Meeting.

Composition: At present New York Quarterly Meeting includes 15th Street Monthly Meeting, Brooklyn Monthly Meeting, Morningside Monthly Meeting, Manhattan Monthly Meeting, Flushing Monthly Meeting, Staten Island Executive Meeting, and Downtown Manhattan Allowed Meeting. All members of the Meetings comprising the NY Quarterly Meeting are also members of the Quarterly Meeting.

Function: The Quarterly Meeting holds four Meetings for worship with a concern for Business each year. Its members approve major decisions involving the Quarter’s finances. The Quarterly Meeting hears reports of its committees and constituent meetings, approves nominations, approves new or restructured programs of the Quarterly Meeting, and discerns and approves minutes brought by concerned

Friends. Concerns are ordinarily to be laid before the Quarterly meeting only after proper seasoning and discernment by a monthly meeting or a committee, and may be held for further discussion even when Friends are in unity that the concern is properly the burden of the entire Quarter rather than an individual leading. The committees of the New York Quarterly Meeting follow the procedures set forth in New York Yearly Meeting Faith and Practice. The Corporation owns and administers its real property and financial assets, hires its employees, and coordinates some aspects of its spiritual life.

Committee Guidelines: A Friends meeting depends heavily on its members to organize and care for its buildings and property, its finances, and its members' material and spiritual needs and witness activities. The spiritual liberty of unprogrammed worship goes hand in hand with spiritual discipline, a part of which is committee service. Committee members have an obligation to be present at committee meetings and to perform their assigned duties. Prospective members are encouraged to speak with current and former members to familiarize themselves with the duties of the committee.

Quaker committee work is Quaker worship with a concern for business. Compared to many meetings for worship with a concern for business, committee business tends to be more focused and practical. Service on a committee of willing and dedicated members is a rare joy. Members who approach committee service in a spirit of worship and carry out their committee duties with enthusiasm and concern will be blessed with one of the great experiences of Quaker community.

Usually property and assets are owned and managed by Monthly Meetings. Our unusual arrangement, in which the Quarter holds ownership, has freed the Monthly Meetings from some of the burdens of oversight but requires the Quarterly Meeting to find a proper balance between concern for fiscal and for spiritual affairs. Friends take responsibility for the Quarterly Meeting's temporal affairs and properties, and trustees share relevant financial information freely with committees and other concerned members, consistent with the orderly operation of the Quarterly Meeting office. Willingness to hear one another's concerns promotes an enlightened perspective and makes a reality of our name, the Religious Society of Friends.

Standing committees of the Quarterly Meeting are described below. Unless noted otherwise members of these committees are nominated by Quarterly Meeting Nominating Committee. All nominations are approved (and thereby appointed) by the Quarterly Meeting. Although committees may communicate by telephone and on the Internet, telecommunication should not replace our usual Quaker practice of coming to unity in worship. Committees can co-opt additional members by requesting approval at a Quarterly Meeting. Committees are strongly discouraged from co-opting members who have just completed their maximum tenure of committee service.

Committees can also form sub-committees to delegate the work of the committee and address special issues within the scope of the committee's responsibilities. Subcommittees report to the committee as a whole and their findings and recommendations are considered and approved by the entire committee.

Special discernment and care are needed in situations where a task may involve input from more than one committee. Joint committee meetings and close cooperation between clerks will usually serve to maintain good working relationships. In the event that boundary issues cannot be resolved and the committees' functions are impaired, a clearness committee should be called to help to discern the problems and assist with their resolution. Committee meetings and minutes are open to members of the Quarterly Meeting. Guests are welcome, except when committee business is deemed confidential. Friends are mindful that executive sessions may be needed from time to time in any committee. For this reason, members wishing to visit should first contact the clerk.

Ad hoc Committees may be formed by a minute at Quarterly Meeting to address specific issues within the Quarterly Meeting. Such committees function much as standing committees, except that the committee will be laid down when its work is completed.

Each committee appoints a clerk at the first meeting of the year, ordinarily after the April Quarterly Meeting, except in the case of the schools where committee service begins in September. A new appointment is made each year, but clerks may serve successive years. Committees are to keep minutes of their meetings. The clerk is

responsible for committee minutes and other committee records. These documents should be transferred to the succeeding clerk.

Committee members are expected to complete their term of service when possible. If members find that unanticipated responsibilities, health concerns, or relocation will result in an inability to attend meetings or execute assigned duties, they should discuss the matter with the committee clerk. When members are no longer able to serve, they should send a letter to the Clerk of Quarterly Meeting requesting release. The committee clerk may also initiate this discussion and write the letter. If the successor to a committee member whose term has expired has not yet been appointed, that member will continue to serve.

Members of meetings which are not a part of the New York Quarterly Meeting are eligible for committee membership, with the exception of Trustees. A non-member may serve as trustee only when the Quarterly Meeting has approved a specific exception to the corporation by-laws. Rarely, a regular attender who is not a member of the Society of Friends may be nominated for committee service. Such events should be exceptions when there is no Friend qualified and able to serve, and the attender should be approached with tenderness to discern his or her reasons for not requesting membership. Attenders cannot serve on Trustees or Ministry and Counsel. The positions of Meeting Clerk, Assistant Clerk, Treasurer, and Assistant Treasurer, may only be filled by members of New York Quarterly Meeting. Members may not serve simultaneously on the following committees: Audit and Budget, Ministry and Counsel, Nominating, and Trustees.

Revisions: Revisions of the Quarterly Meeting Handbook are determined by decisions documented in the minutes of the Quarterly Meeting. Revisions will be overseen by the Clerk and Assistant Clerk of the Quarterly Meeting, and by the Handbook Committee, nominated by Quarterly Meeting Nominating Committee. If the revised Handbook wording is specifically incorporated into a minute, the Handbook will be revised to incorporate the change. If the wording is not incorporated into the minute but the minute requires a change in the Handbook, the wording of the change may be presented for approval at a subsequent Meeting no later than 1 year after the approval of the minute.

Advices

1. All members are cautioned to refrain from actions or language hurtful to others. Faultfinding, ridicule, and sarcasm directed at others are not a part of our testimony of truth. Committee members and employees represent the meeting to the world and must be especially mindful of the appearance of their words and actions.
2. While it may not always be possible, members should try to avoid serving on multiple committees, as the widest possible participation of members in the meeting's affairs is desirable. Committee membership should be inclusive and representative of the constituent meetings.
3. All members must be mindful of our tradition of integrity. Any committee member with a personal or financial involvement in an issue brought before a committee must step aside from the committee's discernment process.
4. Although we encourage the involvement of members of small meetings in the work of the Quarter, members of all meetings must defer to the realistic needs of the Quarter. As a result, at any given time not every committee will have representation from every meeting.
5. By accepting any appointment to a Quarterly Committee, Friends affirm their absence of conflict of interest, especially to Audit and Budget, Trustees, Cemetery, Education Fund, the School Committees, Relief, and Witness Fund. We recommend that Monthly Meetings also follow this affirmation, particularly for Property Committees and other fiduciary committees.

II. Committees of New York Quarterly Meeting

The conduct of Quarterly Meeting affairs is assigned to the following committees in accordance with the decisions of the Quarterly Meeting:

Audit and Budget Committee

Composition:: Quarterly Meeting Nominating Committee nominates 6 members.

Term: 3 years, beginning in April. Maximum tenure: 2 consecutive terms.

Meeting Frequency: Generally meets monthly, but at least quarterly. The committee may decide to meet in executive session as needed.

Purpose: The Audit and Budget Committee is responsible for monitoring, assessing, and providing oversight of the financial management practices, budgeting, accounting, and bookkeeping operations of the Quarterly Meeting.

Responsibilities:

1. Arrange the conduct of a yearly audit of all of the Quarterly Meeting's finances. The completed draft audit shall be made available to the committee which will then arrange a joint meeting with the trustees and the auditors to review the draft before a final draft is completed for presentation to Quarterly Meeting. Audit and Budget may hold this meeting without employees of the Quarterly Meeting being present.

2. Draft and present an annual budget for consideration by the Quarterly Meeting. The budget development process will include:

- a. Soliciting proposed expenditures and revenue estimates from each Quarterly Meeting Committee and from the Property Committees, and reviewing the proposals;

- b. Conferring with committees to resolve questions about any particular budget request;

- c. Presenting the budget to the Quarterly Meeting. If Audit and Budget and any committee cannot agree, the committee's request will be included in the budget transmitted to Quarterly Meeting together with a statement from Audit and Budget suggesting how the budget line should be modified. Final decision on any budget line is the responsibility of the Quarterly Meeting.

- d. The full Quarterly Meeting approves the final annual budget.

3. Review any requests for changes in budgeted allocations to committees:

a. Committee budgets or other line items in the budget needing increases of \$2000 or more will be submitted for review by the committee;

b. The committee will bring its recommendation on any proposed budget change to the next Quarterly Meeting and no expenditures will be made in excess of budget unless the Quarterly Meeting approves the budget increase;

c. The committee may authorize expenditures in excess of the budget in emergencies. Such expenditures will be reported at the next Quarterly Meeting.

4. Prepare and maintain long term budgets for capital expense and revenue planning, in collaboration with Trustees.

5. Keep the Quarterly Meeting informed of its finances and fiscal operation.

6. Review on at least a quarterly basis the flow of income and expenses with respect to the budget, and conduct any other oversight or review of financial documents and practices as the committee deems fiscally prudent.

Cemetery Committee

Composition: Quarterly Meeting Nominating Committee nominates 6 members.

Term: 3 years, beginning in April. Maximum tenure: 3 consecutive terms.

Meeting Frequency: At least quarterly, and often monthly.

Purpose: To assist members and families in burial plans and with the process of grieving, and to care for the cemetery property and records.

Responsibilities:

1. Oversee and maintain records of interments and of sites requested in advance;
2. Provide, if needed, advice and support for members and families in matters pertaining to preparation for death, in arranging for burial at the time of death, and, during the time after death, planning memorial services, choosing grave marker, and assistance in dealing with grief;
3. Assist with visits to the cemetery by providing access and/or documents;
4. Maintain the character of the cemetery as a place of quiet, remembrance, and worship;
5. Report yearly to Trustees and New York Quarterly Meeting;
6. Provide oversight and management regarding installation and maintenance of grave markers, plantings, fencing, structures and utilities;
7. Arrange for purchase of equipment, supplies, and consultation services, acquire bids for and approve all maintenance, upkeep and improvement services;
8. Develop policy in keeping with our tradition and with the Quarterly Meeting's approval, regarding who can be interred in the cemetery, the size and type of grave markers, and the use of the property by outside groups;
9. Guide and confer with employees of NYQM assigned to the cemetery, including the sexton and general manager, and with outside contractors, regarding execution of above responsibilities;
10. Provide input and make recommendations to trustees regarding personnel issues;
11. Respond to queries from concerned individuals or groups about the cemetery and its care;

12. Maintain good relationships with the Parks Department and police in order to provide advocacy for Friends who use and visit the cemetery.

Communications Committee

Composition: Quarterly Meeting Nominating Committee nominates 6 members.

Term: 3 years, beginning in April. Maximum tenure: 2 consecutive full terms beyond any partial term. Terms are staggered to ensure at least 2 members are renewed or replaced each year.

Meeting Frequency: Generally meets monthly, but at least quarterly. The committee may decide to meet in executive session as needed.

Purpose: The Communications Committee manages the online web site and related public Internet presence of NYQM and maintains a digital database of Friends' email addresses to be used by NYQM to communicate electronically with Friends while maintaining privacy and security of the digital data. The Communications Committee is responsible for managing the public media presence of NYQM in print, radio, television and on the Internet world-wide web and in any Internet-based social media, and any other publicly available print or digital information sources, including historic and contemporary records. The Communications Committee seeks to ensure that the public presentation and public image of the NYQM and its communications are maintained with accuracy, integrity and dignity, including providing a formal organizational voice for press releases and media contact capacity for NYQM. The Communications Committee provides advice and services to the Monthly Meetings with regard to these activities and concerns, and otherwise assists and works with the Monthly Meetings and Quarterly Meeting staff as appropriate.

Responsibilities:

1. Manage the NYQM website and web presence.
2. Build and maintain a Quarter-wide database of names and addresses and other contact information of members and attenders

and other interested parties for the purpose of sending physical mailings, emails and any other Quarter-wide group communications about events, activities and information the Committee deems of significant interest to Friends in the database.

3. Manage all official NYQM social media accounts.
4. Maintain awareness of outside public media notice or mention of NYQM, advising other Friends as warranted.
5. Prepare and/or review all official press releases and related public communications from NYQM prior to their release.
6. Manage, allocate and dispense funds provided in the NYQM budget for these activities, including funds for outside services and retention of contract, part-time or full-time staff managed in coordination with the Trustees Personnel committee in accord with NYQM staff policies. Provide an annual budget request to the Audit and Budget Committee for the NYQM annual budget.
7. Report quarterly to the full Quarterly Meeting on the Committee's activities and status, and any publicity concerns of significance to Friends, bringing any proposals for action of sufficient importance to the Quarterly Meeting for its review and approval.

Contingency Committee

Composition: Quarterly Meeting Clerk, Quarterly Meeting Treasurer, Clerk of Trustees, Clerk of Audit and Budget, Clerk of 15th Street Meeting Property Committee, Clerk of Brooklyn Meeting Property Committee, Clerk of Ministry and Counsel, Clerk of Communications Committee.

Purpose: To respond to emergencies involving property or spiritual concerns. The committee will convene when action is urgent and must be taken before the next regular Quarterly Meeting.

Responsibilities: Meet in response to emergencies as requested by any of the committee members or by one or more Monthly Meeting

clerks, on giving notice to the members. The committee may take action and must report to the next Quarterly Meeting.

Downtown Manhattan Allowed Meeting Committee

Composition: Quarterly Meeting Nominating Committee nominates 4 members.

Term: 3 years, beginning in April. Maximum tenure: 3 consecutive terms.

Meeting Frequency: 2 – 4 times annually for business, weekly for worship May – September, weather permitting.

Purpose: The Downtown Manhattan Meeting was formed by NYQM in 2003 as an outreach project, to promote an awareness of Quakers, and to provide an opportunity for Friends to worship mid-week outdoors.

Responsibilities:

1. Choose a suitable meeting site.
2. Assign members to convene meetings for worship by arriving a few minutes early, setting up chairs if need be, bringing the guest book, literature, and other amenities, and making announcements after the meeting.
3. Keep meeting records and written materials for outreach and publicity.
4. Making Quaker practice visible and accessible to the community.
5. Communicate with parks personnel, community leaders, and police as needed.
6. Keep financial records of committee expenses.
7. Report to Quarterly Meeting in July and October.

Educational Fund Committee:

Composition: Quarterly Meeting Nominating Committee nominates 6 members.

Term: 3 years, beginning in April. Maximum tenure, 2 consecutive terms.

Meeting Frequency: 2 – 3 times annually or as needed.

Purpose: To provide financial assistance for Quaker children attending Quaker school.

Responsibilities:

1. Develop, advertise and collect applications for scholarships for children of members of New York Quarterly Meeting who are attending Quaker schools under the care of New York Quarterly Meeting
2. Distribute proceeds of the Educational Fund to that year's applicants.

Gay Pride Parade Coordinators

Composition: 2 members

Term: 3 year terms, no term limit

Responsibilities: Arrange and support QM participation in the annual NYC Gay Pride Parade.

Handbook Committee

Composition: Quarterly Meeting Nominating Committee nominates 3 members.

Term: 2 years; 2 consecutive terms

Meeting frequency: The committee meets as needed when Quarterly Meeting decisions or events call for a revision or review of the Handbook. At least once per year the committee should review the Handbook and Queries to maintain their accuracy and relevance.

Purpose: To keep the Handbook up to date, and to submit the latest version to the Quarterly Meeting.

Committee structures: The Committee appoints a clerk.

Responsibilities: Maintain an accurate and up to date version of the Handbook. Report to Quarterly Meeting whenever the Handbook is amended, submitted for the Meeting's review and approval.

Ministry and Counsel Committee

Composition: Quarterly Meeting Nominating Committee nominates 9 members.

Term: 2 years, beginning in April. Maximum tenure: 3 consecutive terms.

Meeting Frequency: Monthly.

Purpose: To nurture the spiritual life of New York Quarterly Meeting, our beloved community.

Responsibilities:

1. Provide spiritual support to the Quarterly Meeting Clerk and to those gathered in sessions of New York Quarterly Meeting.
2. Facilitate visitation and communication among Friends and committees.
3. Plan, coordinate and support educational, spiritual and witness programs for New York Quarterly Meeting.
4. Ensure that gathering sites for Quarterly Meeting have facilities for meals, child care, and other amenities.
5. Facilitate the opportunity for individuals who have specific concerns with the Quarterly Meeting, its members, committees, or employees to come to clearness.
6. To provide further clearness and conflict transformation in the event of the inability of the 15th St Care Relationship Committee to resolve concerns brought to it in accord with the E3P agreement in the Friends Seminary corporate bylaws.

Nominating Committee

Composition: 15th Street and Brooklyn Monthly Meetings each may nominate two members; Flushing, Manhattan, and Morningside Monthly Meetings each may nominate one member.

Term: 1 year, beginning in April

Meeting Frequency: The committee meets monthly from January through April, and at other times as needed to fill vacancies.

Purpose: To propose names of members for service to the Quarterly Meeting.

Responsibilities:

1. Propose nominees for all Quarterly Meeting Committee positions, for New York Quarterly Meeting representatives to New York Yearly Meeting positions, and for the New York Quarterly Meeting positions of Clerk, Assistant Clerk, and Assistant Treasurer. The nominating committee will consult with the clerks of the Quarterly Meeting committees to ascertain their needs.
2. Distribute Quarterly Meeting committee members equitably among the various monthly meetings, depending on the availability of qualified members.
3. Gather suggestions, which are greatly appreciated, from Monthly Meeting Nominating Committees. All Monthly Meeting nominating committee members are invited to attend Quarterly Meeting Nominating Committee meetings. Before the meetings held to discern suggestions for committee membership to be announced at the April Quarterly Meeting, the clerk of Quarterly Meeting Nominating Committee will contact the clerk of each Monthly Meeting nominating committee and issue a reminder of this invitation to participate.
4. Publicize its suggestions for committee membership and other positions in advance of the April Quarterly Meeting. Members who have a serious objection to any nomination are to immediately contact the Clerk of the Nominating Committee and arrange to meet with the Nominating Committee. If the member(s) still feels unable to come to

unity with approval of the nomination, the Clerk will contact the nominee to advise him or her of the obstacle to their nomination. All parties will then have the opportunity to worshipfully reconsider the nomination.

Relief Committee

Composition: Quarterly Meeting Nominating Committee nominates 7 members. Any person who has received financial aid from the committee in the previous 12 months is not eligible for service.

Term: 3 years, beginning in April. Maximum tenure: 3 consecutive terms.

Meeting Frequency: as needed, at least quarterly.

Purpose: To give tender care and attention and financial aid as appropriate to those members of the Quarter in financial need.

Committee Structure: The committee appoints a clerk, a treasurer, and an auditor from its members. The financial records of the Relief Committee are confidential to the committee except as noted below.

Responsibilities:

1. Relieve the immediate necessities of a member whose circumstances appear to require it. Assistance is provided under the following guidelines:
 - a. Financial assistance may be given in the form of loans or grants at the committee's discretion, upon receipt of a letter of request;
 - b. Loans and grants must not be for business purposes, speculation, or education;
 - c. Requests by regular attenders who are not members will be considered;
 - d. A committee member requesting financial aid asks for release from committee membership prior to committee consideration of a request

for a loan or grant and remains off the committee for at least one year after making the request.

e. The committee may convert a loan to a grant on written request. The request should come from the recipient. However, a written statement from a Committee member, attesting that the conversion is the expressed wish of the borrower, can suffice;

f. Members of the committee will proceed with great tenderness to the feelings of those who are the objects of its care, and avoid unnecessary disclosure of names, or of the assistance rendered.

2. Keep financial records and reconcile them during the internal audit at the end of the fiscal year.

3. Make the proceedings of the committee available to a special committee of the Quarterly Meeting appointed for the purpose of assessing these records. The committee's finances are otherwise not open for inspection.

4. Report to the Quarter in January.

Trustees

Composition: Quarterly Meeting Nominating Committee nominates 9 members.

Term: 3 year term, beginning in April. Maximum tenure: 2 consecutive terms.

Meeting Frequency: Monthly and as may be needed. Trustees also call and conduct the Annual Meeting of the Corporation in April.

Purpose: The trustees are the directors of the corporation which shall be responsible for holding title to and administration and management of properties, both real and personal, owned by the Quarterly Meeting, and for the management of bequests and deeds of trust received by the Quarterly Meeting in a fiduciary capacity. They are bound by all instructions of the Quarterly Meeting that are consistent with the

Religious Corporation Law of New York State except where such laws conflict with Quaker principles.

Responsibilities:

1. Be legally responsible for all contractual obligations of the Quarterly Meeting.
2. Manage the Quarterly Meeting's investments directly or through the advice of investment managers, and oversee the use of funds in accordance with the restrictions that govern them. Trustees may assume duties of other committees with significant fiscal implications for the Quarterly Meeting, such as Audit and Budget, Property, the School Committees, and Cemetery, if those committees are unable to come to unity concerning urgent matters within a fiscally sound period of time. In the event of such an emergency the Trustees will meet with the clerk of the committee involved, the clerk of the Quarterly Meeting, and an individual of the Quarterly Meeting clerk's choosing, in order to attempt again to come to clearness and unity.
3. Be concerned with the administration of all trusts, all the real property of the Quarterly Meeting, rental of the Schermerhorn Street school building, and such other matters as may be brought to them.
4. Hire and conduct a regular evaluation of the General Manager.
5. Establish salary and benefits and supervise and support the work of the Quarterly Meeting's employees: the General Manager, management staff, and maintenance personnel at all properties; and to bond employees as needed.
6. Promote the professional development of the Quarterly Meeting's General Manager and staff in areas of concern to New York Quarterly Meeting, such as employee assignments, new contracts, and special projects.
7. Provide relevant financial information on a regular and timely basis to committees which have responsibilities relating to property management and distribution of finances.

8. Accept direction from the Quarterly Meeting, welcome questions from Quarterly Meeting members and encourage members and committees to contact them with their concerns. Trustees have the duty to give weight to recommendations of other committees such as cemetery and the monthly meeting property committees, with whom they share coordinated responsibility for personnel and property. In addition to their legal duties under the Religious Corporation Law of New York State, trustees have a duty, being nominated and appointed through Friends' process, to implement the consensus of the members of the Quarterly Meeting as expressed in their coming to unity in a Meeting for Worship with a Concern for Business.

9. Present their annual report to the Quarterly Meeting in April.

Witness Fund Committee

Composition: Quarterly Meeting Nominating Committee nominates 6 members, one each from Audit and Budget, Trustees and Ministry and Counsel, who appoint 3 more Friends who wish to support the current project.

Term: 3 years, beginning in April. Maximum tenure: 2 consecutive terms.

Meeting Frequency: 4 times annually or as needed.

Purpose: to encourage committees of the Quarter and individual members of the Religious Society of Friends with significant connections to NYQM and who worship with us regularly to propose an outreach or witness project requiring funds beyond budget or available means, to work with the witness committee to raise those funds, and to communicate with members of the Quarter about the project.

Responsibilities:

1. To set up guidelines for proposals, including the following:
 - a. The applicants must have access to tax-exempt status.

- b. The proposal may not be for operating expenses or for endowment.
 - c. The committee should provide ongoing oversight, and the entity receiving the grant should provide ongoing reporting to the committee until the project is finished.
2. To make an annual report to the Quarter in January.

"Truth is my authority, not some authority my truth,"
Attributed to Mary Dyer

III. Affiliates of New York Quarterly Meeting to whose Governing Boards the Quarterly Meeting Appoints Members

Brooklyn Friends School Governance Board

Composition: 18 members. Quarterly Meeting Nominating Committee nominates 9 members of the School Governance Board (one of whom may be nominated by Brooklyn Monthly Meeting) to be appointed by the Quarterly Meeting. The remaining 9 additional members, who are not required to be members of the Quarterly Meeting, are appointed by the School Governance Board .

Brooklyn Friends School is a separate corporation, distinct from the Quarterly Meeting, and not operated by the Quarterly Meeting. Its corporate bylaws require it to comply with essential Quaker principles, practices and procedures. The bylaws require that at least 50% of the Governance Board be Quakers appointed by the New York Quarterly Meeting. The terms and duties of the Governance Board are as follows:

Term: 3 years, members are nominated and appointed in April and serve terms which begin and end in September. Maximum tenure: 3 consecutive terms.

Meeting Frequency: Monthly.

Responsibilities of the Governance Board:

1. Oversee the operation of the school and its physical facilities.
2. Hire and evaluate the head of school.

Friends Seminary Governance Board

Composition: 18 members. Quarterly Meeting Nominating Committee nominates 9 members (one of whom may be nominated by Fifteenth St. Monthly Meeting) to be appointed by the Quarterly Meeting. The remaining 9 additional members, who are not required to be members of the Quarterly Meeting, are appointed by the School Governance Board.

Friends Seminary is a separate corporation, distinct from the Quarterly Meeting, and not operated by the Quarterly Meeting. Its corporate bylaws require it to comply with Quaker principles and practices (see attached “E3P” document). The bylaws require that at least 50% of the Governance Board be Quakers appointed by the New York Quarterly Meeting. The terms and duties of the School Governance Board are as follows:

Term: 3 years; members are nominated and appointed in April and serve terms which begin and end in September. Maximum tenure: 3 consecutive terms.

Meeting Frequency: Monthly.

Responsibilities of the School Governance Board:

1. Oversee the operation of the school and its physical facilities.
2. Hire the head of school and business manager.

Great Lakes Region (Africa) Education Committee

The Great Lakes Region (Africa) Education Committee is a separate 501(c3) non-profit corporation, to the Board of Directors of which the Quarterly Meeting appoints 6 members.

Composition: Quarterly Meeting Nominating Committee nominates 6 members.

Term: 3 year, no limits on tenure.

Meeting Frequency: 10 meetings yearly.

Purpose: Our primary mission is to support orphaned children of the Kisangura region in Tanzania, Africa. In most cases the parents have died of AIDS. We are committed to continue to find effective, accountable ways to serve them through the committee, which is a 501(c)(3) non-profit organization.

Responsibilities:

1. Support the students in the primary and secondary schools in Kisangura. This support may address the following needs and others that the committee may identify:

a. Fundraising in New York, and in the Quaker community in the United States

b. Funding construction projects including new schools, educational facilities for existing schools, teachers' residences, and projects to meet the minimum needs of the children and faculty.

c. Providing ongoing support for students who have completed the educational program at Kisangura and wish to enter a program of higher education at boarding school.

d. Providing support for teacher training.

e. Establish and maintaining accountability and verifying all expenditures.

f. Identify problems that may arise for children during the school year and instituting remedial measures.

IV. Individuals Appointed to New York Quarterly Meeting Service

Clerk of Quarterly Meeting

Appointment: Quarterly Meeting Nominating Committee nominates the Clerk.

Term: One year, beginning in April. Maximum tenure: 5 consecutive terms.

Responsibilities:

1. Convene and conduct the Quarterly Meetings in a manner consistent with Friends' practices.
2. Set the agenda for the business of each session of the Quarterly Meeting. With the help of the assistant clerk and guided by the sense of the meeting, write minutes for each agenda item approved by the Quarterly Meeting. Minutes are written in the present tense.
3. Remind committee clerks and monthly meeting clerks of their obligation to report to the Quarterly Meeting. Review the reports for clarity and determine where on the agenda to place them. Reports should be given to the Clerk as early as possible before the Quarterly Meeting, to allow the clerk to perform these duties.
4. Write any correspondence of the Quarterly Meeting as directed by the Quarterly Meeting. With the help of the assistant clerk, Quarterly Meeting minutes and supporting documents are sent to the Quarterly Meeting office for forwarding to the Swarthmore archives. A copy is kept by the clerk. Copies are sent to each monthly meeting for distribution, and to those individuals who request them. Any committee clerk or individual required to perform a follow up action on a minute receives a copy of the specific minute, or a copy of the complete minutes with the specific minute highlighted.
5. Attend such Quarterly Meeting committee meetings as he or she feels led.
6. Delegate to the Assistant Clerk such duties as may be helpful and beneficial to the meeting.

Assistant Clerk(s) of Quarterly Meeting

Appointment: Quarterly Meeting Nominating Committee nominates the Assistant Clerk.

Term: one year, beginning in April. Maximum tenure: 5 consecutive terms.

Responsibilities:

1. Support the clerk so that the clerk is able to focus on the spiritual and material needs of the Quarterly Meeting.
 - a. To substitute for the clerk if necessary;
 - b. To assist the clerk. Such duties may include correspondence, recording, reading, preparing the agenda, logistics, and other parts of the clerk's workload as needed.
2. Develop skills and abilities for clerking.

Treasurer and Assistant Treasurer(s)

Appointment: Quarterly Meeting Nominating Committee, in consultation with trustees, nominates the treasurer, who is also a trustee, and the assistant treasurer(s). The treasurer and assistant treasurer(s) must be members of New York Quarterly Meeting.

Term: one year, beginning in April.

Responsibilities:

1. Sign certain financial documents such as checks, proxies, financial notices and other documents which cannot be signed by other trustees or by the Quarterly Meeting office staff.
2. Review documents for separation of financial responsibility.

V. Appointments to Functions of the New York Yearly Meeting:

A detailed description of these positions is available in the New York Yearly Meeting Handbook, available from the New York Yearly Meeting office, or at <https://www.nyym.org/book/nyym-handbook> . Friends considering these positions should take note that a portion of the expenses associated with these positions is reimbursable by New York Yearly Meeting.

New York Yearly Meeting Coordinating Committee for Ministry and Counsel

Composition: Quarterly Meeting Nominating Committee nominates one member; other Quarterly and Regional meetings and New York Yearly Meeting nominate and/or appoint the others. It is desirable that the nominee be a member of Quarterly or Monthly Meeting Ministry & Counsel Committee.

Term: 3 years. Maximum tenure: 2 consecutive terms.

Meeting Frequency: Yearly Meeting sessions in July and December, Coordinating Committee week end at Powell House, and a one-day meeting in the fall.

Responsibilities (summary):

1. Plan, organize, and oversee certain functions of the Yearly Meeting including the scheduling of worship and spiritual activities, preparation of reports, and providing liaison between various groups.
2. Serve the needs of Monthly Meetings by visitation, receiving reports of concern, mediation, and providing leadership and counsel.
3. Foster discernment for proposals relating to revisions of Faith and Practice.

New York Yearly Meeting Nominating Committee

Composition: New York Quarterly Meeting nominates 3 members, other Quarterly or Regional Meetings nominate the others. It is

desirable but not essential for the nominees to also be on a Monthly Meeting nominating committee.

Term: 1 year. Maximum tenure: 1 term.

Meeting Frequency: one week end, either in April at Representative Meeting or in May or June at Powell House.

Responsibilities:

1. Propose all nominations for Yearly Meeting officers and committees for approval to the Yearly meeting, as follows:

a. Yearly Meeting clerks, treasurer and assistant treasurer of the Yearly Meeting, Trustees of the Yearly Meeting and of the Lindley Murray Fund;

b. Members of all other standing committees of the Yearly Meeting and such special nominations as the Yearly Meeting may direct.

2. Attend Yearly Meeting in July at Silver Bay, a special meeting at Powell House, and December Representative Meeting.

VI. Other Groups Serving the New York Quarterly Meeting

The Quarterly Meeting Office and Staff

The Quarterly Meeting employs full- and part-time staff to carry out various functions.

Administrative staff responsibilities include bill paying, keeping track of minutes and financial records, providing clerical support as able for committees of the New York Quarterly Meeting, and organizing the use of properties by quarterly and monthly meeting groups as well as by outside organizations and individuals.

The plant manager is responsible for overseeing ongoing maintenance, and for seeing that the properties are kept in repair.

Custodial staff is responsible for routine cleaning and maintenance.

Our sexton coordinates maintenance, visitors, and interments in the Cemetery, in consultation with the Cemetery Committee.

Quarterly Meeting staff report to the General Manager; the General Manager reports to the Trustees.

Administrative staff and the plant manager work in the Quarterly Meeting office, which is located at 15 Rutherford Place in Manhattan. Quarterly Meeting office hours are 9:00 a.m. – 5:00 p.m., Monday through Friday. The office telephone number is (212) 777-8866; the e-mail address is info@nycquakers.org. Friends are advised to make their requests during business hours or by leaving a telephone message. There is an answering machine with voice mail.

We hope staff members will join us at meeting for worship. Please remember that when they do so, they are there for worship and fellowship.

The Property Committees

Fifteenth Street and Brooklyn Monthly Meetings each have a property committee. These committees are charged with decisions regarding the properties at 15 Rutherford Place, Manhattan, and at 110 Schermerhorn St., Brooklyn. The property committees work with the Quarterly Meeting office staff to carry out the following responsibilities:

1. Establish policy regarding the use and maintenance of the properties.
2. Oversee building maintenance and scheduling of use by Friends and by outside groups.
3. Plan for capital improvements.
4. Submit a yearly budget to the Quarterly Meeting Audit and Budget Committee.

A complete description of the Property Committees can be found in the 15th Street and Brooklyn Monthly Meetings handbooks.

VII. Appendices

Appendix A

Committee Reporting Responsibilities to NY Quarterly Meeting

Monthly and Executive Meetings and Worship Groups report at each session.

It is the responsibility of each committee to keep the Quarterly Meeting informed of important developments. Each committee reports to the Quarterly Meeting annually and as needed. The annual reports are scheduled as follows:

January

Audit and Budget
Relief
Witness Fund

April

Communications Committee
Trustees
Audit report
Nominating

July

Cemetery
Great Lakes (Africa) Education
Ministry and Counsel

October

Friends Seminary
Brooklyn Friends School
Educational Fund
Downtown Manhattan Allowed Meeting Committee

Appendix B

BY LAWS of NEW YORK QUARTERLY MEETING OF THE RELIGIOUS SOCIETY OF FRIENDS

ARTICLE I

OFFICES

The principal offices of the corporation shall be located at 15 Rutherford Place, New York, New York.

ARTICLE II

SEAL

The Corporation shall have a seal with the name of the corporation, the years of its organization, the words "Corporate Seal", and the state of its incorporation thereon.

ARTICLE III

MEMBERS' MEETINGS

Annual Meeting. The annual meeting of the members for the election of Trustees and for the transaction of such other business as may properly come before it shall be held at the time and place of Quarterly Meeting, on the third Last Day in Fourth Month in each year. The number of Trustees to be elected at each annual meeting shall be one-third their total number, or, in the event their total number shall not be divisible by three, such number as shall be then decided by the Trustees. At each annual meeting successors to those Trustees whose terms of office then expire, shall be approved for a term of three years thereafter.

Quorum. The presence in person of fifty active members of the Quarterly Meeting who are of full age shall be necessary to constitute a quorum in a corporate meeting.

Special Meetings. Special meetings of the members may be called at any time by the Board of Trustees, on its own motion or on the written request of at least ten active members of the Quarterly Meeting who are of full age. It shall be the duty of the Board of Trustees to call such meeting whenever so requested in writing by ten such members.

Notice of Meetings. The Trustees shall cause notice of the time and place of the annual meeting of members, specifying the names of Trustees whose successors are to be elected at such meeting, and, if a special meeting, specifying the business to be conducted at such meeting, to be given at the time and place of the regular Meeting for Worship of the constituent Meetings on each of the two successive First Days next preceding such meeting of the members.

Conduct of Business. All active members of the Quarterly Meeting who are of full age shall be qualified to participate in a corporate meeting, and decisions at such meetings shall be arrived at in the manner and custom of the Religious Society to Friends, to wit: by sense of the meeting. A corporate meeting shall be called to order by the President, Vice-President, or by a member of the Board of Trustees, as Temporary Chairman, in that order, and the meeting shall appoint a member who shall clerk the meeting.

ARTICLE IV

TRUSTEES

1. Number. The Board of Trustees of the corporation shall not be less than three nor more than fifteen in number, all of whom shall be members of the New York Quarterly Meeting of the Society of Friends, or be a Member from another Meeting whose appointment has been approved by the New York Quarterly Meeting.

2. Meetings. Meetings of the Board of Trustees shall be held on the second Fourth Day of each month at an hour designated by the Clerk or at such other time and place as the Clerk or two members of the Board of Trustees may from time to time designate by giving at least twenty-four hours' notice thereof personally or by mail to the other Trustees. There shall be an annual meeting of the Board of Trustees

at the next regularly time for a meeting of the Board of Trustees following the election of Trustees. A majority of the Trustees lawfully convened shall constitute a quorum for the transaction of business, and the decisions by the Board of Trustees shall be arrived at in the manner and custom of the Religious Society of Friends, to wit: by sense of the meeting.

3. The Trustees shall have the custody and control of the property, real and personal, belonging to the corporation and of the revenues there from, shall administer the same according to the usages of the New York Quarterly Meeting of the Religious Society of Friends, and do all things necessary and expedient in the control and management thereof. The Trustees shall also follow such directions, not inconsistent with law, as a corporate meeting or the Quarterly Meeting may give them as to the manner in which any of the temporal affairs of the corporation shall be administered.

ARTICLE V

OFFICERS

The Board of Trustees, at its annual meeting, shall appoint a Clerk, Assistant Clerk, Secretary and Treasurer, each of whom shall serve for one year, or until the appointment of his or her successor, subject to the power of the Trustees to remove any officer at their pleasure.

Clerk. The Clerk shall preside at all meetings of the Board of Trustees. The Clerk shall perform all duties commonly incident to the office and shall have general supervision of the affairs of the Corporation. He or she shall report, periodically, to the Board of Trustees and at meetings of the members on all matters coming to his/her notice and relating to the interests of the Corporation.

Assistant Clerk. The Assistant Clerk shall have and exercise the powers and duties of the Clerk in case of his/her absence or inability to act, and shall perform such other duties prescribed by the Board of Trustees.

Secretary. The Secretary shall attend all meetings of the Board of Trustees and of the members, and shall record the minutes of all proceedings at such meetings. He or she shall have charge of the

corporate seal.

Treasurer. The Treasurer shall have custody of all funds, securities, evidences of indebtedness, and other personal property of the Corporation; and shall deposit the same in the name of the Corporation in such bank or banks as the Board of Trustees may designate; and shall pay out of the funds on hand all bills and just debts of the Corporation. At meetings of the Board of Trustees he or she shall make periodic reports of his/her accounts, and shall make a full report of the financial condition of the Corporation at each annual meeting of its members. He/she shall perform duties incident and common to the office of Treasurer.

Assistant Treasurer. The Assistant Treasurer shall assist the Treasurer as requested by the Trustees.

ARTICLE VI

AMENDMENTS

These by-laws may be amended, altered or repealed, in whole or part, at any meeting of the members of the Corporation held upon due notice as provided herein, which notice shall embody such amendment, alteration or proposed repeal.

Appendix C

Overview of New York Quarterly Meeting's Finances*

*Adaptation of a document written by our former Administrator, Nancy Hadley-Jaffe. The unabridged version is available in the Quarterly Meeting Office.

The Quarterly Meeting owns and maintains certain properties in Manhattan and Brooklyn. The Meeting's expenses are primarily those of owning and maintaining property. The Meeting obtains its income from investments, rentals, and from contributions from individuals and from member meetings. The Quarterly Meeting's operating, capital,

and personnel expenditures are based on an annual budget constructed by the Audit and Budget Committee and approved by the Quarterly Meeting. Funds in the endowment are invested and monitored by the Trustees Finance Sub-Committee, according to guidelines established by the Meeting.

Budgeting Process

Our budgeting process involves the following committees: Audit and Budget, 15th Street Property Committee, Brooklyn Property Committee, Cemetery Committee, Trustees' Finance Sub-Committee, and the Trustees. During the fall the Trustees' Finance Sub-Committee and the Quarterly Meeting office project income for the next calendar year. The committees concerned with properties formulate budget requests for the next year's capital improvements and maintenance, and the Trustees make recommendations about salary expense. The Audit and Budget Committee oversees this process, brings the budget together within the framework of our endowment spending plan (Earlham Formula), and presents the budget for approval during the January Quarterly Meeting.

Earlham Formula

Every year we draw down a certain percentage of our investment portfolio for our expenses. The amount of principal used is determined by our investment spending plan (Earlham Formula). According to this formula each year we can spend approximately 5% of our endowment funds which includes that year's reinvested income. Historically if our withdrawals average 5% over a rolling 3-year period, we should be able to preserve the after-inflation purchasing power of our funds. We can spend more than 5% in one year if, in the following years, we draw down less. Consistently larger withdrawals would lead to a reduction in the value of our investments. The Earlham Formula was adopted by the Quarterly Meeting in 1992, minute (92-4-7).

.Combined Trusts

The Combined Trusts are an accumulation of gifts and bequests. The oldest is the Educational Fund which started around 1807, although the majority of the bequests have accumulated since 1875. In the interests of reducing the number of separate trusts in the Combined Trusts, during 2004 the Finance Sub-Committee decided to consolidate trusts within the General Fund. Trusts evaluated at

\$10,000 or less have been consolidated into the line named New York Quarterly Meeting.

Wilks Fund

The Wilks Fund is an unrestricted fund which came to the Meeting in the 1950's. It is comprised of several bequests from the same family. Sylvia Wilks, daughter of the 19th-century financier Hetty Green, herself raised as a Friend, left money to the Meeting in her will. Additionally, the Meeting receives an annual distribution from the Green Trust, another part of the Green-Wilks family fortune. Income from the Wilks Fund has been used to maintain the properties. During 2004, in the interests of simplifying the trust structure, the Finance Sub-Committee agreed to incorporate the Wilks Fund into the unrestricted portion of the Combined Trusts.

The Financial Statement

Every year the Quarterly Meeting's financial records are examined by outside auditors who report their findings in the annual financial statement. The financial statement is a summary of the Quarterly Meeting's assets, liabilities, and statement of activities for the calendar year.

VIII. Queries

Dearly beloved Friends, these things we do not lay upon you as a rule or form to walk by, but that all, with the measure of light which is pure and holy, may be guided: and so in the light walking and abiding, these may be fulfilled in the Spirit, not from the letter, for the letter killeth, but the spirit giveth life.

Advices from the Elders at Balby, 1656

Query

Do we help Friends avoid the burdens of overcontrol and the stress of excessive dependence on them by avoiding the institutionalization of committee membership as terms expire?

Query

How better can we follow Quaker process and stay centered in the Spirit when our community is uncertain or upset and in disunity?

Query

Can we open our hearts to the joy of service to our community as we conduct the mundane business of committee work?

Query

When we find ourselves irritated or annoyed with others, do we remember to seek within for what needs to heal in ourselves?

Attachment to the Handbook:

The following pages are not part of the Handbook itself, but are attached to this Handbook document to provide easy access to them as they relate to the governance and operation of the Friends Seminary: “Friends Seminary Essential Principles, Practices and Procedures”, referenced on p. 20.

Friends Seminary **Essential Principles, Practices and Procedures**

Preface

More than two centuries ago, members of the Religious Society of Friends (Quakers) in New York City founded a school to educate their own children. Over the years it evolved into Friends Seminary, which, under the care of the New York Quarterly Meeting, has become a nationally recognized school that educates students of all faiths from kindergarten through twelfth grade. It aspires to be a place where education occurs within the context of the Quaker belief in the Inner Light—that of God in every person—and where Quaker silent worship, testimonies and practices support a community in which all those present are valued equally and their individual gifts are nourished. In 2012, the School adopted its own *Faith & Practice*, a written statement, developed with input from the entire School community, of its foundational beliefs, along with queries and advices about how to act on them within the School and in the wider world. It was at once a reflection of the School's current reality and an expression of its aspirations as an educational community informed by Quaker values.

Friends Seminary has long lived together with—indeed shared space with—the Fifteenth Street Monthly Meeting, one of the active meetings for worship that make up the New York Quarterly Meeting. This intimacy is a part of the School's identity, a source of strength, and an ongoing challenge to both Meeting and School. It also provides an exceptional opportunity for the continual deepening of their spiritual care relationship, so that it may remain an enduringly vital partnership between a living Friends Meeting and a thriving Friends School.

Essential Principles, Practices and Procedures

The Principles, Practices and Procedures set forth below are intended to provide guidance for the governance of Friends Seminary as it continues to live into its mission as a Quaker school whose values, principles and practices reflect those of the Religious Society of Friends and to support the mutual spiritual care

relationship between the Fifteenth Street Monthly Meeting and the New York Quarterly Meeting on the one hand and Friends Seminary on the other.

The language seeks to strike a balance between spiritual guidance and the need for legal clarity, keeping always at the forefront the shared commitment to Quaker testimonies and practices and to one another, in the certain belief that divine light and truth reside within each one of us.

Queries

Since the time of George Fox, it has been the practice of Friends to use queries to assess the state of their Society and remind them of the ideals they seek to attain. Queries are a guide to self-examination, a framework within which to clarify, and consider in a Spirit-led way, the direction of the life of the community.

Friends have developed the queries brought forward here to guide the practice of those charged with the nurture of Friends Seminary.

1. Do we honor nurture, and sustain Friends Seminary's Quaker roots and the testimonies and practices of the Religious Society of Friends? Do we seek to live into these testimonies in our relationships with one another: students, faculty, staff, parents, alumni, members of the Monthly and Quarterly Meetings, neighbors, and the wider community?
2. How are Friends' values of service, simplicity, integrity, diversity, equality, community, stewardship of the environment, and nonviolence reflected in the life of the School? How do these values influence our programs?
3. How do we build policies and create institutional structures that reflect the testimony of equality, which is grounded in the recognition of that of God in every person?
4. How do our School's programs and our partnership with the Meetings embody our commitment to truth-seeking, respect for community, and the Divine Spark within each person?
5. How do Quakers from the New York Quarterly Meeting and, particularly, the Fifteenth Street Monthly Meeting, contribute to the life of the School? How does the School contribute to the life of the Meetings? How do our communications with the Meetings support these relationships?
6. What are the School's practices in regard to meeting for worship and decision-making in the manner of Friends? How are members of the School community (students, faculty, staff, parents) assisted in the process of understanding and valuing Friends worship and decision-making?
7. How do we work with other Friends institutions, and how do these relationships help us serve the broader community of Quaker education? How do we join with

other Friends organizations in the struggle for peace, equity, justice, and a sustainable world?

8. How do we balance the need for openness with the need for confidentiality with respect to sensitive information?
9. Do we appreciate how the testimony on integrity calls us to truth-telling, authenticity and wholeness? Are we faithful to the demands that the testimony of integrity makes upon us, as individuals and as a collective body, the Governing Board, as we carry out our responsibilities and duties?
10. Do we value all our varied skills, experiences and wisdom? Do we encourage inclusion? Do we create opportunities for synergy—particularly between members of the Religious Society of Friends and those who are not?
 Do we realize the opportunity we have here?

Practices and Procedures

1. Friends Seminary will continue to be a Friends (Quaker) school, and the certificate of incorporation will reaffirm this. The School's values, principles and practices will reflect those of the Religious Society of Friends, as expressed in the then current *Faith and Practice* of the New York Yearly Meeting of the Religious Society of Friends.

The School will operate in accord with these Essential Principles, Practices and Procedures, which shall be included in the by-laws of the separately-incorporated School, and may be amended only with the approval of both the New York Quarterly Meeting, or its successor meeting, and Friends Seminary.

Meeting for worship shall be a central element of the educational experience in ways that take into account the developmental stages of students, and will occur at least weekly.

Given the Friends Peace Testimony and longstanding opposition to war, military recruiting and training is incompatible with Friends testimonies and shall not occur on the premises of, or with the involvement of, the School.

Investment policies and practices shall be consistent with Friends' testimonies, as articulated in the then current *Faith and Practice* of the New York Yearly Meeting.

The School shall maintain membership in good standing in the Friends Council on Education.

2. It shall continue to be a fundamental goal of Friends Seminary to foster an atmosphere consistent with Quaker testimonies, and to serve the Quaker community within the parameters of the School's educational mission. Therefore,

priority shall be extended to qualified Quaker applicants in decisions on admission and financial aid. Qualified Quaker teachers and administrators shall be actively sought.

3. To foster a right relationship between the School and the Meetings, the Care Relationship Committee of the Fifteenth Street Monthly Meeting and Friends Seminary (hereafter, the Care Relationship Committee) shall be established.

The Care Relationship Committee shall facilitate communication between the Meetings and Friends Seminary, create opportunities for working together, and initiate mutually beneficial projects.

In addition, so that the relationship may be harmonious, productive and mutually supportive, members or committees of any of the monthly meetings of the New York Quarterly Meeting and members of the School's Governing Board (see Paragraph 4 below), may bring to the Committee concerns that might hinder or enhance the right relationship between the School and the Meetings, and the Committee may season those concerns. The Committee also shall hear concerns related to the School's adherence to these Essential Principles, Practices and Procedures. (See Paragraph 12 below for the process to be followed in seasoning these concerns.)

At its discretion, the Committee may choose to forward a concern to an appropriate committee of the Fifteenth Street Monthly Meeting, the New York Quarterly Meeting, or the School for seasoning and clearness, and will minute that decision.

The Committee shall consist of a minimum of six members, who shall include a representative of the School's administration and a representative of Quarterly Meeting Trustees. There shall be an equal number of members appointed by the Fifteenth Street Monthly Meeting and by the School Community, the latter including at least one member of the School's Governing Board.

For specific projects, the Committee may seek the participation of other members of the New York Quarterly Meeting and/or the School Community and consult with "outside experts" as necessary.

4. In order to carry out the mission of Friends Seminary as a Friends school, a Governing Board shall be established, to consist of no fewer than twelve members. The Board shall determine policy and oversee the operation of the School in accord with these Essential Principles, Practices and Procedures, so that the spiritual, educational and financial health of the School may be ensured. In carrying out its responsibilities, the Governing Board shall maintain a close working relationship with the Fifteenth Street Monthly Meeting and the New York Quarterly Meeting, their various committees, and the Care Relationship Committee.

5. Half the members of the Governing Board of Friends Seminary shall be members of the Religious Society of Friends appointed by the New York Quarterly Meeting after conversation with the Governing Board. One of these appointees shall be nominated by the Fifteenth Street Monthly Meeting.

The Governing Board shall have responsibility for the appointment of the other half of its members, after conversation with the New York Quarterly Meeting.

The conversations between the New York Quarterly Meeting and the Governing Board are forums for the exchange of information, and in no way imply that one body has any control over the appointments of the other.

6. The clerk of the Governing Board, or one of two co-clerks, shall be a member of the Religious Society of Friends.
7. The Governing Board shall conduct its business in accord with these Essential Principles, Practices and Procedures and in the manner of the Religious Society of Friends, guided by the then current *Faith and Practice* of the New York Yearly Meeting and the then current *Governance Handbook for Friends Schools*, published by the Friends Council on Education. The Board shall also consult the then current *Handbook* of the New York Quarterly Meeting, which is a necessary reference for understanding the Quarterly Meeting's committee structure and procedures. In order to ensure that it will be so guided, one of the responsibilities of the Board shall be to educate its members on these Essential Principles, Practices, and Procedures and on the values and practices set forth in the publications referenced above; it shall be the responsibility of all members of the Board to make use of these documents as they go about their work.
8. The Governing Board and its constituent committees shall strive to conduct their meetings in a spirit of worship in the manner of Friends, where each member endeavors to speak their own truth and to hear that of others. Decisions shall be reached not by voting, but by coming to a sense of the meeting on the matter at hand, when those in attendance at the meeting have reached unity on both the substance and the wording. Such decisions shall be recorded as Minutes of the meeting, which shall be the official record of the Board's decisions. Where appropriate, a statement of concerns may also be recorded as a Minute by a similar process of coming to a sense of the meeting.

Notes on the Board's deliberations may be kept, and if kept, circulated within the Board and to those whom the Board determines should have access to them. Such Notes do not constitute decisions.

Minutes of decisions shall be made available upon request through the main office of the School, except for those in which a specific need for confidentiality has been explicitly stated.

9. The Governing Board shall be asked to weigh the need for confidentiality in light of Friends' spirit of openness and integrity in business.

Although meetings of the Governing Board are not generally open, when it is possible, the Clerk or co-Clerks of the Board shall honor requests to attend from members of the School and Meeting communities.

Friends are disposed towards openness in decision-making. The Governing Board shall therefore disclose to the Meetings in a timely manner plans and issues under consideration that may directly affect them.

10. At any meeting of the Governing Board, a quorum for the transaction of business shall require that more than half the New York Quarterly Meeting appointees be in attendance.

11. The Governing Board shall make an annual report to the New York Quarterly Meeting, including summary financial information; a current list of members of the Board, their positions on the Board, and their committee memberships and positions; and information on how the School is living into its mission and Friends testimonies and practices. The School shall faithfully consider concerns forwarded to it by the New York Quarterly Meeting, and the Quarterly Meeting has committed to doing likewise for those concerns forwarded to it by the Governing Board.

12. A concern regarding the School's adherence to these Essential Principles, Practices and Procedures may be brought to the Care Relationship Committee by any member of the New York Quarterly Meeting or any Friend regularly attending one of its constituent monthly meetings. Any Friend holding such a concern shall follow the process stated here:

Said Friend shall first seek clearness by requesting the establishment of a clearness committee through an appropriate committee of their monthly meeting.

Having weighed the concern with the clearness committee and having reached clearness that the concern should go forward, the Friend, with the support of the clearness committee, shall then bring the concern to the Care Relationship Committee for further seasoning and clearness.

Any member of the School's Governing Board may also bring to the Care Relationship Committee for seasoning and clearness a concern regarding the School's adherence to these Essential Principles, Practices and Procedures, if after

laboring with the Governing Board that member still feels the weight of the concern.

The Care Relationship Committee, after laboring with the concern, may forward its minuted suggestions and recommendations to the Governing Board, and shall inform other concerned parties.

The Governing Board shall give serious consideration to any minuted concerns and suggestions that may be brought to it by the Care Relationship Committee. The Board shall minute its response and forward it to the Care Relationship Committee, which shall be responsible for communicating with concerned parties.

If a serious concern regarding adherence to these Essential Principles, Practices and Procedures remains unresolved, it may be brought by the Care Relationship Committee or by concerned Friends to the Ministry and Counsel Committee of the New York Quarterly Meeting, which shall labor with the Governing Board to seek clearness, and to resolve the situation. In such case, the Governing Board or the Ministry and Counsel Committee may seek the participation of other committees or individuals as they deem appropriate.

13. If the Ministry and Counsel Committee of the New York Quarterly Meeting is in unity that an unresolved concern about Friends Seminary's serious and persistent failure to adhere to these Essential Principles, Practices and Procedures rises to the level of the failure of the School to remain a Quaker School, as described and defined herein, they may engage an assessment by or consultation with the Friends Council on Education or its successor and may bring the matter to the New York Quarterly Meeting as a whole.

If, having labored worshipfully with the concern, it is the sense of a meeting of the New York Quarterly Meeting attended by no less than 25% of its members that the School is no longer a Quaker school because of its serious and persistent lack of adherence to these Essential Principles, Practices, and Procedures, the Meeting shall minute the ways the School has failed. The Meeting may then direct its Ministry and Counsel Committee, working with Trustees and any other body, to take whatever steps are necessary to bring the School back into compliance with these Essential Principles, Practices, and Procedures.

During this meeting of the New York Quarterly Meeting, those with deep personal convictions on the matter at hand may need to consider whether they can be open to the Spirit and, if they cannot, may be led to withdraw from participation in the decision.

The foregoing shall not limit or impair rights of either the School or the New York Quarterly Meeting under other instruments.

14. Any merger of the School with another institution, any disposition of all or substantially all of the School's assets, or the occurrence of a functional equivalent of any of these (whether consensually, involuntarily or in connection with a bankruptcy or receivership proceeding), shall require prior approval of the New York Quarterly Meeting of the Society of Friends, in addition to any other approvals as may be required by law.

In the event the School takes any of the actions specified in the paragraph above without the prior approval of the New York Quarterly Meeting of the Society of Friends, or in the event of the dissolution of the School without the simultaneous and immediate reconstitution as a successor Friends School, the corporate assets, net of liabilities and claims of creditors, shall be distributed to the New York Quarterly Meeting or its successor.

These Essential Principles, Practices, and Procedures shall apply to, shall be deemed assumed by and shall be adhered to by, shall burden and inure to the benefit of, as applicable, and shall be incorporated in the organizational documents of, any successor to the School.