

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee

ITEM J.001
FOR ACTION

<i>FOR PRESBYTERIAN MISSION AGENCY EXECUTIVE DIRECTOR'S OFFICE USE ONLY</i>			
A. Finance		E. Corporate Property, Legal, Finance	X
B. Justice		F. PC(USA), A Corporation	J. Board Nominating & Governance
C. Leadership		G. Audit	P. Plenary
D. Worshiping Communities		H. Executive Committee	

Subject: Report of the Board Nominating and Governance Subcommittee

Recommendation:

A. PRESBYTERIAN MISSION AGENCY BOARD LEADERSHIP ELECTIONS:

The Board Nominating and Governance Subcommittee recommends that the Presbyterian Mission Agency Board ELECT (response forms are attached):

- 1. Kenneth Godshall to the position of Chair of the Presbyterian Mission Agency Board for the term 2016-2018, conditional upon his re-election to the Board at the 222nd General Assembly (2016), and**
- 2. Marsha Zell Anson to the position of Vice Chair of the Presbyterian Mission Agency Board for the term 2016-2018.**

Background:

The Board Nominating and Governance Subcommittee followed the Leadership Election Process outlined in the *Presbyterian Mission Agency Manual of Operations*. The nominees for chair and vice chair were selected by the Board Nominating and Governance Subcommittee during its conference call on December 16, 2015. Notification of their selection was sent to all Board members on January 11, 2016 along with the nominees' brief resumes and answers to the leadership questions. The two-year term begins with the adjournment of the 222nd General Assembly (2016) and ends with the adjournment of the 223rd General Assembly (2018).

B. OTHER NOMINATIONS:

That the Presbyterian Mission Agency Board:

- 1. FORWARD to the General Assembly Nominating Committee for election by the 222nd General Assembly (2016), the following named individual to the Board of Pensions of the Presbyterian Church (U.S.A.), Class of 2020:**

- **Mary C. Baskin**

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

2. **ELECT and FORWARD for confirmation by the 222nd General Assembly (2016), Chad Herring to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors, Class of 2018.**
3. **ELECT and FORWARD for confirmation by the 222nd General Assembly (2016), David Ezekiel to the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. Board of Directors, Class of 2020.**

Background:

The Deliverance of the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. assigns to the Presbyterian Mission Agency Board responsibility for election of directors to the Investment and Loan Program's Board of Directors, subject to the confirmation by the General Assembly. Directors are nominated by various agencies, i.e., the Presbyterian Mission Agency Board Nominating and Governance Subcommittee, the Presbyterian Church (U.S.A.) Foundation, and by the Presbyterian Investment and Loan Program, Inc.

4. **ELECT Lindsay Harren-Lewis for a four-year term to the Stony Point Conference Center Board of Directors, Class of 2020.**

Background:

The Presbyterian Mission Agency Manual of Operations stipulates that Board Nominating and Governance Subcommittee nominate one Board voting member to the Stony Point Conference Center Board of Directors to a four-year non-renewable term, for election by the Presbyterian Mission Agency Board.

5. **ELECT Alice Ridgill to a four-year term on the Presbyterian Council for Chaplains and Military Personnel, Class of 2020.**

Background:

The Presbyterian Mission Agency Manual of Operations provides that the Board Nominating and Governance Subcommittee "nominate one Board voting member, for election by the Presbyterian Mission Agency Board, to a four-year non-renewable term on the Presbyterian Council for Chaplains and Military Personnel."

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

Kenneth Godshall



Ken is the pastor of Central Presbyterian Church in Princeton, Kentucky, Presbytery of Western Kentucky, and Synod of Living Waters. Prior to being called to ordained ministry, Ken held the following positions – Executive Vice President, Magazine Publishers of America (2009-2010), Senior Vice President, Hearst Magazines (2004-2008), Senior Vice-President, Time Distribution Services (2002-2004), President, Time Director Ventures (1997-2001), and Vice President, Time Magazine (1996-1999). Ken has also served as the Board Chair of the Board of Directors of the Presbyterian Publishing Corporation.

Ken received his BA from Dartmouth College, a second BA and MA from Cambridge University, and MBA from the University of Pennsylvania, and his M.Div. from Yale Divinity School.

Summary of Board Experience:

Ken serves/has served the Presbyterian Mission Agency Board as a member of:

- Finance Committee
- Personnel Subcommittee
- Strategy Advisory Group
- PILP

Responses to Leadership Questions:

1. What do you see as the key issues facing the Presbyterian Mission Agency and the church in the next 12-24 months?

The reputation of the PMA has been harmed by a number of setbacks in the last two years. These incidents (cost overruns, special offering ads, dummy corporation) reflect poorly on the agency and in the case of the 1,001 investigation on the board itself. The board needs to rebuild confidence in the PMA and our own work at a time when our financial position needs special attention because of long term revenue erosion and the forecasted elimination of unrestricted reserves in 2017.

The board needs to establish a relationship of trust with agency mission directors, the Leadership Cabinet, and the interim executive director. All of us would benefit from a fresh discussion of the duties of board and staff respectively. The board chair and interim executive director need to have a strong professional relationship based on shared goals, shared values, and mutual respect.

The agency has annual revenues of \$69 million and \$500 million in restricted and unrestricted assets. We have substantial financial resources by any measurement. Yet the PMA struggles with the perception that we face a “financial cliff” because of declining unrestricted reserves. The board needs to reclaim the perspective that we have the financial ability to do significant mission work now and in the future.

The church is in the middle of a healthy identity crisis. My interpretation is that the current debate is at bottom an opportunity to confess again our shared faith in Jesus Christ. PMA can support the church by participating in discussions about the future; by focusing our mission resources on activities that can be done at the PMA and nowhere else; and by promoting the day to day work of the agency as a unique resource for Christian discipleship. There has never been a better time for the mission agency of the PC(USA) to be a force for good in the denomination and in the world.

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

2. How would you as Chair or Vice Chair respond to these issues?

As board chair I would advocate for my view of the board's role. We are more than a rubber stamp for the work of the agency. And we are more than a just a policy-making organization.

We supervise the executive director, which requires a more detailed view of the organization and its possibilities. We review and approve budgets and strategic plans. That means we have to prioritize mission work and direct scarce resources with the help of the staff. If we want to be a good board, there's no substitute for elected members who are deeply interested in the agency's work and willing to contribute their insights and experiences as disciples of Christ.

We should never do the work of the staff. But we do have to learn enough about the work of the PMA to partner effectively with the executive director and to help make some of the tough mission decisions ahead. Will we continue to support Stony Point? Which mission areas without restricted funding will be cut back in the next budget cycle? We need a good understanding of PMA's mission activity to approve staff recommendations and promote the value of the agency to the rest of the church.

As board chair I believe we should continue to formulate published goals to make our priorities clear to the staff and the church. I would improve our time together by focusing meetings further on key issues and goals. When legal and personnel issues are not involved, I have a bias towards public rather than closed sessions because they provide transparency and allow the church to watch us do our work.

As board chair I would encourage the board to communicate about its meetings and decisions more intentionally. For example, every time we announce quarterly financial results, we should accompany the numbers with a press release that includes our interpretations of the PMA's financial health. If we don't provide the headline, the Presbyterian Outlook will, and it may not be the one we want.

The board has too many members in my opinion to work together cohesively. How can we be an effective board if, after two years of service, I don't know every other board member and every other board member doesn't know me? We should consider a reduction in size.

I would review the number and task of the board's committees. Can the work be assigned in a more balanced way? Does the Leadership team have enough to do? Can some of the finance committee's work go elsewhere or be addressed in a subcommittee?

I would encourage the executive committee to communicate more frequently with the rest of the board. I would also review how the executive committee is selected. Is there a reason why the chair of the audit committee is not on the executive committee? That structure would have been helpful when we were working on the 501(c)(3) issue last year.

One of my top priorities as board chair would be to build an outstanding relationship with the interim and permanent executive directors. That means frequent communication, personal time when possible, a relationship based on honesty and respect, and no surprises.

3. Please describe the gifts, abilities, and skills you possess that would equip you for leadership on the Presbyterian Mission Agency Board.

I'm an experienced PC(USA) board member with leadership experience at PPC. I know how to create

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

a shared board agenda with ruling and teaching elders who have responsibility for supervising agency work while meeting in person infrequently.

I have large company management experience that allows me to understand PMA's financial and organizational structure as well as the decision steps and key assumptions involved in creating budgets and strategic plans.

I have the communication skills to ask good questions, the persistence to obtain good answers, the judgment to distinguish important issues from unimportant issues, and the personal skills to engage productively with agency leaders at board meetings and one on one.

I'm an independent thinker who can be relied on to offer a fresh perspective when one is needed. I'm a conscientious worker who picks new assignments carefully and attempts to complete them in good form. I love to work with others in small groups on well-defined tasks.

I have the training to work productively with ordained pastors and understand the theological nature of the agency's work.

My second career as a pastor shows that I'm a lifelong learner. I've enjoyed learning about PMA in my first two years and acknowledge that I would learn much, much more as a board officer.

I have a growing sense of call about the PMA chair position. I was contacted for advice by another board member who applied for the job. Another board member emailed me several weeks ago to inquire whether I was eligible to run. A member of the nominating committee asked me to think about this two weeks ago. These contacts suggest to me that I may be a good fit for the position and need to take the opportunity seriously.

4. Give examples of experiences you have had in providing leadership to a complex organization.

In my first two years on the board I encouraged the board to adopt annual board goals in order to share our objectives with others and to assess our performance.

On the finance committee I have focused attention on our below average investment performance and high investment costs. I have encouraged the Presbyterian Foundation to accept responsibility for both.

I have recently worked with other board members and staff on the finance committee's subcommittee on unrestricted reserves. This group has developed a new reserve policy that will address some of the financial issues that have caused concern at the agency and throughout the church. It's a small example that shows how board and staff can work together productively.

At PPC I was the board chair when a book was published that accused President George W. Bush of masterminding 9/11. With the support of the board I wrote a public statement that addressed the book's strengths and shortcomings in the context of our entire publishing program. This response effectively resolved the controversy.

At PPC I was board chair when the President and Publisher resigned to accept a similar position with the Episcopal Church. I was prepared for executive change as result of the succession plan that was previously approved by the board at my urging. We had a smooth transition year and ended up

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

appointing an experienced leader who is still in place seven years later.

I once faced a situation in the world of publishing where two non-profit organizations were sponsoring rival annual industry conferences that served the same group of participants. I negotiated a merger of the two conferences that allowed the two organizations to serve the industry more amicably while increasing conference profits.

I once served as an elected member of a local school board in New York. The board became embroiled in public controversy when it was unable to reach agreement on the site and grade configuration for a new middle school that was needed because of rising enrollment. I was elected president of the board to moderate the crisis. The school board achieved success when we laid out a detailed process for decision-making that included many opportunities for the public to participate. The board avoided closed meetings in favor of open meetings throughout the process.

5. The time required for Board leadership is generally demanding, and there may be unexpected additional responsibilities as well. How will you make time to respond to these demands, and how will you practice appropriate self-care in the midst of these demands?

I'm in my third year as a solo pastor in a small church in Western Kentucky. The church is supportive of my Louisville work. I believe that Session will help me if I become a board officer by reducing the amount of preaching I do now. I have a Commissioned Ruling Elder and Pastor Associate who are available to preach, administer the sacraments, and help with pastoral emergencies.

I'm a well-organized multi-tasker. I'm a good manager of time and work fairly well under pressure. I have done this kind of church assignment before although in a much smaller agency. To make a major PMA commitment possible, I will probably cut back on my community work which includes the Rotary Club, serving on the board of a local charitable foundation, and leading the high school Drone Club that I started last year.

My spiritual support group consists of two pastors in the town where I live, one Methodist and one Disciples of Christ. The nearest Presbyterian pastor is 45 minutes away. I have a good relationship with COM and call on veteran pastors from time to time for personal and professional advice.

I pray in the sanctuary on weekday mornings before starting work. I participate in a Sunday evening group called Spiritual Life that reads Scripture and devotional books together, led by the church's CRE. In October I attended a three day spiritual retreat in southern Illinois and will do that again next year.

I exercise three times a week at a local fitness club and am in good physical condition.

I live two and a half hours away from Louisville by car. It is not a major travel task to attend regular Board meetings and other PMA gatherings from time to time.

I have been married for many years. My wife can be counted on to insure that I lead a balanced life most of the time.

If I am chosen as the new Board chair, I will prepare in the next few months by consulting previous Board chairs, meeting with Tony De La Rosa, and requesting a privileged conversation with outside counsel to discuss the lawsuits.

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

I'm grateful for the opportunity to share this information and would be happy to answer any questions you may have.

Marsha Anson



Marsha lives in Polson, Montana. She is a member of the First Presbyterian Church of Polson, Glacier Presbytery, and Synod of Rocky Mountains. Marsha is currently the General Presbyter/Stated Clerk for the Presbytery of Glacier. She has a Bachelor of Science Degree in Communications and a Master of Science Degree in Public Relations.

Marsha's professional and volunteer leadership experience includes her work as the Director of Community Outreach Services and Adult Education for the Polson Montana School District. She has served the church at the local, presbytery and synod levels. She currently serves on the board of Intermountain Children and Family Services a joint ministry of the Methodists, UCC, ELCA and PCUSA congregations in Montana.

Summary of Board Experience:

Marsha serves/has served the Presbyterian Mission Agency Board as a member of:

- Worshiping Communities Committee, vice-chair
- Executive Committee, at-large member
- Personnel Subcommittee
- Assembly Action on Reconciliation

Responses to Leadership Questions:

1. What do you see as the key issues facing the Presbyterian Mission Agency and the church in the next 12-24 months?

Change! Change! Change! We are in a time of rapid change for our denomination, the Mission Agency and our congregations. For the PMAB, these changes encompass our structure, whether or not PMA and OGA should merge, how to best use our financial resources, how to determine what ministries we need to keep, what need to be modified and what could be eliminated or transferred to another entity.

The Board also needs to work toward finding its voice and balance. We need to continue moving forward to become a Board that is actively engaged in dynamic and meaningful work without abdicating our authority or overstepping our bounds.

2. How would you as Chair or Vice Chair respond to these issues?

I like change! I find it invigorating and exciting. Clearly the Holy Spirit is at work, nudging, pushing and spinning us in new directions. This is an exciting time to be a Christian and a Presbyterian. To work within and through this context of change, it is important to listen and allow for deliberative conversations. We have a great system to discern God's will through the voice of many, so it will be important to allow many voices to speak. Some people will not speak in a large group setting; some will tend to dominate conversations, not allowing others to speak. Finding creative ways to allow everyone to listen and be heard will need to be a strong priority. It's also vital to remember that many

PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Board Nominating and Governance Subcommittee
Item J.001

people do not like change; they find it unsettling and frightening. It's imperative that we acknowledge and respect this and find ways to celebrate what we've been and what we've done while moving into a new reality.

3. Please describe the gifts, abilities, and skills you possess that would equip you for leadership on the Presbyterian Mission Agency Board.

I have a number of gifts, abilities and skills that could benefit PMA leadership. I'm a good communicator (which includes listening), and I am convinced that creating meaningful relationships is foundational to the work of the Board and it's leadership. I am not afraid of change, and enjoy the challenge of navigating through it. I enjoy people. I tend to be positive. I love learning new things.

As a leader, I rely on a collaborative style. I want people to know the gifts they bring into a system and to feel heard and valued.

And while this isn't a gift, ability or skill, I have an active prayer life which I think is an essential for leadership.

4. Give examples of experiences you have had in providing leadership to a complex organization.

I've been privileged to provide leadership in a number of areas both inside and outside the church. I've been a leader in my congregation, presbytery and synod. Since being called as the General Presbytery/Stated Clerk of Glacier Presbytery, I've helped our presbytery navigate some significant changes in the way we operate and gather together.

While working for the Polson School District, I led a complex group that included teachers, administrators, parents, community organizations and the local hospital in creating a program for parents of very young at-risk children, helping them learn better parenting and nurturing skills.

5. The time required for Board leadership is generally demanding, and there may be unexpected additional responsibilities as well. How will you make time to respond to these demands, and how will you practice appropriate self-care in the midst of these demands?

I find that being organized helps me navigate additional responsibilities and demands on my time. I use an online calendar that connects with my email and cell phone to help stay organized. I also rely on to-do lists to help prioritize the tasks that are most immediate. I'm self-motivated and a self-starter, so adding another responsibility won't be uncomplicated, but it will be doable.

For self-care, since being called to be General Presbytery and Stated Clerk for Glacier Presbytery, I have started taking Friday as a Sabbath as I'm often with congregations on Sunday. My husband also takes Friday as a Sabbath, and so having that time together has been an important part of my week. While it doesn't always work out, I've found that designating a day for rest, reflection and family time, has helped me maintain a balanced life.