

Approved April 2015

**Minutes of the Executive Committee of the
Presbyterian Mission Agency Board
Of the Presbyterian Church (U.S.A.)
Conference Call**

March 4, 2015

CALL TO ORDER Marilyn Gamm, Chair, called the meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) to order with prayer.

ATTENDANCE Gamm called upon Susan Abraham, recorder for the meeting, to call the roll. A quorum was declared present for the transaction of business.

MEMBERS PRESENT Marsha Zell Anson – Member-at-large
James Ephraim, Jr. – Chair, Justice Committee
Marilyn Gamm – Chair, Presbyterian Mission Agency Board
Chad Herring – Chair, Finance Committee
Mary Jorgenson – Member-at-large
Mihee Kim-Kort – Member-at-large
David Shinn – Chair, Worshiping Communities Committee
Josephene Stewart – Vice-chair, Presbyterian Mission Agency Board
Kevin Yoho – Chair, Leadership Committee
Linda Valentine – Member ex-officio

Leadership Cabinet Kathy Francis – Senior Director, Communications Ministry
Earline Williams – Deputy Executive Director for Shared Services

Recorder Susan Abraham – Staff, Office of the Executive Director

Others Martha Clark – Staff, Office of Legal Services
Barry Creech – Staff, Office of the Executive Director
Denise Hayden – Staff, Office of the Executive Director
Laurie Kraus – Staff, Presbyterian Disaster Assistance
Kathie Lyvers – Staff, Office of Legal Services
Leslie Scanlon – Presbyterian Outlook

APRIL 2015 BOARD MEETING AGENDA Gamm led the Executive Committee through the agenda for the April Board meeting ([Appendix 1](#)). It was agreed that for “Generative Topics” on Thursday afternoon, the chairs of the Justice, Leadership, and Worshiping Communities Committee should collaborate and lead the discussion around one or two topics rather than having each committee focus on three different subjects. The chairs of these committees will share what these topics are on the March 25th Executive Committee call.

2015 MID-COUNCIL/BIG Gamm shared that she had received an email from Sue Krummel, Associate

TENT MEETING

for Mid-Council Relations, stating that a mid-council gathering is being planned in conjunction with the Big Tent this summer. Members of the Executive Committee were invited to respond to the three questions posed by Krummel:

1. What Presbyterian Mission Agency staff or Board members should be there?
2. I have been collecting topics for discussion groups. (This was the format two years ago—topics were named and conveners were provided for each room for discussion.) Do you have any ideas to add to the mix of topics?
2. In the past the invitations have gone to executives and stated clerks. As you know, many presbyteries do not have executives. Shall we invite two people from each presbytery?

The Executive Committee agreed by consensus that Executive Committee members, who are able to, will attend the Mid-Council gathering, and to keep the Executive Committee retreat separate from the Mid-Council/Big Tent event.

At the March 25th meeting, the Executive Committee will determine whether to keep the retreat in July or to move it to August.

FINANCIAL REPORTS

Earline Williams led the Executive Committee through the unaudited revenue report for 2014 ([Appendix 2](#)).

**NOMINATING AND
GOVERNANCE
SUBCOMMITTEE REPORT**

Chad Herring referred to the report from Marianne Rhebergen and Wendy Tajima on the webinars that were offered to Board members recently ([Appendix 3](#)).

The Executive Committee encouraged the Nominating and Governance Subcommittee to select a fewer number of goals as priorities for the Board for 2015.

Kathy Francis was invited to give an update on the new website.

**ACTION – 1-EC-030415
CONVENE IN CLOSED
SESSION**

The Executive Committee **VOTED** to convene in closed session at 4:18 p.m. to discuss property, and litigation matters with only members of the Executive Committee to attend the closed session, and with the following individuals to attend portions or all of the meeting:

1. Linda Valentine
2. Martha Clark
3. Sara Lisherness
4. Laurie Kraus
5. Kathie Lyvers

ACTION – 2-EC-030415

The Executive Committee **VOTED** to rise from closed session at 4:54 p.m.

**RISE FROM CLOSED
SESSION**

and the chair reported that the following action had been taken in closed session:

**ACTION – 3-EC-030415
RESPONSE TO WINTER
STORMS**

The Presbyterian Mission Agency Board (“**Board**”) Executive Committee, on an emergency basis and for the sole purpose of responding to the request for aid by the Synod of the Northeast due to the extraordinary winter storms, **VOTED** to approve an exception to the limit set by the Board during its May, 2012 meeting which set the amount allocated for Church Assistance Grants at \$5,000 per church and no more than \$25,000 per mid-council per calendar year. The exception is to allow Presbyterian Disaster Assistance to send up to \$300,000 to the Synod of the Northeast to administer on behalf of the Presbytery of Boston and the Presbytery of Northern New England. These disbursements will be done in accordance with all other Presbyterian Mission Agency policies.

Further that the Executive Committee present its decision to the Board at its April, 2015 meeting for ratification.

**ADJOURNMENT AND
CLOSING PRAYER**

There being no further business, the meeting of the Executive Committee was closed with prayer at 4:55 p.m.

Respectfully Submitted,

Marilyn Gamm
Chair, Presbyterian Mission Agency Board

Linda Valentine
Executive Director, Presbyterian Mission Agency

Draft – March 4, 2015

ITEM P.100
PRESBYTERIAN MISSION AGENCY BOARD
April 15-17, 2015
The Brown Hotel
335 W. Broadway, Louisville, KY 40202
502-583-1234

AGENDA
PRESBYTERIAN MISSION AGENCY OFFICE –

Tuesday, April 14, 2015

2:00 p.m. **Audit Committee**

Wednesday, April 15, 2015

8:30 a.m. **Board Executive Committee -**

1:30 p.m. **Board Opening Plenary –**

- Call to Order *Marilyn Gamm*
 - Opening Worship *Hector Rodriguez, Bryce Wiebe
& Alimir Diaz*
- 1:35 p.m.
- Recitation of Board Covenant *Marilyn Gamm*
 - Roll Call
 - Adoption of Agenda
 - Approval of September 2014 Board Minutes
- 2:05 p.m.

2:15 p.m. Closed Session

4:15 p.m. Break

5:15 p.m. Closed Session

5:30 p.m. Reconvene in Open Session
Greetings from the Moderator *Heath Rada*
Recess

6:00 p.m. Group Dinner
 ➤ Board -
 ➤ Staff -

7:00 p.m. – 8:30 p.m. Board Committee Meetings
 ➤ Finance –
 ➤ Leadership –
 ➤ Justice –
 ➤ Worshiping Communities –

Thursday, April 16, 2015

7:00 a.m. Group Breakfast

8:30 a.m. – 10:00 a.m. Board Committee Meetings
 ➤ Finance –
 ➤ Leadership –
 ➤ Justice –
 ➤ Worshiping Communities –

10:30 a.m. **Board Reconvenes in Plenary –**
Opening Devotion *Mark Brainerd?*

10:40 a.m.	Chair's Report	<i>Marilyn Gamm</i>
10:50 a.m.	Executive Director's Report	<i>Linda Valentine</i>
11:00 a.m.	Small Group Discussion <ul style="list-style-type: none">➤ What is it like for you as a member of the Board in this challenging time?➤ What's the role of the Board and Board members?➤ How can the Board build trust in the church?	
Noon	Group Lunch –	
1:30 p.m.	Association of Presbyterian Colleges & Universities (APCU)	<i>Gary Luhr?</i>
1:40 p.m.	"Educate a Child: Transform the World" – Presentation and Table Talk	<i>Eileen Lindner & Frank Dimmock</i>
2:30 p.m.	Presbyterian Women – Honorary Life Membership	<i>Mary Jorgenson</i>
2:35 p.m.	Committee Reports <ul style="list-style-type: none">➤ Nominating & Governance Subcommittee➤ Audit – G.001➤ Executive – H.002	<i>Wendy Tajima Mary C. Baskin Marilyn Gamm</i>
3:30 p.m.	Break	
3:45 p.m.	Committee Reports continued <ul style="list-style-type: none">➤ Justice – B.001➤ Leadership – C.001➤ Worshiping Communities – D.001➤ Finance – A.001➤ Corporate – E.001	<i>James Ephraim Kevin Yoho David Shinn Chad Herring Marilyn Gamm</i>
4:35 p.m.	Generative Topics <ul style="list-style-type: none">➤ Justice Committee➤ Leadership Committee➤ Worshiping Communities Committee	
5:30 p.m.	Recess	
6:00 p.m.	Dinner in Committees	
<i>Friday, April 17, 2015</i>		
7:00 a.m.	Group Breakfast	
8:30 a.m.	Board Reconvenes in Plenary - Opening Devotion	<i>Jo Stewart?</i>
8:45 a.m.	Greetings from the Stated Clerk	<i>Gradye Parsons</i>
8:50 a.m.	Greetings from the Presbyterian Foundation	<i>Marilee Hopkins</i>
8:55 a.m.	Envisioning the Future <ul style="list-style-type: none">➤ Mission Work Plan 2013-2016➤ Accomplishments in 2014➤ Planning for 2017-2020	
11:30 p.m.	Closing Worship and Adjournment LUNCH ON YOUR OWN	<i>Marci Glass?</i>



PRESBYTERIAN CHURCH (USA)
Presbyterian Mission Agency
 For the Period Ended December 31, 2014
Preliminary - Subject to Audit

	2014 Unrestricted					2014 Restricted					2014 Grand Total				
	2014 YTD Budget	2014 YTD Actual	+(-)% of YTD Budget	2013 YTD Actual	+(-)% of 2013	2014 YTD Budget	2014 YTD Actual	+(-)% of YTD Budget	2013 YTD Actual	+(-)% of 2013	2014 YTD Budget	2014 YTD Actual	+(-)% of YTD Budget	2013 YTD Actual	+(-)% of 2013
Support from Congregations and Presbyteries															
Congregations	\$ 6,600,000	\$ 6,563,090	(0.6%)	7,086,556	(7.4%)	\$ 3,500,000	\$ 3,706,023	5.9%	3,696,240	0.3%	\$ 10,100,000	\$ 10,269,113	1.7%	10,782,796	(4.8%)
Special offerings															
Christmas Joy	-	-	-	-	-	4,200,000	3,604,041	(14.2%)	3,921,296	(8.1%)	4,200,000	3,604,041	(14.2%)	3,921,296	(8.1%)
One Great Hour of Sharing	-	-	-	-	-	7,121,400	6,378,418	(10.4%)	6,519,016	(2.2%)	7,121,400	6,378,418	(10.4%)	6,519,016	(2.2%)
Peacemaking	-	-	-	-	-	900,000	429,198	(52.3%)	1,003,139	(57.2%)	900,000	429,198	(52.3%)	1,003,139	(57.2%)
New Peace and Global Witness	-	-	-	-	-	-	514,516	-	-	-	-	514,516	-	-	
Pentecost	-	-	-	-	-	900,000	743,712	(17.4%)	824,323	(9.8%)	900,000	743,712	(17.4%)	824,323	(9.8%)
Witness	-	-	-	-	-	-	1,435	-	1,723	(16.7%)	-	1,435	-	1,723	(16.7%)
Specific appeals															
Emergency and Disaster Relief	-	-	-	-	-	2,500,000	2,644,563	5.8%	5,812,763	(54.5%)	2,500,000	2,644,563	5.8%	5,812,763	(54.5%)
Extra Commitment	-	-	-	-	-	9,100,000	7,487,946	(17.7%)	6,536,422	14.6%	9,100,000	7,487,946	(17.7%)	6,536,422	14.6%
Mission Initiative	-	-	-	-	-	464,775	89,154	(80.8%)	384,253	(76.8%)	464,775	89,154	(80.8%)	384,253	(76.8%)
Special Missionary Support	-	-	-	-	-	379,101	181,123	(52.2%)	283,188	(36.0%)	379,101	181,123	(52.2%)	283,188	(36.0%)
Hunger	-	-	-	-	-	600,000	586,625	(2.2%)	366,895	59.9%	600,000	586,625	(2.2%)	366,895	59.9%
Theological Education Fund	-	-	-	-	-	1,300,000	1,050,749	(19.2%)	1,062,849	(1.1%)	1,300,000	1,050,749	(19.2%)	1,062,849	(1.1%)
Additional Forms of Giving															
Presbyterian Women	155,000	-	(100.0%)	-	-	405,915	400,810	(1.3%)	420,834	(4.8%)	560,915	400,810	(28.5%)	420,834	(4.8%)
Gifts and bequests	2,000,000	740,684	(63.0%)	674,883	9.7%	150,000	93,596	(37.6%)	2,947,272	(96.8%)	2,150,000	834,280	(61.2%)	3,622,155	(77.0%)
Grants	-	-	-	-	-	475,000	127,254	(73.2%)	756,124	(83.2%)	475,000	127,254	(73.2%)	756,124	(83.2%)
Total Contributions	8,755,000	7,303,774	(16.6%)	7,761,439	(5.9%)	31,996,191	28,039,163	(12.4%)	34,536,337	(18.8%)	40,751,191	35,342,937	(13.3%)	42,297,776	(16.4%)
Endowments, Interest and Dividends															
Income from endowment funds held by the Foundation	5,482,823	5,561,587	1.4%	5,918,280	(6.0%)	7,703,313	10,672,176	38.5%	9,724,803	9.7%	13,186,136	16,233,763	23.1%	15,643,083	3.8%
Income from investments	609,000	629,295	3.3%	617,633	1.9%	1,243,156	911,844	(26.7%)	261,296	249.0%	1,852,156	1,541,139	(16.8%)	878,929	75.3%
Income from funds held by others	1,400,000	814,482	(41.8%)	1,415,190	(42.4%)	120,000	80,000	(33.3%)	96,000	(16.7%)	1,520,000	894,482	(41.2%)	1,511,190	(40.8%)
Other															
Hubbard Press	75,000	75,000	-	15,000	-	154,565	154,565	0.0%	149,571	3.3%	229,565	229,565	0.0%	164,571	39.5%
Sales of resources and services	-	6,505	-	8,004	(19%)	19,093,974	19,908,028	4.3%	20,920,883	(4.8%)	19,093,974	19,914,533	4.3%	20,928,887	(4.8%)
Other	-	-	-	-	-	86,389	33,333	-	-	-	86,389	33,333	-	-	-
Total Endowments, Int, Div. & Other	7,566,823	7,086,869	(6.3%)	7,974,107	(11.1%)	28,401,397	31,759,946	11.8%	31,152,553	1.9%	35,968,220	38,846,815	8.0%	39,126,660	(0.7%)
Total Receipts	16,321,823	14,390,643	(11.8%)	15,735,546	(8.5%)	60,397,588	59,799,109	(1.0%)	65,688,890	(9.0%)	76,719,411	74,189,752	(3.3%)	81,424,436	(8.9%)
Ghost Ranch - Eminent Domain Proceeds	\$ -	\$ 2,074,457									\$ -	2,074,457			
Revised Total Receipts	\$ 16,321,823	\$ 16,465,100	0.9%	\$ 15,735,546	4.6%	\$ 60,397,588	\$ 59,799,109	(1.0%)	\$ 65,688,890	(9.0%)	\$ 76,719,411	\$ 76,264,209	(0.6%)	\$ 81,424,436	(6.3%)

Memorandum

March 2, 2015

To: PMAB Executive Committee
From: Marianne Rhebergen and Wendy Tajima,
Nominating and Governance Sub-Committee
Re: Board Webinars, February 2015

Two Webinars were offered to all members of the PMA Board last month, one week apart. Both were scheduled for 1 pm on Thursdays, which limited their accessibility for Board members whose daytime work isn't flexible (teachers, bankers, etc.).

The first Webinar sought to orient Board members to the various websites related to the six agencies of the PC(USA) – (note that there are seven websites):

www.pcusa.org
www.oga.pcusa.org
www.presbyterianmission.org
www.pilp.pcusa.org
www.pensions.org
www.presbyterianfoundation.org
www.wjkip.org (not covered, to my recollection)

Participation in this Webinar was small – fewer than ten PMAB members. It was facilitated by Barry Creech, with most of the orientation provided by Jeffrey Lawrence in the Communications office. Similarities and differences, as well as common links, in the various sites were noted. A concern raised by some (including myself) was the inherent confusion of having so many sites, as the average person thinks initially only of “the Presbyterian Church.”

The second Webinar offered an opportunity for PMAB members to comment on/re-shape/add to a set of goals proposed for the work of the Board itself. This Webinar had 16 Board participants, again excepting those whose work (and travel) schedules precluded their attendance. There was a great deal of participation, with the result that the Webinar went on longer than the hour for which it was planned. Some members had a lot to say, others were largely silent in the background. The revised goal (now a third version of what was originally proposed) has been posted to a Google Docs site for further comment from PMAB members.

Several of those who could not participate asked for links to an audio recording of the Webinar, and that has been provided. In addition, we have received input (and thanks) from several members who did participate in the Webinar. I am attaching the written comments of Corey Schlosser-Hall (sent after the Webinar) and Glen Snider (sent before the Webinar) with this memo, as I believe they name significant issues that still need to be considered *before* the full Board receives and acts on the document.

Hi you two - Thanks a bunch for your great work in facilitating PMA Board input into helping shape PMA board goals. I have three pieces of feedback that I thought about afterward just sharing them for offering a "first-timer not yet able to participate in a board meeting" perspective.

1) The goal of facilitating churchwide listening and responsiveness cannot be overstated from my perspective. With the churchwide decline in giving and such there seems to be an ever-growing emphasis on "selling" PMA programs to the church and fundraising for those programs. I totally understand this and support assertive funds development. I encourage it in our presbytery. But if it's done without resonance with presbytery and congregational priorities it's a noisy gong or clanging cymbal.

2) Nowhere in the goals are the words "spiritual leader/church leader," "mid-council," "congregation" or "new worshipping community" used. 2 things come from that observation: 1) As an EP at first blush I would read these and say we as PMA continue to ignore mid-council/congregational ministry and mission. And I'm admittedly biased here; I think our primary reason for being should be to help mid-councils thrive in their equipping of congregations and new communities/leaders. Secondarily to manage PMA programs that help the church thrive. 2) I'm concerned that the current goals will overemphasize internal management issues and ignore our reason for existence--to "connect, equip, inspire, the church for Christ's mission" (or something like that). If we take our eye off our reason for being and focus only internally on improving management, we may have already lost our way.

Perhaps a context for the goals will help. i.e. "*In order to better serve mid-councils we will develop a dashboard that measures mid-council engagement for our board members.*"

3) The overall impression of these goals to me is that the recent issues (PCNCI, Special offerings, Triennium overrun) have made us gun shy and criticism-shy and the board wants to circle our wagons, improve our internal processes and management and make sure we're doing things right. That's important and we should do it...because without doing that we run into the issues we've run into. But for an outsider on the board for not yet my first meeting, feels leadership-averse. Now then, maybe that's just where we are and we ought to admit it and that is precisely where our goals need to be. If so, let's give these goals a context and say that "for 2015 we are focusing on getting our management right because recent issues have highlighted that we need to improve those arenas." But for me, this is precisely what I hoped we would not do...sit on our heels.

Thank you again for setting this into motion, doing excellent thinking about this first draft of goals and the opportunity for me as a board member to share and help shape our goals. I'm really grateful.

Cheers, Corey

SUGGESTIONS FROM GLEN SNIDER:

Suggested Board of Director Goals 2015

Board Nominating and Governance Subcommittee

1. **Board goal:** Develop goals for the Board of Directors to assess its own performance and communicate key objectives to the Executive Director and the agency as a whole.
2. **Board/Individual goal:** Maintain an effective working relationship with the Executive Director. Support the Executive Director's personal goals and professional development. *What is the process and what are the characteristics of an effective working relationship?*
3. **Board goal:** Approve a succession plan for the Executive Director
4. **Board goal:** Ask Executive Committee to focus meeting time on mission and vision rather than consent agenda items. *The consent agenda and even more so the sub-committee agenda's often keep us from focusing on the theological and values underpinning of challenges facing our church. Time for prayer-filled discernment and the resulting vision-casting is virtually non-existent. Too often the emphasis is on "talking head" presentations leaving no time for true discernment.*
5. **Board goal:** Use the talents and *spiritual* gifts of Board members to support the PMA mission and accomplish Board goals. *(Need suggestions for making this one more actionable??? See individual goals from the Manual of Operations.) God gifts His church with leaders who not only have natural abilities and talents but with life experience and spiritual gifts. From my perspective spiritual gifts and life experience of members is devalued.*
6. **Board/Individual goal:** Integrate new members into the Board's work and provide mentors for each one. *We could set up a Go-To-Meeting type mentoring program with some basic guidelines.*
7. **Board goal:** Strive to make Board meetings more effective. (needs more detail)
See 4 above
8. **Board goal:** Encourage alliances and partnerships with other PC(USA) agencies and organizations to increase efficiency and eliminate duplication of effort. *Maximize PMA contribution to the greater church. More PMAB liaisons working with these agencies would be helpful – more genuine relationship building not just a fiduciary link.*
9. **Board goal:** Approve benchmarks for PMA performance to be published regularly in a one page dashboard format. *I design dashboards as part of my day job. I am not sure the things that really matter with respect to the role of the PMA can be measured well on a dashboard. It appears we need to give serious consideration to a basic question, "How do we evaluate the effectiveness of the PMA in discerning Christ's vision for the church, being Spirit-led and fulfilling His purposes for each of our ministries. Sorry but in my view it appears to me that we are moving more in the direction of a corporate , politically correct organization then a Spirit directed church.*
10. **Board/Finance Committee? goal:** Develop contingency plans to address the limited reserves of unrestricted reserve funds now forecasted to occur in early 2017. *A vital and urgent necessity that is being discussed in our Finance Committee.*

11. **Board goal:** Prioritize agency initiatives and programs to insure that scarce agency resources are deployed effectively. Highlight program areas that the PMA may de-emphasize or eliminate with the support of the Board. Encourage fiscal restraint as PC (USA) membership and revenues decline. (Work collaboratively with Board, staff, other agencies and the broader church to develop prioritization.) In my view we need a drastically scaled back administrative infrastructure in Louisville and a PMA Board that is no-half its current size. PMA Board and Office of GA should be amalgamated to ensure common vision and reduce administrative overhead.
12. **Board goal:** Increase the use of electronic communications to reduce costs, improve the timeliness and effectiveness of PMA Board functioning, and facilitate interaction with the larger church. AMEN – preach it ☺
13. **Board/Agency goal:** Review new PMA communications strategy by January 2016 for actionable results. AMEN AGAIN!
14. **Board goal:** Ensure the staff development plan for senior management team builds executive depth, accomplish organizational goals, align with the priorities of the agency and achieve work force diversity. Depth does not equal more hiring at GA. We also need intellectual and theological diversity at the executive level. Perhaps we can tap into “the Boomer” pool of retired and waiting volunteers.
15. **Board goal:** Develop a plan by the end of 2015 to improve church-wide consultation and listening. While it is important to hear one another’s voices we need to come together in a very intentional time of prayer to seek Christ’s vision – He does not need to be brought up-to-date. Do we still believe as a church that, ”God’s thoughts are greater than our thoughts and his ways greater than ours?”
16. **Board goal:** Annually assess the extent to which the Presbyterian Mission Agency’s performance reflects appropriately the values to which we are committed as a church.