

Approved September 25, 2013

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

**June 12, 2013 –1 p.m. EST**

**CALL TO ORDER** The meeting of the Executive Committee of the Presbyterian Mission Agency Board (“the Board”) was called to order and opened with prayer by the chair, Mr. Matthew Schramm.

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

**MEMBERS PRESENT** Steve Aeschbacher – Member-at-large  
Bill Capel - Chair, Finance Committee  
Mihee Kim-Kort – Chair, Worshiping Communities Committee  
Cathy Piekarski – Member-at-large  
Heath Rada – Member-at-large  
Noelle Royer – Chair, Justice Committee  
Matthew Schramm – Chair  
Joyce Smith – Chair, Leadership Committee  
Linda Valentine – Member ex-officio

**MEMBERS EXCUSED** Art Canada – Vice-chair

*Leadership Cabinet* Terri Bate – Senior Director, Communications and Funds Development  
Roger Dermody – Deputy Executive Director for Mission  
Dottie Smith – Interim 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

**ACTION – 1-EC-061213** The Executive Committee **VOTED** to ratify the following appointments by  
**APPOINTMENTS BY THE CHAIR** the chair:

- A. Board Nominating and Governance Subcommittee:**
- 1. Steve Aeschbacher, chair (Class of 2014)**
  - 2. Jan Dowlearn (Class of 2015)**
  - 3. Chad Herring (Class of 2015)**
  - 4. Kears Pollock (Class of 2014)**
  - 5. Marianne Rhebergen (Class of 2014)**
  - 6. Wendy Tajima (Class of 2015)**

**B. San Gabriel Task Team:**

- **Dave Dawson (mission pastor)**
- **David Shinn (Board member)**

**Background:** In 2011, the GAMC Executive Committee voted to approve the formation of a task team to review the Report of the Task Force to Respond to San Gabriel Overtures (206th General Assembly Minutes, pp. 246-249) and make a recommendation of a new system to bring the San Gabriel process into the 21<sup>st</sup> Century.

The above persons have been appointed to replace two of the original members who can no longer serve on this team.

Other members on this Task Team are:

- Mark Englund-Krieger
- Nancy Cavalcante
- Amgad Beblawi

Members being replaced are:

- Clark Cowden (Board member)
- Laurie Jaworski (mission pastor)

**ACTION – 2-EC-061213**  
**RATIFY APPOINTMENT OF**  
**AUDIT COMMITTEE CHAIR**

The Executive Committee **VOTED** to ratify the appointment of Mary C. Baskin as chair of the Audit Committee.

**Background:**

At the April 2013 meeting the Board voted to suspend Appendix 1, Section VI. C.4. of the *Presbyterian Mission Agency Manual of Operations*, “Board voting members completing at least two consecutive years on a committee are eligible for election as committee chair” for the April 2013 meeting with the following recommendation:

Voting members of the Classes of 2014 through 2016, who have served at least one year on the Board, will be eligible for election as chair or vice chair of the committee of which they are currently a member.

The Audit Committee has six members:

- Three are Board voting members.
- One member is appointed by the Committee on the Office of the General Assembly.
- Two are at-large members nominated by the General Assembly Nominating Committee for special expertise and elected by the General Assembly.

The chair of the Audit Committee must be a Board voting member. Only one of the three Board voting members was eligible for election as chair, and that member was not present for the April meeting. In order to provide options

for the committee's election, the Audit Committee considered all Board voting members as eligible and elected Mary C. Baskin as chair.

This action served to ratify that election since it was conducted outside of the provisions established by the Board when it suspended the rules.

#### **MID-COUNCIL MEETING**

The Executive Committee reviewed the draft of the schedule for the Mid-Council Consultation/Big Tent/Executive Committee Retreat in August (Appendix 1). In an effort to save costs, respect the time commitment of members and to encourage participation in Big Tent, the Executive Committee decided to hold the Executive Committee Retreat, originally planned for July 24-26, to coincide with the Mid-Council Consultation and Big Tent event scheduled for the following week on August 1-3. The Executive Committee will meet during the times set aside for "partner conferences," and will attend the common workshops at Big Tent when the Committee is not in session.

Mr. Schramm invited Mr. Barry Creech to give an overview of topics for the Executive Committee Retreat. Executive Committee members were asked to suggest other relevant topics in addition to those listed below:

- Functioning of Board and Committees
- Presbyterian Mission Agency theme for the 221st General Assembly (2014)
- Review of the Executive Director
- Time with the new Chief Financial Officer
- Expand Funds Development Goals
- Creative Investment Guidelines

#### **APRIL BOARD MEETING EVALUATION & COMMITTEE ROOM LAYOUT**

Mr. Creech reviewed the results of the feedback on the April 2013 Board meeting. Mr. Creech explained the new features of the report which had been simplified in an effort to give a "dashboard" view of the results of the survey (Appendix 2).

Following discussion of the April Board meeting, the Executive Committee discussed the pros and cons of the new seating configuration in committees.

#### **UPDATES**

Ms. Linda Valentine gave an update on the search for the Chief Financial Officer and the Senior Director for Communications. Ms. Valentine reported that Ms. Earline Williams has accepted the position of CFO and Mr. Mike Hooper, who had previously served as interim General Manager of World Mission, will be coming in as interim Senior Director for Communications. An announcement of the new hire, along with Ms. Williams' bio and personal faith statement, will be sent to Board members on Friday, June 14. The Executive Committee will meet again in the next

couple of weeks to confirm Ms. Williams' appointment.

Ms. Valentine also informed the Executive Committee of the changes to medical dues proposed by the Board of Pensions (BOP) Healthcare Committee and its implications on the Presbyterian Mission Agency. If approved by the board of directors of the BOP, and if implemented as proposed, for 2014, medical dues will increase to 23% of effective salary and the minimum effective salary will be raised. The 2% increase in dues will mean approximately a \$400,000 increase in budget for medical dues for 2014 for Presbyterian Mission Agency employees (this does not include conference center employees which would be an additional amount). The budget that will be brought to the Board meeting in September will be revised to accommodate any increases that will be effective in 2015. The BOP committee has also proposed an additional increase beginning in 2015.

**ADJOURNMENT & CLOSING  
PRAYER**

The meeting of the Executive Committee was adjourned and closed with prayer by Mr. Schramm at 2:30 p.m.

Respectfully Submitted,

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Mr. Matthew Schramm

Chair, Presbyterian Mission Agency Board

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Ms. Linda Valentine

Executive Director, Presbyterian Mission Agency

**Executive Committee Retreat/Mid-Council Consultation/Big Tent**

**Draft - Schedule at a Glance**

**Wednesday, July 31, 2013**

Travel to Louisville

**Thursday, August 1, 2013**

- 8:30 - 3:15 p.m. Mid-Council Consultation
- 4:00 - 5:30 p.m. Opening Worship, Preacher: Ronald Peters, President  
Interdenominational Theological Center, Atlanta
- 6:00 p.m. *Executive Committee Dinner*
- 7:30 – 9:00 p.m. *Executive Committee Meeting*
- 9:00 p.m. Optional Activities

**Friday, August 2, 2013**

- 8:00 - 8:30 a.m. Worship with Vera White
- 8:30 - 9:30 a.m. Plenary, Speaker: Frank Yamada, president, McCormick  
Theological Seminary
- 10:00 - 11:30 a.m. Common Workshops
- Noon - 5:30 p.m. *Executive Committee Meeting*
- 6:00 - 7:30 p.m. Dinner, Speaker: Elizabeth Hinson-Hasty, Associate Professor of  
Theology, Bellarmine University
- 8:00 p.m. *Executive Committee Meeting??*

**Saturday, August 3, 2013**

- 7:00 – 7:30 a.m. Morning Prayers
- 8:00 – 1:30 p.m. *Executive Committee Meeting*
- 2:00 – 3:30 p.m. Common Workshops
- 4:00 – 5:30 p.m. Closing Worship, Preacher: Pamela Driesell, Trinity PC, Atlanta
- 6:00 – 9:00 p.m. Street Party

## Feedback on the April 2013 Presbyterian Mission Agency Board Meeting Louisville, Kentucky



PC(USA) Research Services worked with the Executive Directors office of the Presbyterian Mission Agency to develop a web survey to evaluate the spring 2013 meeting of the PMA Board. Invitations to complete the survey were sent by email to every attending board member (n = 52) on the afternoon of April 12, shortly after the conclusion of the meeting. After three email reminders to non-respondents, on April 17, 24, and 30, a total of 37 had responded, for a response rate of 64%.

Number of survey invitations sent.....	52
Number of surveys completed.....	35
Response rate .....	67%

### 1. Overall, were you satisfied with your stay at the Marriott East Hotel?

Answer	Response	%
Yes, satisfied	28	82%
Neutral or not sure	2	6%
No, not satisfied	3	9%
Not applicable—Did not stay there	1	3%
<b>Total</b>	<b>34</b>	<b>100%</b>

### 2. In general, how would you rate the meeting facilities at the Marriott East?

Answer	Response	%
Good	32	91%
Fair	3	9%
Poor	0	0%
No opinion	0	0%
<b>Total</b>	<b>35</b>	<b>100%</b>

### 3. Please use this space for any additional comments about the location.

#### Text Response

Every one was very professional

I strongly prefer to be closer to the center and downtown.

While I would have preferred to be downtown, I really think the Marriott East was a better place for meeting.

Excellent facility and accommodations. Great location. Responsive staff. Close enough to downtown. Restaurant was very good, too, both for breakfast and dinner.

Closer to the airport might have been better.

It's very far from the Center and very much not a walkable location. There are only chain restaurants nearby, with a few exceptions.

I miss the easier access to the city but understand the costs/benefits and needs for space we have.

Sometimes the serving staff at meals seemed overwhelmed or at time understaffed.

**3. [cont.] Please use this space for any additional comments about the location.**

**Text Response**

The room and the bed were very good. The meeting space was good though tended to be on the dark side. The food was OK, not great. The location was terrible! If you wanted to take a break and walk outside there was nowhere to go. Really disconnected from downtown and Presbyterian Center. I would much rather be in the downtown even if the room were less. I have never understood why we don't stay at the Courtyard downtown and hold our meetings in the Presbyterian Center.

The argument that it's too far from downtown does not move me - if it's a financially responsible place to meet, so be it!

For a short meeting with bad weather outside, this was good (esp. if the costs were lower than downtown). Some folks wished it was downtown so we could get out and about, but again if it is a shorter meeting, it wasn't necessary.

Very helpful staff at the hotel. A little hard to hear in the large committee rooms

beautiful hotel, remote location ,but considering the craziness of the Cardinal fans, probably a great time to be away from 4th street!

great facility, just too bad that it is so far from downtown and the waterfront, we don't get to enjoy the beautiful city at all

I was not able to attend this meeting - and therefor have no basis for completing the questions

Hotel worked very well. Good space. Easy to get around. Staff cooperative. Hard to hear in some rooms; consider having a hand held mike.

Transport to/from airport very expensive.

Statistic	Value
Total Responses	17

**4. What did you think of the layout of the room where plenary sessions were held?**

Answer	Response	%
Liked	19	54%
Neutral or not sure	9	26%
Disliked	7	20%
Total	35	100%

**5. Were there any agenda items during plenary sessions that you believe the Board spent too much time on?**

Answer	Response	%
Yes	8	23%
No	20	57%
Not sure	7	20%
Total	35	100%

**6. Please review the agenda and indicate the items that you believe received too much time during the meeting. (To open a copy of the agenda as a PDF, click here.)** Appendix 2 - Page 3 of 23

**Text Response**

I believe that the Committee Reports could be tighter. I suggest a consolidated Consent Agenda to include some of the motions that were voted upon as non-consent items. Most of the individual voting were on routine items that didn't warrant the discussion because they had been vetted in Committee.

child care reimbursement

Report of the Governance Task Force

I recognize that the Board of Pensions presentation was necessary, but it seemed to go on far too long.

dependent care cap issue

Young adult and funds development should have been combined as much of the information was really pertinent to both presentations.

BOP and Governance Task Force

Not an agenda item, but the conversation about the wording of certain document, such as the phrasing of our board identity and responsibility; I thought the committee did a good job but changing a few words took nearly an hour

Statistic	Value
Total Responses	8

**7. Were there any agenda items during plenary sessions that you believe the Board spent too little time on?**

Answer	Response	%
Yes	8	23%
No	22	63%
Not sure	5	14%
Total	35	100%

**8. Please review the agenda and indicate the items that you believe received too little time during the meeting. (To open a copy of the agenda as a PDF, click here.)**

Social Media Sit In with State of the Church during Cashews and Conversations. Excellent interaction, high value. Suggest we use social media sit in for other conversational topics, and several times during board meetings, for exploring innovation and strategic direction...

Financial statements and condition. would have been better to include with Finance Committee report--after detailed discussion in committee. it was scary that not one question was asked after Denise's presentation.

The business from committees always feels squeezed--even being warned that we had to complete worship and be done by noon to accommodate the hotel. Additionally, flights home are often best scheduled for early to mid-afternoon, so that the actually business of the board gets the least amount of time. It feels very much like debate/questions/concerns are being quashed.

Executive Committee report

I think that Dallas II and the outcomes from there could have been spoken about more broadly.

Cashews and Conversation: the State of the Church

H.003

**8. [cont.] Please review the agenda and indicate the items that you believe received too little time during the meeting. (To open a copy of the agenda as a PDF, click here.)** Appendix 2 - Page 4 of 23

**Text Response**

Time and content--most of the meeting seemed to be reports of what has happened, without asking for feedback or discussion of priorities or strategy. The only item that seemed to have opportunity for input was the Board of Pensions presentation. I know we wouldn't want longer meetings so I'm not sure how this can be handled, but if there was some way (either in who comes on the board or how they're prepared for the meetings) that the approach can be less "teaching and telling the board what's happening" to "getting input on directing the agency" that would be helpful.

Statistic	Value
Total Responses	8

**9. Did you receive the information you needed to make informed decisions on every item considered by the Board during plenary sessions?**

Answer	Response	%
Yes	26	74%
No	7	20%
Not sure	2	6%
Total	35	100%

**10. Please review the agenda and list items for which you did not receive all the information you needed to make an informed decision during plenary. (To open a copy of the agenda as a PDF, click here.)**

**Text Response**

Finance Committee

H.003

Got the information but some of it was very late so did not have time to review as I would have liked.

Finances (see prior answer). the slides that Denise used were not available.

I found that it was difficult to identify and get time to review recently posted reports that occurred during the meeting. I also found the "logic" of such postings difficult. I do encourage the moderator and chairs to be sure as they begin they give time for folk to get to the right space. also, not knowing about an amendment being posted meant I was less prepared for a vote.

Personnel subcommittee report was late.

Executive Committee report

Statistic	Value
Total Responses	7

**11. Were there any particular topics covered in plenary sessions that you think were insufficiently important to merit time on the meeting agenda?**

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Answer	Response	%
Yes	4	12%
No	25	74%
Not sure	5	15%
Total	34	100%

**12. Please review the agenda and list the items that you believe were insufficiently important to merit time on the meeting agenda. (To open a copy of the agenda as a PDF, click here.)**

Text Response

Dallas II

It seemed at times for some topics that discussion continued to fill the time allotted on the agenda, rather than getting to the heart of the issue and having a focused discussion. The Board of Pensions discussion seemed like it was a practice run for when the Board would be meeting with ministers to discuss changes. It could have been sent to the PMA as an information item and did not need to take a hour to discuss the matter, since no input or action was to come of the discussion.

Statistic	Value
Total Responses	2

**13. Please list any topics that you believe should have been considered by the Board but were not.**

Text Response

Can't think of any.

Research Services added info on state of the church, minister health, congregational health, regional variances, i.e. NE vs SW regarding new initiatives, 1001, deployment of resources, etc.

Long term finances and where the agency stands with respect to its balance sheet.

I hope in the future the finance committee has the opportunity to clarify the plan related to the steady decline in economic resources and the decline in the number of staff. I would be helped to know how we are planning for a very dynamic and changing context.

More in-depth coverage on World Mission and the partnership model (so more folks can interpret to their local constituencies). There's still a lot of anxiety about dismissals etc., so while I'm glad it didn't take over like it has in other venues, there probably could have been some attention to how PC(USA) and presbyteries are responding, and whether there will need to be more aggressive change in the future (reconfiguration of national organization, redistricting of presbyteries, as well as opportunities for new growth).

Recent RIF positions, the new configuration of offices impacted, the purpose and rationale

None come to mind at this time.

small churches

Can't think of any.

Statistic	Value
Total Responses	9

**14. Were you satisfied with the chair's moderation of the plenary sessions?**

Answer	Response	%
Yes, satisfied	25	74%
Neutral or not sure	8	24%
No, not satisfied	1	3%
Total	34	100%

**15. Were you satisfied with the amount of time set aside for discussion during plenary sessions?**

Answer	Response	%
Yes, satisfied	23	68%
Neutral or not sure	6	18%
No, not satisfied	5	15%
Total	34	100%

**16. Do you feel everyone had an adequate opportunity to express her/his opinions during plenary sessions?**

Answer	Response	%
Yes	25	74%
No	6	18%
Not sure	3	9%
Total	34	100%

**17. Please use this space for any additional comments about the plenary sessions.**

**Text Response**

I thought the times we were able to break into small groups were very valuable. Especially the synod groups with the staff led to meaningful discussions.

The "u" shaped floor arrangement was much superior to the great big circle that I am used to at the brown.

Placing all reports together would have been helpful instead of on separate pages.

Some things felt rushed along by the chair.

Some items deserved more clarity in relation to questions posed and background rationale for decisions such as those presented by the executive committee and the personnel committee.

Good balance of business and topical discussion. People seemed engaged.

I was not able to attend much of the plenary.

Perhaps more background, written material should have been provided for the dependent care action item; specifically financial.

With a diverse group like the PMA Board, it would help to find more ways to get input (such as the small group discussions with the Board of Pensions presentation). Many folks are hesitant to grab a microphone and speak before a crowd, esp. with only 2-3 meetings a year folks don't get comfortable with this format. Small groups or written feedback give opportunity for quieter voices and slower speakers to get a word in.

Good.

**17. [cont.] Please use this space for any additional comments about the plenary sessions.**

**Text Response**

I wasn't pleased with the arrangements of the tables and chairs for the board members. It was not easy accessible for those who chose to sit at the inner table. It may have been better with one large "U" shaped table, which I like, instead of two, especially with no exits at the back end behind the inner table. There was more space in the aisle ways between those seated at the board tables and staff tables and guests. Everything else was great.

During the Governance report the moderators seemed to be in a hurry, which may have made members feel restrained in offering comments, or anxious about why it was feeling rushed.

sound is critical - the PA system seemed to have improved as the meeting progressed, but was not good at the beginning

The meetings generally take too much time. Having to set aside three full days (four, if you count Audit and Personnel committees, five if you are on one of those and coming from the west coast) is excessive, given that all are during the normal week and not on weekends. it makes it very difficult to attract younger people who have little vacation and little discretion with their time. it even makes it difficult for those of us who are older, unless we are retired. if the meeting is to continue to be as long, start it on Thursday afternoon and run it to Saturday noon or run it two days beginning Thursday morning. use the evening between for committee meetings.

Statistic	Value
Total Responses	14

**18. In which Board committee meeting did you spend the most time?**

Answer	Response	%
Finance	7	21%
Leadership	8	24%
Justice	10	29%
Worshiping Communities	8	24%
Didn't participate in a Board committee meeting	1	3%
Total	34	100%

**19. Did you like the layout of the room where your committee's sessions were held?**

n=33

Answer	Response	%
Yes, liked	18	55%
Neutral or not sure	8	24%
No, disliked	7	21%
Total	33	100%

**20. What is your opinion of the overall amount of time allotted for committee meetings?**

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n=33

Answer	Response	%
Too short	14	42%
About right	18	55%
Too long	1	3%
Total	33	100%

**21. Were there any agenda items that you believe your committee spent too much time on?**

n=33

Answer	Response	%
Yes	4	12%
No	25	76%
Not sure	4	12%
Total	33	100%

**22. Please review the committee agenda and list the items that you believe received too much time in committee. (To open a copy of the agenda as a PDF, click here.)**

**Text Response**

I was frustrated with one of the presenters. She rehashed another presentation and took more than her allotted time. There was discussion on a number of things not on the committee's agenda (most on the Executive committee report) that caused the scheduled panel to get less time and feel pushed.  
 Too much time on Young Women piece, especially the history.

Statistic	Value
Total Responses	3

**23. Were there any agenda items that you believe your committee spent too little time on?**

n=33

Answer	Response	%
Yes	10	31%
No	20	63%
Not sure	2	6%
Total	32	100%

**24. Please review the committee agenda and list the items that you believe received too little time in committee. (To open a copy of the agenda as a PDF, click here.)**

**Text Response**

There were few inputs for exploring new or innovative leadership models, discussion of future agenda items in preparation for the next meeting, no conversation to explore ways to stay in touch with leadership concerns between board meetings.  
 Too little time discussing preparing young people and ruling elders for leadership--this was the most relevant and interesting presentation and discussion.

**24. [cont.] Please review the committee agenda and list the items that you believe received too little time in committee. (To open a copy of the agenda as a PDF, click here.)** Appendix - Page 9 of 23

**Text Response**

The Finance Committee developed a listing of topics and information that it needs further information on, so that the Committee can be fully informed. An expected outcome is that there will be some telephonic meetings taking place to educate the Committee on various practices, procedures, and financial information.

The entire committee meeting was rushed

The agenda item I thought was too short was the training of elders presentation.

We ran out of time and did not get to hear about the NEXT conference.

I don't believe enough time was allotted for conversation at the end.

Some of the information items disclosed matters that we wanted to discuss further

Items for discussion/new items were abbreviated due to time constraints. New items that come to light during the meeting are pushed to the end of the agenda and then we're constrained by needing to adjourn for lunch and afternoon plenary.

We needed more time to process our reflectivie time.

Statistic	Value
Total Responses	10

**25. Were you satisfied with the chair's moderation of the committee meeting you attended?**

n=33

Answer	Response	%
Yes, satisfied	19	59%
Neutral or not sure	9	28%
No, not satisfied	4	13%
Total	32	100%

**26. Were you satisfied with the amount of time set aside for discussion during the committee meeting?**

n=33

Answer	Response	%
Yes, satisfied	23	72%
Neutral or not sure	5	16%
No, not satisfied	4	13%
Total	32	100%

**27. Were there any agenda items for your committee for which you did not receive all the information you needed to make an informed decision?**

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n=33

Answer	Response	%
Yes	3	9%
No	26	81%
Not sure	3	9%
Total	32	100%

**28. Please review the committee agenda and list the items for which you did not receive all the information you needed to make an informed decision in committee. (To open a copy of the agenda as a PDF, click here.)**

Text Response

We had some stuff come up at the end, and we didn't have sufficient time to deal with it. I should have built in more time.

We needed more advance information regarding decisions related to Knoxville College

See prior note about additional information requirements and future plans to educate the committee. This information has been shared with the staff.

Statistic	Value
Total Responses	3

**29. Please use this space for any additional comments about the committee sessions.**

Text Response

Press was not able to hear the board talk.

We didn't get to everything planned

Rooms to big for finance committee

The conference rooms were wonderful, but perhaps consider putting microphones in those rooms as well. Those with softer voices were sometimes hard to hear.

I have trouble downloading the financial and other reports from the great web page.

The really great relationships around the leadership team is a plus, however, the playfulness and casual behaviors of the moderator at times seemed to minimize the importance of the conversations. As to the room, the square layout was not conducive to leadership member conversations, the projector equipment was not optimally placed, and the few presenters that used multimedia were not that skilled in presenting. A highlight was the Young Women's Leadership Development report.

Finance Committee was not well led and important issues for the future were not clearly set out.

Finance was excellent and a foundation for much better meetings in the future has been laid.

would have liked to have the slides Denise used in plenary to compare to the financial statements

I'm a little uncomfortable with the method of electing a committee chair--we have the current chair standing for reelection conducting the meeting to be reelected. It does not allow for honest discussion as to the best candidate for the position.

I was a guest at this committee meeting.

Cook Native American director knew and skillfully presented case for Joy Offering funding.

**29. [cont.] Please use this space for any additional comments about the committee sessions.** Appendix 2 - Page 11 of 23

**Text Response**

All seemed to go well. There always seems to be an item that will take more time than allotted and I am not sure anything can be done about it. In my opinion, I think time should be allowed to have discussion after a presentation. Some items may need more time than others. However, all of it should be done within a reasonable time period.

I say too much time only because Finance was able to have a substantial conversation about roles for the committee and the PMA board and still have time for the ordinary business. Assuming we won't need to have a "who are we" discussion every time, we would then have time left over. RE: the room setup, just a nit--if there's going to be an overhead, then have the set up so folks don't have to sit with their backs to the screen.

It might be possible to hold telephonic meeting prior to the main meeting and thus reduce the total number of days in Louisville. For those members who are not retired and do not work within the PCUSA - attendance at the meetings is a use of vacation time which is limited.

The presentation with Young Adults was excellent. I was glad to hear the different perspectives the panel brought. seemed as though corresponding members did most of the talking.

Statistic	Value
Total Responses	17

**30. How would you evaluate the time spent in worship during this Board meeting?**

Answer	Response	%
About right	30	88%
Not sure	2	6%
Not enough	2	6%
Total	34	100%

**31. Was worship integrated into the flow of the Board's work?**

Answer	Response	%
Yes	28	82%
Not sure	2	6%
No	4	12%
Total	34	100%

**32. Please use this space for comments about worship during the Board meeting.**

**Text Response**

Message and music was wonderful. Thank you!

Neat!

The selection of worship leaders was excellent.

Well done.

Worship and Board work did not seem to mesh very well. It seemed to be "something we are doing" rather than this is "the purpose of our work" and "what informs our work."

liked having a "balanced" lineup - not all staff, not all board

**32. [cont.] Please use this space for comments about worship during the Board meeting.**

Text Response
Don't know how it gets planned--a little non-participatory and disconnected from the business at hand. Since it starts the session, it's easy to miss it (if you're late) or forget about it.
I thought the worship experience was very good. I liked the variety and involvement of many different individuals.
Too much worship and preaching for the purpose or task at hand
Those selected to lead worship did an excellent job. Each presenter brought something different to the service.
Some of seemed perfunctory. Worship needs to thoroughly integrated into our meetings - more singing - more prayer - use the confessions
The worship/devotion times were all wonderful.
All worship was good.
you didn't offer "too much" as an option. I don't think it was too much, and I understand the need for it--but we do need to make sure it respects the time constraints of the full meeting.
I would prefer less worship at a Board meeting.
Worship is integral to the work we do and the worship services at the PMA Board meeting were very good. However, since worship is integral to the work we do, I believe that it is important to begin with worship before any greetings, housekeeping items, or other business. The day and the work at hand begins by focusing on Almighty God before beginning anything else.
David's message on Thursday was outstanding. Neal needs to add humor and passion to his messages; just my view. No doubt he carries a heavy load; nonetheless, the moderator must inspire.
I liked having the young adults lead us

Statistic	Value
Total Responses	18

**33. Materials for this meeting were posted on the Presbyterian Mission Agency website. Did you find the materials easy to access?**

Answer	Response	%
Yes	24	73%
No	7	21%
Not sure/did not try to access	2	6%
Total	33	100%

**34. Were the materials for this meeting posted on the website in a timely fashion?**

Answer	Response	%
Yes	28	82%
No	5	15%
Not sure/did not try to access	1	3%
Total	34	100%

**35. How much of the meeting material did you read prior to the meeting?**

Answer	Response	%
All/almost all	17	50%
About three-fourths	10	29%
About half	5	15%
Less than half	2	6%
None	0	0%
Not sure	0	0%
Total	34	100%

**36. What is your opinion of the overall length of the Board meeting?**

Answer	Response	%
Too short	3	9%
About right	24	71%
Too long	5	15%
Not sure	2	6%
Total	34	100%

**37. Overall, were you satisfied with the meeting?**

Answer	Response	%
Yes, satisfied	30	88%
No, not satisfied	1	3%
Not sure	3	9%
Total	34	100%

**38. For you, what was the most satisfying part of this Board meeting? Please write your answer below.**

Text Response
Committee meetings! Joyce Smith is the best chair. We get our work done but have fun! Oh!,...and I love my new insulated glass and post it notes!! Committee dinner is was fun. Nice to reconnect and meet new folks.
Cashews event
Committee meeting time, bop discussion
discussion times (apart from those during voting) where we had a chance to express our ideas and hear those of others. I also enjoyed the cashews and conversation time. These are the times when new ideas and concerns can be expressed - oh and now I know how to tweet!
My sense that we are trying to intentionally connect with the middle governing bodies. Heath Rada!
Connecting with the issues before the board.
Circle conversations led by Roger Dermody preceding closing worship, social media sit-in a clear winner. Rob Fohr's youth generation portion was good.
The Finance Committee clearing the decks.
worship and making connections

**38. [cont.] For you, what was the most satisfying part of this Board meeting? Please write your answer below.**

Text Response
Plenary sessions moved well and had good interaction
The quality of the members, and their seriousness to the task.
Worshipping together. Having the YAVs help us with social media. Addressing Pension Board and health insurance issues. Renewing acquaintances.
Connecting with others and learning.
Committee work, plans to engage our young people, specifics on mission work such as PDA. news of major gifts, progress on Mideast investment plans.
Opportunity to hear and be heard about many different ministries and issues for the PC(USA).
The most satisfying part of the Board meeting is getting to know others and to be joined together in ministry. I think that this is an opportunity to help PCUSA fulfill its calling under the Gospels. It also is very meaningful to see what is taking place in ministry and new directions for ministry as we go forward.
worship
Committee time
seeing board membes and staff again - conversations at dinner and breaks
The fellowship, information shared by our staff and the involvement of the young adults.
cashews and conversations
The time we spent with the younger people.
Theme was helpful to give frame for the meeting. Spirit was good. Most board members engaged in a constructive way.
worship and making connections
I really appreciate the presentations from the staffs; as a board, it is important to know what's happening in the area we are assigned to serve, and the staffs offer the necessary information and updates the board needs to know. I also appreciate the opportunity to get to know the staffs better. Not that personal relationship is necessary, but putting the face on the ministry area help to know how to pray and support the staffs and the ministries of our church. I also appreciate the way the schedule is made, meeting from Wednesday afternoon to Friday noon. If we shorten it, it would be too packed and if we lengthens it, it would be too great of strain on the board members.
The agenda was not heavy at this meeting. I believe that there were not any issues that people took issue with. Hence, I was pretty satisfied with what took place.
The opportunity to learn more about the excellent staff working with the PMA and their work.
Spirit and emphasis in worship and coversations outside of meetings

Statistic	Value
Total Responses	27

**39. What was the least satisfying part of this Board meeting? Please write your answer below.**

Text Response
Can't think of anything
The way it's spread over 3 days - could be done over 2
I have this nagging feeling that I'm not really helping. I've learned a lot, and I love that, but I don't feel like I'm contributing much.
None.

39. [cont.] What was the least satisfying part of this Board meeting? Please write your answer below Appendix 2 - Page 15 of 23

Text Response

Somehow it felt rushed to me; also we didn't address some major issues, ie income disparity

The room layout made it difficult for those seated in the first and second ring to mingle, enter or exit. We needed an escape hatch! Every time we took a break, the people flow was not conducive for either conversation or egress. The microphone placements were generous, but the cord lengths were a bit constrained making them less useful at times when we needed to move them just a few inches toward the speaker. The audio visual support for almost every portion of the meeting could have been better prepared, at times the screens did not keep up sufficiently with the content being discussed; or the presenter was not fully comfortable with what the next slide was. I suggest presenters receive (additional) coaching on effective presenting with slide, video, Prezi, iPad, etc. Use of Prezi was good to see, (I love it) but even with this relatively new tool, coaching could improve the benefit to the learners. Now post-PMA board meeting, I would really value access to a few of the presentation's source material. Could presenters be asked to optionally share their source files when appropriate? Keynote? Prezi? Or a favorite app if used for the meeting? Using Rob Fohr's great plenary contribution as an example, I understand as a content creator myself that the content is mine to present, but a derivative edition of my unique presentation could be made available that would not only convert the essential content, but the means of presenting. Rob's Prezi was very cool, I'd like to view it, or a portion of it, in Prezi directly to learn from his experience.

So much seemed to be "business as usual."

Would like to do much more strategy and have less reporting.

The fact that most don't seem to see this as a Board, but as a committee, which has real implications. Many don't understand/appreciate the governance and fiduciary aspects of this distinction, which is real and important.

The time. I believe the meeting should be on one day of the weekend.

I think we try some conversations and group things that are not easily managed in the context and time frame but the time given subtracts from greater focus on the decisions a Board needs to make.

Some talking heads just talked too long!

In a few instances one board member over-dominated conversation, without accurate information.

time crunch

I liked the Cashews and Conversations/Social Media Sit-in but there was too wide an array of experience for it to be effective... like trying to talk about math with 2nd and 12th graders - it's still math, but it ends up being too fast for the young and too simple for the older.

Due to my schedule, i wasn't able to attend the entire meeting.

The atmosphere could have been less formal and we could still have gotten the work done.

Nothing

Evidence of behind the scenes maneuvers to defeat the \$1,000 cap on dependent care. A suggestion: If the moderator, Matt, is aware of lobbying on any issue to come to the floor, perhaps small, mixed group discussion should happen before the vote. Perhaps an economically sound policy can come to the floor in September.

Feeling like it was a "dog and pony show" for Board members who are assumed not to know much about the church.

Is there a way to look to shorten the number of week days associated with the meeting. Perhaps the meetings could be longer and end on the weekend or perhaps could start on a Friday and conclude Sunday.

talking about reimbursing board members

Worship

Does not apply.

The seating arrangement.

Really nothing

**39. [cont.] What was the least satisfying part of this Board meeting? Please write your answer below.**

Text Response

the "rubber stamp" feeling of the process (sometimes)

Of this board meeting, I didn't find anything least satisfying. It was well put together, supported and managed. The only thing, as I stated earlier, was the location. While the hotel was beautiful and new, it wasn't near anything that any of us can walk out to enjoy the city or the riverfront.

Can't think of any

Statistic	Value
Total Responses	29

**40. What was your role at this meeting? (Please mark all that apply.)**

Answer	Response	%
Elected Presbyterian Mission Agency Board member	28	82%
Presbyterian Mission Agency Board Corresponding member (PILP, Board of Pensions, Foundation, PPC, etc.)	3	9%
Presbyterian Mission Agency Board Committee at-large member	2	6%
Other (specify):	1	3%

Other (specify):

staff

**41. Please use the space below to make any other comments about the April 2013 Presbyterian Mission Agency Board meeting.**

Text Response

We needed to book travel earlier.

I'd like to thank Matt for his leadership of the board. I'd also like to thank Debbie Gardner, her behind-the-scene work makes our work easy, but much hard work is involved in the preparation. I'm also grateful for all the staff, you are going is so impressive.

We should meet more often. There is something to be said for sustaining the energy and leveraging the conversations with increased meeting frequency. OR, and perhaps more acceptable, facilitate a way for each of the committees to continue their work between PMA board meetings. I think this would make every board meeting more effective, enjoyable, and the committee work more valuable for participants and the Church.

Would like to see this run a bit tighter and a bit shorter. the time required is way more than I have to set aside for that of a publicly traded company whose Board I sit on.

See you in the Fall!

I found the staff to be very helpful and I appreciate all they did. They should be acknowledged for the fine work they do. I also think that the Executive Board did a good job in overseeing the meeting.

I wonder when the agenda is light if there is a way to shorten the meeting time.

**41. [cont.] Please use the space below to make any other comments about the April 2013 Presbyterian Mission Agency Board meeting.**

Appendix 2 - Page 17 of 23

PMA Board meetings continue to be mere rubber stamp of decisions already made and will not be reconsidered. Wasted opportunity to discuss the very mission and purpose and to provide essential feedback. Meetings come across as promotional lacking in sincere intention to hear feedback and advise.

we had a good meeting. The agenda was not heavy and the facility was excellent. I am glad that the Young Adults were invited to share with us. I enjoyed their presentations. The food was good and the service was excellent.

If you want to continue the layout for pleniery then you need to allow for people to move in and out of the inner space and not have to go all the way around to the front to get to the back. Until then people will not want to sit there. Do not put dry long presentations like the BOP after lunch.

I appreciate the effort of so many folk to make the meeting informative and our work effective. I am interested to explore alternative structuring for the meetings such as going into Saturday and reducing the number of overnights required.

One of the better meetings I've been to. Business went well, people asked good questions, and engagement/connections between elected members and staff was very helpful

The meeting was good overall. I do believe, however, that the Board needs to take up the issue of meeting times and dates to accommodate/facilitate the participation of those whose work makes it difficult to take three week days away from their jobs.

Marriott offered good service and food. When arranging seating, include more exit spaces. Cashews and Conversation session didn't work with two groups mixed. Neither subject received enough discussion time.

Hard to design a meeting that includes some folks who are knowledgeable and focused on PC(USA) and those who are not; those who can navigate technology and Roberts Rules and financial statements and other technical things and those who are intimidated; and getting informed decisions made when the turnover is high given the number of meetings in the year. Wonder whether there's a way to help newcomers or folks who need some extra coaching to come in early so there's a good feeling of preparedness, then do the business in the two 24-hour blocks that was suggested (vs. a few hours, then one day, then a morning).

Statistic	Value
Total Responses	15



**A Ministry of the Presbyterian Mission Agency  
Presbyterian Church (U.S.A.)  
100 Witherspoon Street  
Louisville, KY 40202**

**May 17, 2013**

**Feedback on the April 2013  
Presbyterian Mission Agency Board Meeting  
Louisville, Kentucky**

Highlights

This report follows a new format, with several new facets designed to simplify the report, so that the Executive Committee can quickly get a sense of what is, and is not, working at Board meetings. The new features include:

- Only Board members were surveyed – while the Presbyterian Mission Agency Board complies with the Open Meeting Policy, and guests are welcome, this survey instrument is designed to obtain feedback on whether operational aspects of the meeting were conducive to the work of the Board.
- Percentages and bar graphs have been omitted in favor of simple green and red images (in most cases). Regardless of the wording of the responses, the key to the charts is:
  - Green responses are positive. The deeper the shade of green, the more positive.
  - Red responses are negative. The deeper the shade of red, the more negative.
  - Gray responses are neutral...either unsure or no opinion.
- Written responses are included in a separate document. Note that each written response represents the view of only one respondent, so these are marginal concerns, less valid than the overall pie charts, but they may be useful in understanding some responses. When there is a gap in the numbering of the questions in the pie chart document, you will find a question with written responses on a similar topic in the other document.

Response Rate:

- Out of the 52 Board members that attended the meeting, 35 responded, for a response rate of 64%.
- In the pie charts, each quarter pie slice represents about 9 individuals...a half-pie slice represents 18 individuals.
- Despite our best efforts, one staff member did manage to submit responses to the questions. We aren't able to isolate that one set of responses, so they are incorporated in the overall results.

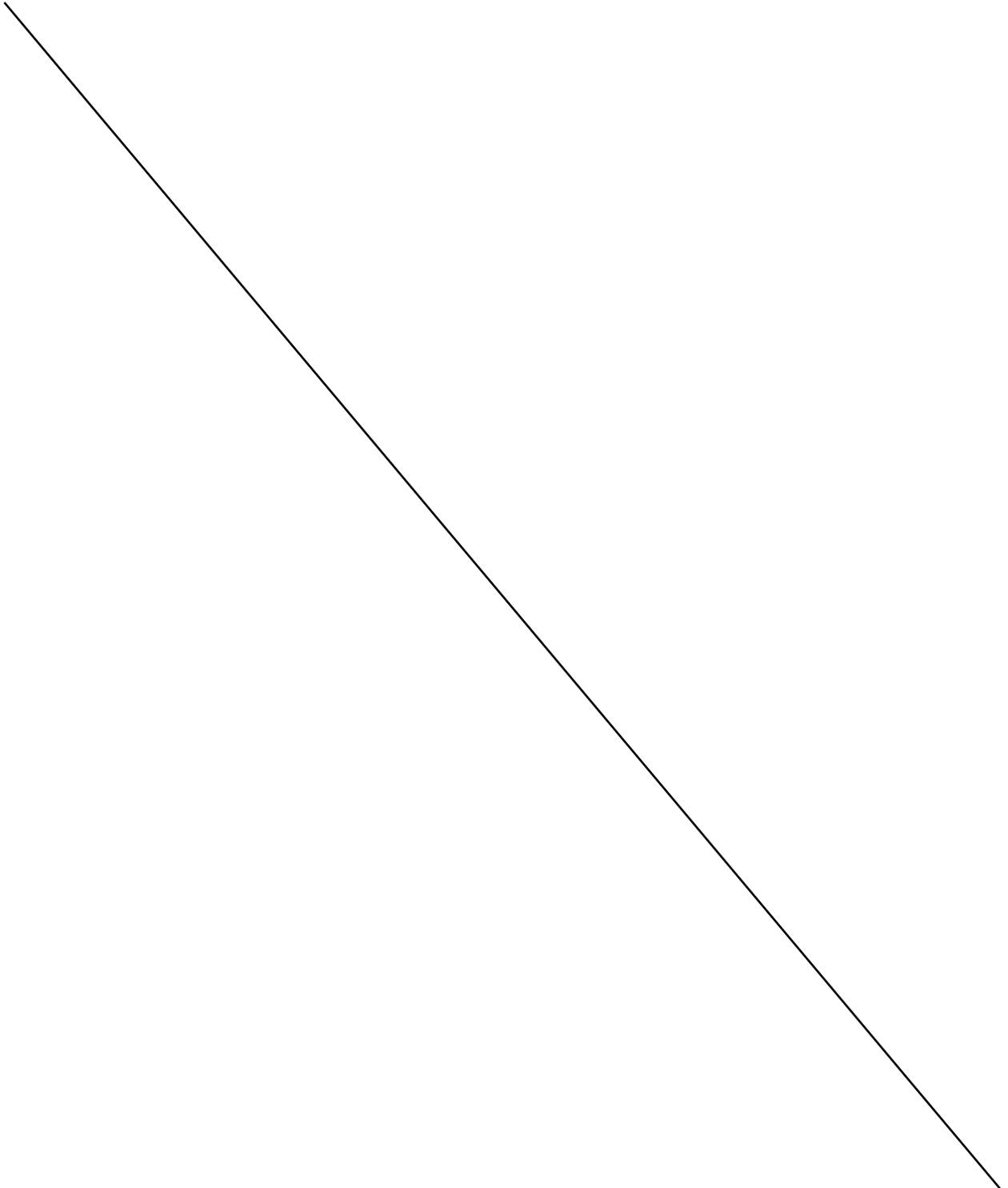
Key Findings:

- The majority of participants surveyed indicated overall satisfaction with:
  - meeting facility
  - location
  - plenary sessions
  - time spent in worship
  - chair's moderation of the meeting
  - agenda
  - timely posting of materials
  - meeting itself
- Items worth a second look:
  - Question 20 -- time allotted for committee meetings?

Slightly more than half of the respondents felt that the time allotted for committee meetings was about right while slightly less than half indicated that the time allotted was too short.

- Question 23 -- items that your committee spent too little time on?

About 1/3 of the participants indicated their committee spent too little time on some items. See Q24 in the written comments for details.



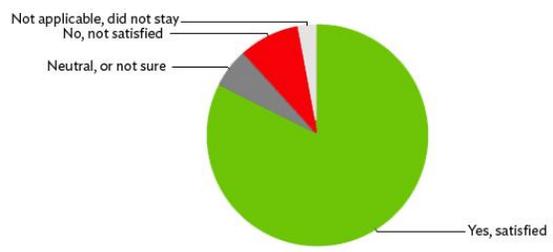


## Feedback on the April 2013 Presbyterian Mission Agency Board Meeting Louisville, Kentucky

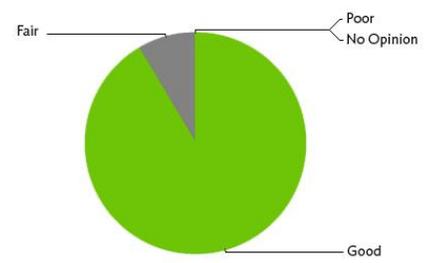
PC(USA) Research Services worked with the Executive Directors office of the Presbyterian Mission Agency to develop a web survey to evaluate the spring 2013 meeting of the PMA Board. Invitations to complete the survey were sent by email to every attending board member (n = 52) on the afternoon of April 12, shortly after the conclusion of the meeting. After three email reminders to non-respondents, on April 17, 24, and 30, a total of 37 had responded, for a response rate of 64%.

Number of survey invitations sent.....	52
Number of surveys completed.....	35
Response rate .....	67%

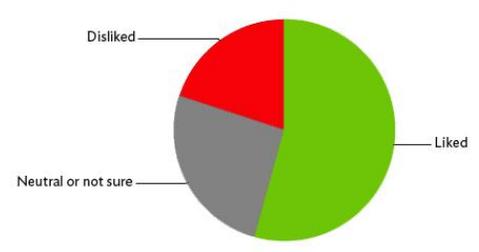
**1. Overall, were you satisfied with your stay at the Marriott East Hotel?**



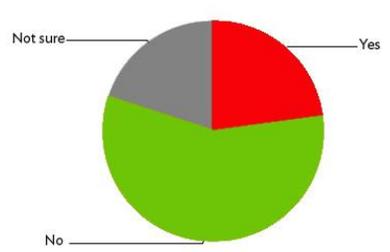
**2. In general, how would you rate the meeting facilities at the Marriott East?**



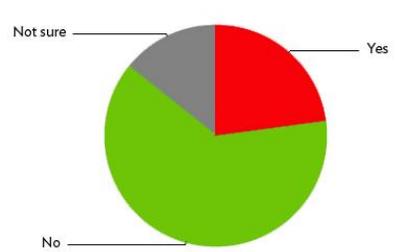
**4. What did you think of the layout of the room where plenary sessions were held?**



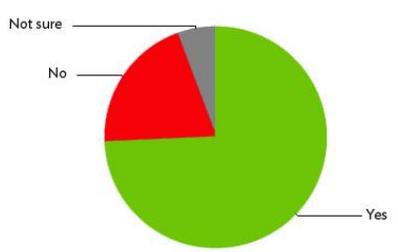
**5. Were there any agenda items during plenary sessions that you believe the Board spent too much time on?**



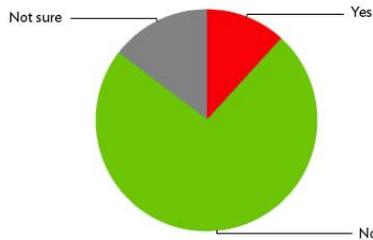
**7. Were there any agenda items during plenary sessions that you believe the Board spent too little time on?**



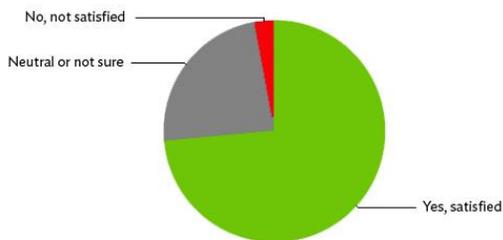
**9. Did you receive the information you needed to make informed decisions on every item considered by the Board during plenary sessions?**



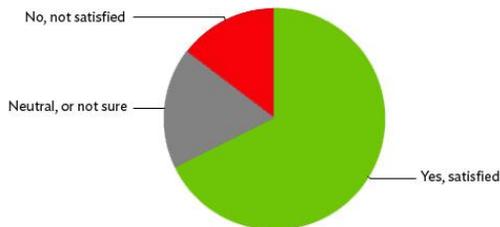
**11. Were there any particular topics covered in plenary sessions that you think were insufficiently important to merit time on the meeting agenda?**



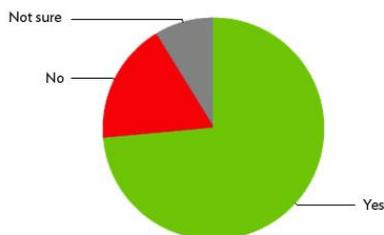
**14. Were you satisfied with the chair's moderation of the plenary sessions?**



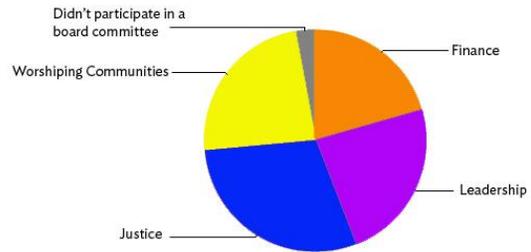
**15. Were you satisfied with the amount of time set aside for discussion during plenary sessions?**



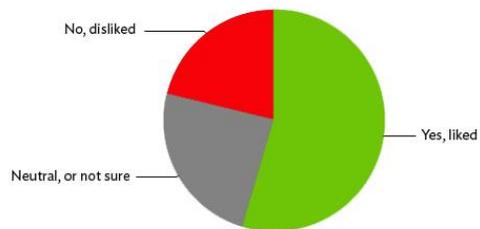
**16. Do you feel everyone had an adequate opportunity to express her/his opinions during plenary sessions?**



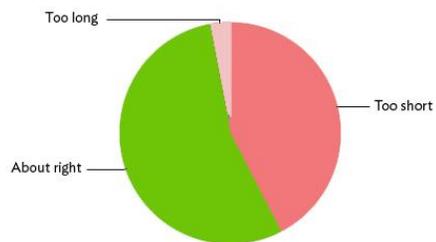
**18. In which Board committee meeting did you spend the most time?**



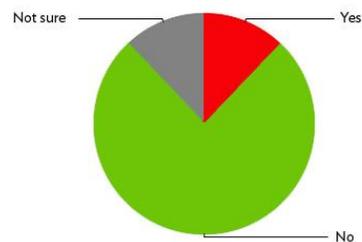
**19. Did you like the layout of the room where your committee's sessions were held?**



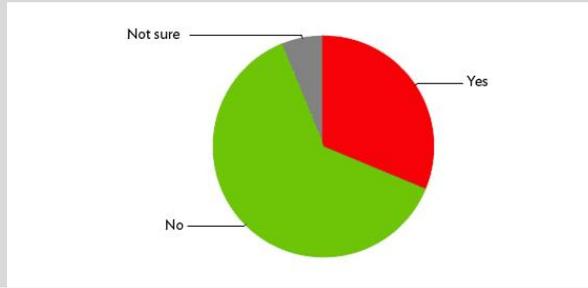
**20. What is your opinion of the overall amount of time allotted for committee meetings?**



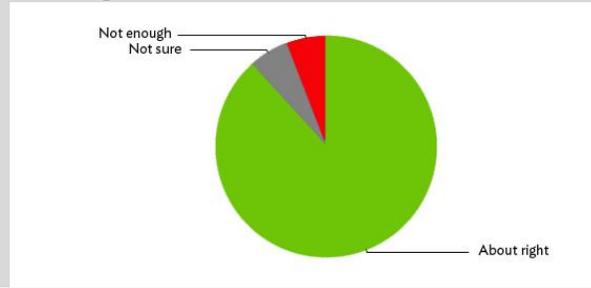
**21. Were there any agenda items that you believe your committee spent too much time on?**



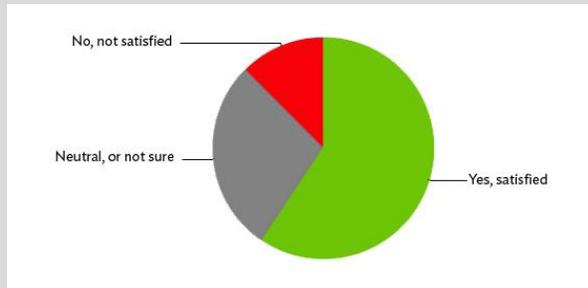
**23. Were there any agenda items that you believe your committee spent too little time on?**



**30. How would you evaluate the time spent in worship during this Board meeting?**



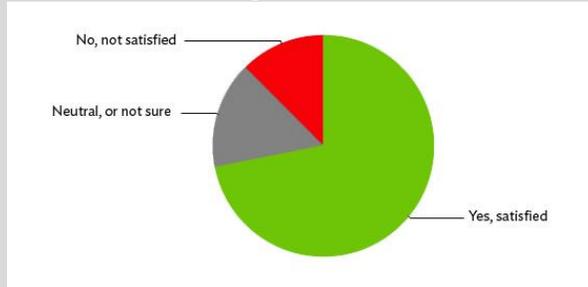
**25. Were you satisfied with the chair's moderation of the committee meeting you attended?**



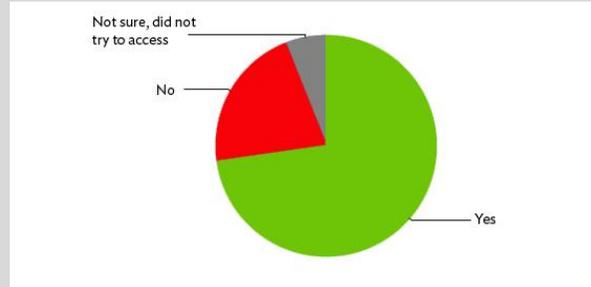
**31. Was worship integrated into the flow of the Board's work?**



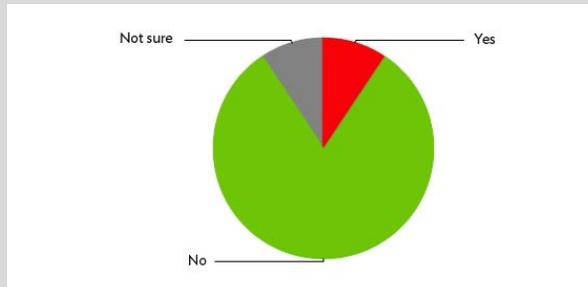
**26. Were you satisfied with the amount of time set aside for discussion during the committee meeting?**



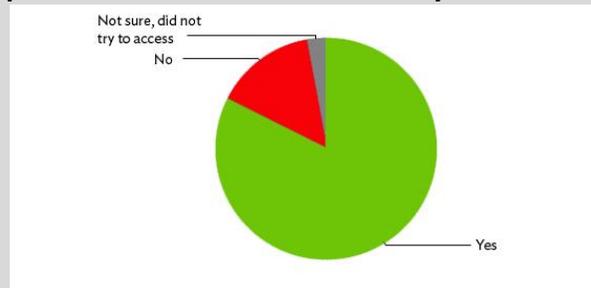
**33. Materials for this meeting were posted on the Presbyterian Mission Agency website. Did you find the materials easy to access?**



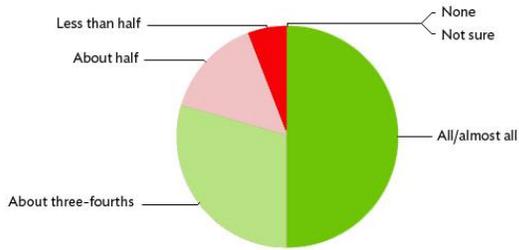
**27. Were there any agenda items for your committee for which you did not receive all the information you needed to make an informed decision?**



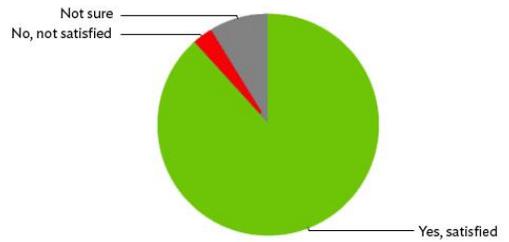
**34. Were the materials for this meeting posted on the website in a timely fashion?**



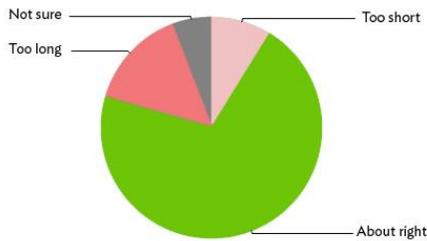
**35. How much of the meeting material did you read prior to the meeting?**



**37. Overall, were you satisfied with the meeting?**



**36. What is your opinion of the overall length of the Board meeting?**



**40. What was your role at this meeting? (Please mark all that apply.)**

