



Ref No:  
479784

**Board Meeting**  
**Agenda Summary**  
**Thursday, October 17, 2013**  
**1:30 PM**

UUA Headquarters  
25 Beacon Street  
Boston, MA 02108

Item No.	Item	Time Req.	Start Time	Ref No.
1	Opening & Welcome	30	1:30 PM	479789
2	Board Calendar Development	30	2:00 PM	479790
3	Board Relation with Committees	120	2:30 PM	479791
4	Daily Covenant Debrief & Process Observation	30	4:30 PM	479792
5	Break	90	5:00 PM	479793
6	Dinner Together at P&E	60	6:30 PM	479794
7	Vespers at P&E	30	7:30 PM	479795

**Presenter :** Jim Key**Start Time :** 1:30 PM**Item No :** 1**Proposed By :** Stephanie Carey Maron**Time Req :** 30**Proposed :** 10/2/2013**Item Type :** Information Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"> <li>a. outward vision rather than an internal preoccupation,</li> <li>b. encouragement of diversity in viewpoints,</li> <li>c. strategic leadership more than administrative detail,</li> <li>d. clear distinction of Board and President roles,</li> <li>e. collective rather than individual decisions,</li> <li>f. future rather than past or present,</li> <li>g. pro-activity rather than reactivity, and</li> <li>h. an open rather than a closed process.</li> </ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Opening & Welcome

**Details :** Centering, read covenant  
Finalize Agenda  
Welcome Observers and Guests  
Consent Agenda

**Attachments :**

Title	Created	Filename
Draft UUA Board Minutes - June 18-19, 2013	Oct 16, 2013	UUA Board Minutes - DRAFT - NOT YET APPROVED - 6-1819-2013.pdf
Draft UUA Board Minutes - August 22, 2013	Oct 16, 2013	UUA Board of Trustees Minutes - DRAFT - 8-22-2013.pdf
Draft UUA Board Minutes - June 24, 2013	Oct 16, 2013	UUA Board of Trustees Minutes - DRAFT - 6-24-2013.pdf
Draft UUA Board Minutes - Exec - June 24, 2013	Oct 16, 2013	UUA Board of Trustees Executive Session Only - DRAFT - 6-24-2013.pdf
Draft UUA Board Minutes - September 5, 2013	Oct 16, 2013	UUA Board Minutes - 9-5-2013.pdf
UURMaPA Account Request of UUCEF	Oct 16, 2013	Memo URMAPA UUCEF.pdf

**DRAFT - HAVE NOT YET BEEN APPROVED**

**MINUTES  
BOARD OF TRUSTEES  
UNITARIAN UNIVERSALIST ASSOCIATION**

June 18-19, 2013

Pursuant to notice duly given, a meeting of the Board of Trustees of the Unitarian Universalist Association was held on Tuesday, June 18 and Wednesday, June 19, 2013 at the Marriott Hotel in Louisville, KY.

**MEMBERS**

**PRESENT:** Allen, Averett, Bartlett, Brody, Carlson, Courter, Cullen, Friedman, Grubbs, Harrison, Jackoway, Kreicker, Laskowski, Lund, Loughrey, Manley, Morrill, Phinney, Pupke, Raible-Clark, Ritchie, Shanti, Stewart, Tino, and Morales

**MEMBERS**

**ABSENT:**

**ALSO**

**PRESENT:** Brennan, Limpert, Montgomery, Moran, Rigdon, and observers

Gini Courter, Moderator, called the meeting to order at 8:30 am on Tuesday, June 18, 2013. Sarah Stewart provided opening words. Trustees and visitors were introduced and the agenda was approved.

**APPROVAL OF BOARD MINUTES**

The minutes of the April 20-21, 2013 meeting of the Board of Trustees were approved as written.

**ACCEPTANCE OF ASSOCIATE MEMBERS**

By unanimous consent, the Unitarian Universalist Service Committee and the Unitarian Universalist Women's Federation were accepted as Associate Members of the UUA.

**ACTIONS REGARDING OFFICERS OF THE ASSOCIATION**

The following motions were approved by unanimous consent:

To appoint Karen Wheeler to the non-salaried position of Assistant Treasurer of the Association effective July 1, 2013, to serve until her successor shall be duly chosen and qualified, with the duties set forth in the Association's Bylaws.

To thank Kathleen Montgomery for her many years of service as Recording Secretary of the Association, and to remove her from that position, at her request, effective at the end of the day on June 23, 2013.

To appoint Harlan Limpert to the non-salaried position of Clerk of the Association effective June 24, 2013, to serve until his successor shall be duly chosen and qualified, with the following duties: the Clerk shall keep an accurate record of all meetings of the Association and the Board of Trustees, shall perform such other duties as may be assigned by the Board, and shall perform the duties of a Clerk under Massachusetts law.

### **SECRETARY'S REPORT**

Tom Loughrey, Secretary, reported on plans for UUA elections to be held at the 2013 General Assembly.

### **PRESIDENT'S REPORT**

President Peter Morales reported on Fulfilling the Call, A Model for UU Ministry in the 21<sup>st</sup> Century, saying that he believed it would prove to be a transformative document. He also updated the Board on plans for the new UUA headquarters building at 24 Farnsworth Street in Boston.

### **TREASURER'S REPORT**

*Harlan: see my email to Tim*

### **FINANCIAL ADVISOR'S REPORT**

Financial Advisor Dan Brody presented his last report to the Board of Trustees. He discussed issues that he worked on during his time in office, including creation of the UU Health Plan, adoption of a new endowment spending policy, selection of TIAA-CREF as the record-keeper for the UU Retirement plan, creation of the Retirement Plan Committee, adoption by the Board of a Conflict of Interest Policy and a Whistleblower Protection Policy, creation of the UU Common Endowment Fund LLC, and adoption of a plan for paying for the costs of fundraising campaigns. He noted one major piece of unfinished business: resolving the status of the Liberal Religious Charitable Society.

## **REPORT ON DISTRICTS**

Kathy Burek, President of the District Presidents' Association, reported on the status and changes in the districts of the Association as well as the discussions concerning regionalization and the proposed bylaw changes enabling regions and establishing the MidAmerica Region.

## **EXECUTIVE SESSION**

The Board voted to go into Executive Session to discuss committee appointments and personnel matters. When it returned to regular session it announced that committee appointments would be entered into the regular minutes of the meeting that the personnel matter would remain confidential.

## **COMMITTEE APPOINTMENTS**

**M (Pupke), S, and  
VOTED AND APPROVED:**

**To appoint the following trustees, effective June 24<sup>th</sup>, to the Finance Committee:**

**Tim Brennan (treasurer)  
Ed Merck (financial advisor)  
Sarah Stewart (chair)  
Natalia Averett  
Lew Phinney (continuing)  
Susan Weaver  
James Snell**

M (Bartlett), S, and

**VOTED AND APPROVED:**

To make the following committee appointments to terms beginning at the close of General Assembly 2013:

The Rev. Jackie Clement to the Journey Toward Wholeness Transformation Committee

Kevin DeBeck to the General Assembly Planning Committee

Elisabeth McGregor and Suzyn Smith Webb to the Election Campaign Practices Committee (to be effective only if proposed bylaws are adopted)

## **DISCUSSION OF ENDS**

Discussion was held concerning the Board's work on a new Ends statement for the Association.

M (Harrison), S, and  
VOTED AND APPROVED:

To adopt the following Ends statement for the Association:

Unitarian Universalist Association Board of Trustees  
Ends Statement  
June 2013

1.0 Global End

A healthy Unitarian Universalist community that is alive with transforming power, moving our communities and the world toward more love, justice, and peace in a manner which assures institutional sustainability.

1.1 Congregations and communities are covenanted, accountable, healthy, and mission driven.

1.2 Congregations and communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

1.3 Congregations and communities are intentionally inclusive, multigenerational and multicultural.

1.4 Congregations and communities engage in partnerships to counter systems of power, privilege and oppression.

1.5 Congregations and communities have and use Unitarian Universalist Association resources to deepen the spiritual and religious exploration by people in their communities, to enhance the ministry of their members and to improve their operations.

1.6 There is an increase in the number of people served by Unitarian Universalist congregations and communities.

1.7 There is an increase in the number of Unitarian Universalist congregations and communities.

1.8 There is an increase in the number of inspired ordained and lay religious leaders equipped to effectively start and sustain new Unitarian Universalist congregations and communities.

- 1.9 Unitarian Universalist institutions are healthy, vital, collaborative partners invested in the future of Unitarian Universalism, its principles and theologies.

### **BOARD DISCUSSION OF GENERAL ASSEMBLY**

The Board discussed their work at the upcoming General Assembly, heard presentations of items to come before the Assembly for decision, and discussed their roles and commitments.

M (Kreicker), S, and

VOTED AND APPROVED: To empower a trustees to speak for the Board at Professional Days with the understanding that Clyde Grubbs will have that authority on Tuesday and Sarah Stewart will have that authority on Wednesday.

### **DISCUSSION OF RETIREMENT PLAN**

Richard Nugent, Director of Church Staff Finance, joined the Board to discuss changes in the UUA Retirement Plan.

M (Pupke), S, and

VOTED AND APPROVED:

To adopt the following changes in the UUA Retirement Plan as proposed by the Retirement Committee.\:

### **DRAFT RESOLUTIONS OF THE BOARD OF TRUSTEES OF THE UNITARIAN UNIVERSALIST ASSOCIATION**

WHEREAS, the Unitarian Universalist Association (the “UUA”) maintains the Unitarian Universalist Organizations Retirement Plan (As Amended and Restated Effective as of January 1, 2000) (the “Plan”) for the exclusive benefit of eligible employees of its participating congregations, eligible ordained community ministers and eligible ordained self-employed ministers; and

WHEREAS, as the sponsor of the Plan, the UUA has certain powers, rights and duties with respect to the Plan, including, without limitation, the authority to amend, modify or terminate the Plan and to appoint one or more persons to administer the Plan; and

WHEREAS, the UUA now deems it desirable to amend and restate the Plan to reflect various changes to the Plan;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees of the UUA, on behalf of the UUA, hereby approves the amendment and restatement of the Plan, in the form

attached hereto, to be effective January 1, 2014, and authorizes Timothy Brennan to sign the amendment and restatement of the Plan on behalf of the UUA.

IT IS FURTHER RESOLVED that, effective upon the adoption of these resolutions, the UUA Retirement Plan Committee shall be the plan administrator and named fiduciary of the Plan, and shall have the authority to exercise, in accordance with applicable law and the terms of the Plan document, certain powers, rights, and duties of the plan administrator and named fiduciary of the Plan, including but not limited to the following:

- The power and duty to resolve any question, ambiguity, inconsistency or omission involving the general administration or interpretation of the Plan; and
- The power to approve, on behalf of the UUA, the adoption of the Plan by any Unitarian Universalist congregation, unaffiliated employer of an ordained Unitarian Universalist community minister and ordained Unitarian Universalist self-employed minister, and to later disapprove and revoke such adoption; and
- The power to amend the Plan to make changes required by legislative or regulatory requirements; and
- The power to amend the participation agreement to reflect the terms of the Plan and the rights and duties of each participating employer that adopts the Plan for the benefit of its eligible employees; and
- The power to monitor the number and type of investment options provided under the Plan, evaluate individual investment option performance, and add, replace or delete investment options under the Plan.

IT IS FURTHER RESOLVED that the Committee is hereby authorized to take any and all actions as it deems necessary or desirable to carry out the intent and the purposes of the foregoing resolutions.

\* \* \*

I, Tom Loughrey, Secretary of the UUA, certify that the foregoing is a correct copy of resolutions duly adopted by the Board of Trustees of the UUA and that the resolutions have not been changed or repealed.

Dated this 18<sup>th</sup> day of June, 2013.

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Secretary as Aforesaid

M (Pupke), S, and  
VOTED AND APPROVED

To accept the following revised charge to the Retirement Plan Committee.

**Revised Charge to the Retirement Plan Committee**

**A. Responsibilities**

- i. To serve as fiduciaries for the Unitarian Universalist (UU) Organizations Retirement Plan, and
- ii. To serve as the committee referenced in Section 1.4 of the document governing the UU Organizations Retirement Plan, including making recommendations to the Board regarding:
  - a. the UU Organizations Retirement Plan Document
  - b.
  - c.
  - d. the company serving as record keeper , and
  - e. other issues related to the UU Organizations Retirement plan.

**B. Appointment and Terms**

The committee shall have seven members, as follows:

- i. Three individuals with expertise in retirement plan management, mutual funds, investment management, or related fields
- ii. One individual who is a religious professional serving a UUA member congregation
- iii. One individual who is a retirement plan participant who is either a retiree or the partner/spouse of a retiree
- iv. The **UUA** Treasurer
- v. The **UUA** Financial Advisor

Except for the Treasurer and the Financial Advisor, who shall serve on the committee as long as they hold office, committee members shall serve for not more than four consecutive terms of two years each.

**C. Meetings**

The committee is expected to meet three to four times annually. Meetings may occur by phone.

**GOVERNANCE WORKING GROUP REPORT**

M (Harrison), S, and  
VOTED AND APPROVED:

To approve the following changes to Board Governance Policies.

**To delete the current 3.8 and replace it with:**

### **3.8 Board Committee Structure**

A. The board has the responsibility for appointing and monitoring certain committees and entities. Section 7.1 of our Bylaws mandates the following board-appointed committees:

1. Executive Committee
2. Ministerial Fellowship Committee  
(The MFC has created sub-committees on candidacy that also require board appointments)
3. Finance Committee
4. Investment Committee of the Unitarian Universalist Common Endowment Fund, LLC (UUCEF LLC) [[Charge to the Investment Committee](#)]

The Bylaws of the UUCEF LLC specify the qualifications of members of the UUCEF Investment Committee, and further describe the specific responsibilities of the committee.

The Board of Trustees appoints the members of the UUCEF Investment Committee and has other powers over the UUCEF LLC, as described in the Certificate of Organization, the Operating Agreement, and the Bylaws of the UUCEF LLC.

5. Religious Education Credentialing Committee; and
6. Audit Committee [[Audit Committee Charter](#)]

Additional board-appointed committees were created in response to General Assembly actions:

7. Open UUA Committee (Rule G-2.1)
8. Journey Toward Wholeness Transformation Committee (1997 Business Resolution)
9. Election Campaign Practices Committee (Rule G-9.13.10)

The Board itself has created the following entities:

10. Appointments Committee  
[[Charge to the Appointments Committee](#)]
11. Moderator Nominating Committee

Not later than 26 months before the beginning of a General Assembly at which an election for Moderator will be held, the board shall appoint a Moderator Nominating Committee to assist the board in carrying out its responsibilities under Section 9.5 of the Bylaws and Section 3.6.1.A of these policies. The committee shall consist of five members, including not more than two trustees.

12. Committee on Socially Responsible Investing  
[[Charge to the CSRI](#)]

13. Retirement Plan Committee  
[\[Charge to the RPC\]](#)
14. Employee Benefits Trust  
[\[Charge to the Health Plan Trustees\]](#)
15. Council on Cross-Cultural Engagement  
[\[Charge to the CCCE\]](#)

B. The board-appointed entities and committees identified in this policy should report to the board no less than once a year. Each report should address the committee's performance against the committee charge, and demonstrate compliance with policy 3.7.8, which requires standards, processes and plans related to antiracism, anti-oppression and multi-culturalism. As reflected in policy 2.13 (Support to the Board), the board will ensure that adequate staff support is provided to facilitate compliance with 3.7.8 and Open UUA guidelines. The board shall consider and take appropriate action on committee recommendations.

**To add to the Appointments Committee charge:**

**B. Considerations in Making Recommendations**

....

5. The committee shall recommend for appointment only persons who are either members of congregations or youth active in their congregations as confirmed by their congregations' boards.

**To adopt new policy 2.13.12:**

Fail to provide adequate staff support for committees' compliance with Open UUA guidelines and policy 3.7.8 antiracism, anti-oppression multiculturalism requirements.

**To replace current: 2.3.3** (Fail to consider diversity in appointments to staff committees and task forces) **with:** Fail to ensure staff-appointed committees and task forces reflect the full diversity of the Association, especially in regard to historically marginalized communities, but also balancing amongst size of congregation, lay and ordained, geography, age (including youth and young adults), and gender, among others. The President shall not fail to consult with groups and organizations, including those traditionally underrepresented in Unitarian Universalist leadership, to help inform the appointment process.

- A. The President shall not fail to implement an open application process for all staff-appointed committees and board-appointed committees for which the staff recommends appointments.

**To delete the language in 2.7.1 as indicated:**

**2.7 Financial Condition and Activities**

The President shall not cause or allow conditions that would jeopardize the Association's fiscal health. Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Fail to cooperate fully with the annual audit of the Association's financial statements, or to sign the financial statements and certify that they fairly represent the financial condition and operations of the Association. ~~Subject to the limitation that the audit does not provide absolute assurance because not all transactions are tested and because audit procedures are determined based on our risk assessments, the audit shall address whether:~~

-

~~o the financial statements have been prepared in compliance with Generally Accepted Accounting Principles (GAAP),~~

-

~~o financial procedures and staff responsibilities have been documented,~~

-

~~o any secured debt over \$50,000 has been issued without prior Board approval,~~

-

~~o Association resources, including staff time, have been used in such way as to be of primary benefit to a private purpose rather than to the Association and its mission,~~

-

~~o Association funds, funds received by the Association in connection with charitable gift annuities and similar instruments, and funds held in trust by the Association for the benefit of member congregations and other entities have been received, held, and disbursed in accord with applicable law, trust documents, and prudent financial management practices,~~

-

~~o Board restricted funds have been used for purposes other than those specified by the Board,~~

-

~~o financial obligations have been met in a timely manner, and~~

-

~~o financial operations have been carried out in a way that complies with the requirements for maintaining the Association's nonprofit, charitable tax status under federal and state laws.~~

**To adopt policy 2.7.9:**

## **2.7 Financial Condition and Activities**

The President shall not cause or allow conditions that would jeopardize the Association's fiscal health. Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

. . . .

9. Enter into any secured debt over \$50,000 without prior Board approval.

Proposed policy Changes to executive session policies

3.1.9.5 Conduct its business in public, except when the Board decides by majority vote to deal with the following kinds of matters in Executive Session:

- volunteer or staff personnel matters of a delicate nature
- sensitive legal matters
- 
- property acquisition or disposition
- business of the above nature involving a member
- governance issues involving the relationship between the Board and the President.

3.1.9.5.2 Participants in Executive Session will normally be limited to Board Members, the Youth Observer, Officers, the Chief Operating Officer, and the Chief of Program and Strategy. The Board may decide by majority vote to include others in an Executive Session, and may decide by a two-thirds vote to exclude any of the normal participants from an Executive Session if their presence would be detrimental.

5.0 The Committees of the Association shall be accountable to the General Assembly. In between meetings of the General Assembly, the Board acts on behalf of the Assembly as per the bylaws. Committees of the Board are accountable to the Board at all times.

**5.1 General Assembly Planning Committee.** The General Assembly Planning Committee (GAPC) is responsible for the arrangements, programs and meetings to be held in connection with General Assembly, subject to the overall policy and direction established by the General Assembly

Further, it was recommended that 5.0 be moved to policy 3.8 as section C, going before "motion 2" in the document sent in the board packet.

And it was further recommended that the sub-policy 5.1 about the GAPC be dropped at this time.

### **Action on Monitoring Reports**

M (Harrison), S, and  
VOTED AND ACCEPTED:

To take the following action on monitoring reports:

**Monitoring report on Policy 2.2.1** - Move to accept the report and to require that the next time that this report is monitored the operational definition be written to be consistent with the global policy 2.2, which means that a reasonable operational definition would cover more than professional misconduct.

**Monitoring report on Policy 2.2.2** – Move to accept the report and to require that the next time this policy is monitored that the operational definition address all elements of the congregational loan policy.

**Monitoring report on Policy 2.7.6** – Move to accept the report.

**Monitoring report on Policy 2.8** – Move to accept the report and to require that the operational definition submitted the next time this report clarify what the auditors are testing and to provide data that will demonstrate compliance.

**Monitoring report on Policy 2.12** – Move to accept the report and to require that the operational definition be corrected the next time this policy is monitored to bring it into compliance with Policy 3.1.10, which proscribes a process for adding individuals to the board@uua mailing list. Move to revise the monitoring schedule for Policy 2.12 to require monitoring in April of the year following election for Moderator or President. The next report should therefore be submitted in April, 2014.

**Operational Definition for Policy 2.13** – Move to accept the operational definition, noting that with the review of strategy being undertaken in preparation for the Ends Monitoring Report scheduled for December, 2013, the Board expects that the strategic plan submitted as part of compliance with Policy 2.13 will be the Ends Monitoring Report.

**Operational Definition for Policy 2.13.3** - Move to accept the operational definition.

**Operational Definition for Policy 2.13.5** – Move to accept the operational definition, noting that the Administration clarified that a sentence was missing from the operational definition that would provide for feedback to be solicited from the Board (as was assumed in the rationale). This should be corrected when this policy is monitored.

**Operational Definition for Policy 2.13.7** – Move to accept the operational definition and to change the monitoring process from direct inspection to internal report.

**Operational Definition for Policy 2.13.8** – Move to accept the operational definition as written, noting that this policy is to be monitored by internal report rather than by direct inspection.

**Operational Definition for Policy 2.13.8.1** – Move to require that a revised operational definition along with supporting data be submitted by March 20, 2014. The revised operational definition should provide a mechanism for gathering feedback from committees as to whether and how they have complied with this policy. This will enable the Board to consider such information as part of the appointments process in 2014. The Board notes that this policy is to be monitored by internal report rather than by direct inspection.

Move to require that reports called for in the operational definitions for Policy 2.13 be submitted to the Board by March 20, 2014. This will enable the Board to do the direct inspection for Policy 2.13.8.1 of 64

2.13 at the April, 2014 Board meeting. In addition, the incoming Vice Moderator will ensure that those Board members who will no longer be on the Board after this meeting have a mechanism to provide information to the incoming Board regarding their experiences regarding the Administration's support of the Board as defined by these policies.

### **FINANCE COMMITTEE REPORT**

M (Pupke), S, and

#### **MOVED AND APPROVED:**

To set the salary of the President of the U.U.A, as proposed in the budget, at the amount of \$222,916.10. The Board assigns to the Audit Committee a review of the top ten compensated positions of the Association for report to the Board of trustees

not later than April of 2014.

M (Pupke), S, and

#### **MOVED AND APPROVED:**

To adopt the proposed budget of the association for FY2014.

### **CLOSING**

Jackie Shanti provided closing words and the meeting was adjourned at 3:15 pm on Wednesday, June 19, 2013.

Respectfully submitted,

/s/ Kathleen Montgomery  
Recording Secretary

## BOARD OF TRUSTEES SCHEDULE

*The board normally meets as follows in **January** and **April**:*

**Thursday: Committee Day:** Right Relationship Monitoring Committee; Committee on Committees; and Finance Committee meet. Whole board activities begin with Thursday dinner.

**Friday:** Working Group Day

**Saturday:** Board meeting

**Sunday:** Board meeting followed by Coordinating Council meeting

*In **June**, the Board meets before and after the General Assembly. The schedule allows Board member participation in UUMA Ministry Days. Working groups normally do not meet at the June meeting. In election years (odd years), newly elected trustees must attend Anti-Racism / Anti-Oppression training for leaders following General Assembly.*

*In **October**, the Board meeting is one day longer, with Committee Day on Wednesday. In October of odd-numbered years (2009, 2011...) the Board meeting is preceded by a retreat for new board members beginning on Tuesday or Wednesday.*

### **October 2013, Boston, MA**

Wednesday, October 16 - Committees

Thursday, October 17

Friday, October 18 – Working Groups

Saturday, January 19 – Sunday, January 21 - Board of Trustees meeting  
(Board packet deadline: **September 17, 2013**)

### **January 2014, San Diego, CA**

Thursday, January 23 - Committees

Friday, January 24 – Working Groups

Saturday, January 25 – Sunday, January 26 – Board of Trustees meeting  
(Board packet deadline: **December 16, 2013**)

### **April 2014 Boston, Providence, RI:**

Thursday, April 10 - Committees

Friday, April 11 – Working Groups

Saturday, April 12 – Sunday April 13 – Board of Trustees meeting  
(Board packet deadline: **March 10, 2014**)

### **June 2014, Providence, RI:**

Tuesday, June 24 – Wednesday, June 25 – Board of Trustees meeting

Wednesday, June 25 – Sunday June 29 – General Assembly

Monday, June 30 – Board of Trustees meeting

(Board packet deadline: **May 19, 2014**)



**MINUTES**  
**BOARD OF TRUSTEES**  
**UNITARIAN UNIVERSALIST ASSOCIATION**

August 22, 2013

Pursuant to notice duly given, a meeting of the Board of Trustees of the Unitarian Universalist Association was held electronically on Thursday, August 22, 2013.

**MEMBERS**

**PRESENT:** Averett, Grubbs, Harrison, Key, Merck, Morales, Phinney, Ritchie, Sallwasser, Sharp, Snell, Stewart, and Weaver.

**MEMBERS**

**ABSENT:** Eller-Isaacs.

**ALSO**

**PRESENT:** Brennan, Limpert, Cooley, Dodd.

Jim Key, Moderator, called the meeting to order at 8:08 PM ET on Thursday, August 22, 2013. Sarah Stewart provided opening words and a brief check-in took place. The agenda was approved.

**CHIEF FINANCIAL OFFICER'S REPORT**

Tim Brennan provided an update on the building progress and the upcoming request for authorization to commit additional dollars to the effort. It was requested that the formal proposal be framed by the policies related to property.

**PROGRAM & STRATEGY OFFICER'S REPORT**

Terasa Cooley, Program & Strategy Officer, provided a heads-up on the board orientation packet she and her team are creating to provide an overview of the various activities and programs being led by the administration.

**CHIEF OPERATING OFFICER'S REPORT**

Harlan Limpert, Chief Operating Officer, summarized the progress being made in interviewing candidates being considered to work with the board and administration around monitoring.

### **EXECUTIVE SESSION:**

Sarah Stewart moved and Clyde Grubbs seconded a motion to move into executive session for the purpose of discussing appointments to the board.

Afterwards it was moved and seconded that the board exit executive session and report out that Larry Ladd had been selected by the board to serve as Financial Advisor for the remainder of the term held by Ed Merck. It was noted that the bylaws would allow Ladd to run for moderator at General Assembly in 2014. It was agreed that Jim Key would notify Larry Ladd and that the Appointments Committee would be asked to notify other candidates of the decision.

### **SEPTEMBER BOARD RETREAT**

It was confirmed that the Board would have a retreat on September 13 and 14, 2013 in Boston. It was also confirmed that the January, 2014 board meeting would take place in San Diego January 23-26, 2014.

### **PROCESS OBSERVATION**

James Snell provided process observations.

### **CLOSING**

Jim Key adjourned the meeting at 9:37 PM on Thursday, August 27, 2013.

Respectfully submitted,

/s/ Harlan Limpert  
Clerk

### **BOARD MEETING DATES**

- **October 2013, Boston, MA**  
Thursday, October 17 - Sunday, October 21

- **January 2014, San Diego**  
Thursday, January 23 - Sunday, January 26
- **April 2014, Boston, MA**  
Thursday, April 10 - Sunday April 13
- **June 2014, Providence, RI**  
Tuesday, June 24 - Wednesday, June 25: Board Meeting  
Wednesday, June 25 - Sunday June 29: General Assembly  
Monday, June 30: Board Meeting

**MINUTES**  
**BOARD OF TRUSTEES**  
**UNITARIAN UNIVERSALIST ASSOCIATION**

June 24, 2013

Pursuant to notice duly given, a meeting of the Board of Trustees of the Unitarian Universalist Association was held on Monday, June 24, 2013 in Louisville, Kentucky.

**MEMBERS**

**PRESENT:** Averett, Eller-Isaacs, Grubbs, Harrison, Key, Merck, Morales, Phinney, Ritchie, Sallwasser, Sharp, Snell, Stewart, and Weaver.

**MEMBERS**

**ABSENT:** None.

**ALSO**

**PRESENT:** Brennan, Carey Maron, Limpert, Cooley, Dodd, and observers.

Jim Key, Moderator, called the meeting to order at 9:07 AM on Monday, June 24, 2013. Sarah Stewart provided opening words. Trustees and visitors were introduced and the agenda was approved.

**SECRETARY'S REPORT**

Susan Ritchie, Secretary, reported on the Responsive Resolution passed during plenary session on AR/AO/MC. It was agreed that the board's Executive Committee would follow-up to ensure an appropriate response. It was also agreed that Harrison and Limpert would ensure further discussion on the Fifth Principle Taskforce and suggestions on how General Assembly might be reimagined.

**SEPTEMBER BOARD RETREAT**

It was confirmed that the Board would have a retreat on September 13 and 14, 2013 in Boston.

**EXECUTIVE SESSION**

The Board voted to go into Executive Session to discuss committee appointments proposed by the Appointments Committee as well as the UUA administration and when it

returned to regular session, agreed that appointment would be entered into the regular minutes of the meeting.

### **COMMITTEE APPOINTMENTS**

M (Stewart), S (Eller-Isaacs)

VOTED AND PASSED: To make the following appointments, effective at the close of the 2012 General Assembly:

#### *Religious Education Credentialing Committee:*

1. Tandy Scheffler (Chair), Master Level Credentialed RE
2. Randy Becker, Parish Minister/MRE
3. Russ Araujo, Lay member
4. Jenice View, Lay member
5. Christina Leone, Faith Development Minister

#### *Religious Education Credentialing Committee New Nominations:*

1. Kathleen Carpenter, LREDA Board Nominee
2. Orlando Rice, Lay member

#### *Ministerial Fellowship Committee New Nomination:*

1. Madeleine Sifantus, Parish Minister

#### *Eastern Regional Subcommittee Credentialing Committee:*

1. Claire Feingold-Thorin (Co-Chair), Parish Minister
2. John Simmonds (Co-Chair), Lay person of color
3. Manish Mishra, Parish Minister of color
4. Alice Syltie, Minister of Religious Education
5. Kathy Bowman, Lay person
6. Amassa Fauntleroy, Lay person of color
7. Linnea Huston, Lay person
8. Allyn Clarke, Canadian Lay person
9. Tim Temerson, Parish Minister
10. Megan Foley, Parish Minister

#### *Western Regional Subcommittee Credentialing Committee:*

1. Melissa Carvill-Ziemer (chair), Parish Minister
2. Judy Welles, Retired Parish Minister
3. Forrest Gilmore, Community Minister
4. John Morehouse, Parish Minister
5. Charla Weiss, Lay person of color
6. Sharon Blevins, Lay person
7. Helen Leddy, Lay person

8. Leslie Trew, Lay Community Minister
9. Ken Collier, retired Parish Minister
10. Noel Bain, Lay person (new appointment)

*Journey Towards Wholeness Transformation Committee:*

1. Jonipher Kuponon Kwong (Co-chair)

**PROCESS OBSERVATION**

Clyde Grubbs provided process observations.

**CLOSING**

Jim Key adjourned the meeting at 11:07 AM on Monday, June 24, 2013.

Respectfully submitted,

/s/ Harlan Limpert  
Clerk

**BOARD MEETING DATES**

*The Board of Trustees normally meets as follows in **January** and **April**:*

- **Thursday:** Morning—Board Retreat; Afternoon—Board Meeting
- **Friday:** Board Meeting
- **Saturday:** Board Meeting
- **Sunday:** Board Meeting

*In **June**, the Board meets before and after the General Assembly. The schedule allows Board member participation in Unitarian Universalist (UU) University and UU Ministers Association (UUMA) Ministry Days. Working groups normally do not meet at the June meeting. In election years (odd years), newly elected trustees must attend Anti-Racism / Anti-Oppression training for leaders following General Assembly.*

*In October of odd-numbered years (2013, 2015...) the Board meeting is preceded by a retreat for*

*new board members beginning on Tuesday or Wednesday.*

- **October 2013, Boston, MA** Thursday, October 17 - Sunday, October 21
- **January 2014, San Diego** Thursday, January 23 - Sunday, January 26
- **April 2014, Boston, MA** Thursday, April 10 - Sunday April 13
- **June 2014, Providence, RI** Tuesday, June 24 - Wednesday, June 25: Board Meeting  
Wednesday, June 25 - Sunday June 29: General Assembly  
Monday, June 30: Board Meeting

**EXECUTIVE SESSION ONLY**  
**BOARD OF TRUSTEES**  
**UNITARIAN UNIVERSALIST ASSOCIATION**

June 24, 2013

**MEMBERS**

**PRESENT:** Averett, Eller-Isaacs, Grubbs, Harrison, Key, Merck, Morales, Phinney, Ritchie, Sallwasser, Sharp, Snell, Stewart, and Weaver.

**MEMBERS**

**ABSENT:** None.

**ALSO**

**PRESENT:** Brennan, Carey Maron, Limpert, Cooley, Dodd.

**EXECUTIVE SESSION**

The Board voted to go into Executive Session to discuss committee appointments proposed by the Appointments Committee as well as the UUA administration and when it returned to regular session, agreed that appointment would be entered into the regular minutes of the meeting.

**COMMITTEE APPOINTMENTS**

M (Stewart), S (Eller-Isaacs)

VOTED AND PASSED with two abstentions (Eller-Isaacs and Snell): To make the following appointments, effective at the close of the 2012 General Assembly:

*Religious Education Credentialing Committee:*

1. Tandy Scheffler (Chair), Master Level Credentialed RE
2. Randy Becker, Parish Minister/MRE
3. Russ Araujo, Lay member
4. Jenice View, Lay member
5. Christina Leone, Faith Development Minister

*Religious Education Credentialing Committee New Nominations:*

1. Kathleen Carpenter, LREDA Board Nominee
2. Orlando Rice, Lay member

*Ministerial Fellowship Committee New Nomination:*

1. Madeleine Sifantus, Parish Minister

*Eastern Regional Subcommittee Credentialing Committee:*

1. Claire Feingold-Thoryn (Co-Chair), Parish Minister
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5. Kathy Bowman, Lay person
6. Amassa Fauntleroy, Lay person of color
7. Linnea Huston, Lay person
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10. Megan Foley, Parish Minister

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8. Leslie Trew, Lay Community Minister
9. Ken Collier, retired Parish Minister
10. Noel Bain, Lay person (new appointment)

*Journey Towards Wholeness Transformation Committee:*

1. Jonipher Kuponon Kwong (Co-chair)

**MINUTES  
BOARD OF TRUSTEES  
UNITARIAN UNIVERSALIST ASSOCIATION**

September 5, 2013

Pursuant to notice duly given by Moderator Jim Key, a meeting of the Board of Trustees of the Unitarian Universalist Association was held by electronic communication on Thursday, September 5, 2013.

MEMBERS PRESENT: Grubbs, Harrison, Snell, Key, Sharp, Ladd, Phinney,  
Sallwasser, Averett, Morales, Eller-Isaacs, Stewart, Weaver.

MEMBERS ABSENT: Ritchie

ALSO PRESENT: Brennan, Limpert, Cooley, Dodd

Jim Key, Moderator, called the meeting to order at 8:12 PM for the purpose of discussing property matters. Rob Eller-Isaacs provided opening words and the agenda was approved with the addition of a matter involving the Finance Committee which will not be held in Executive Session.

Eller-Isaacs moved at 8:17 PM that the Board go into Executive Session for the purpose of discussing property matters.

Sarah Stewart moved at 9:06 PM that the Board come out of Executive Session and report the motion upon which the Board voted.

VOTED:

While in Executive Session Rob Eller-Isaacs moved and Sarah Stewart seconded a motion to increase the total capital expenditure budget for the build-out of 24 Farnsworth Street from \$7,345,020 to \$9,862,420 and the overall capital outlay from \$8,327,247 to \$10,894,647. It passed unanimously.

Sarah Stewart informed the Board that the Finance Committee would make a suggestion to the Board in October regarding the creation of committee budgets.

Sarah Stewart moved the meeting be adjourned and it concluded at 9:16 PM on Thursday, September 5, 2013.

/s/ Respectfully submitted,

Harlan Limpert  
Clerk



## MEMORANDUM

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**TO:** UUA Board of Trustees  
**FROM:** Tim Brennan  
**RE:** Endowment participation request  
**DATE:** October 16, 2013

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Under the Investment Policy of the Board of Trustees (Appendix 2B), “The UUCEF accepts investments from the following: . . . Other UU organizations approved by the Board of Trustees following application to the Treasurer.” The Treasurer then reviews the application and makes a recommendation to the Board.

We have received request from the UU Retired Ministers and Partners Association (UURMaPA) to set up an account in the UU Common Endowment Fund.

Under their by-laws, the purpose of the organization is as follows: “Acting in conformity with the purposes and principles of the Unitarian Universalist Association, the purposes of this organization shall be to serve the Unitarian Universalist movement, and to enhance the well-being of retired Unitarian Universalist ministers, their life partners and surviving life partners and to provide such programs and activities as may be feasible for their benefit.”

Therefore, I recommend that the UURMaPA be permitted to participate in the UU Common Endowment Fund.

**Motion**

To approve the participation of the UURMaPA in the UU Common Endowment Fund.

**Presenter :** Donna Harrison

**Start Time :** 2:00 PM

**Item No : 2**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/2/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.5	The Board will follow an annual agenda which (a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and (b) continually improves Board performance through Board education and enriched input and deliberation.	403882

**Description :** Board Calendar Development

**Details :**

**Attachments :**

No Attachments

**Presenter :** Sarah Stewart

**Start Time :** 2:30 PM

**Item No : 3**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 120

**Proposed :** 10/2/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.7	Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to President.  Accordingly:	404305

**Description :** Board Relation with Committees

**Details :** (with Donna Harrison)

Open UUA - Sam Trumbore

Develop Board Work Plan relative to Board and Association Committees

Includes Break

**Attachments :**

Title	Created	Filename
Board Committee Policy 3.8	Oct 09, 2013	Board Committee Policy 3.8.pdf
Committee Charges	Oct 09, 2013	Committee Charges.pdf
Committees Named in Bylaws	Oct 09, 2013	Committees Named In Bylaws.pdf
Open UUA Report to the Board	Oct 09, 2013	Open UUA Report to Board 2013-10.pdf

## **New Policy relating to Board committees adopted in June, 2013:**

### **3.8 Board Committee Structure**

A. The board has the responsibility for appointing and monitoring certain committees and entities. Section 7.1 of our Bylaws mandates the following board-appointed committees:

1. Executive Committee
2. Ministerial Fellowship Committee  
(The MFC has created sub-committees on candidacy that also require board appointments)
3. Finance Committee
4. Investment Committee of the Unitarian Universalist Common Endowment Fund, LLC (UUCEF LLC) [[Charge to the Investment Committee](#)]

The Bylaws of the UUCEF LLC specify the qualifications of members of the UUCEF Investment Committee, and further describe the specific responsibilities of the committee.

The Board of Trustees appoints the members of the UUCEF Investment Committee and has other powers over the UUCEF LLC, as described in the Certificate of Organization, the Operating Agreement, and the Bylaws of the UUCEF LLC.

5. Religious Education Credentialing Committee; and
6. Audit Committee [[Audit Committee Charter](#) ]

Additional board-appointed committees were created in response to General Assembly actions:

7. Open UUA Committee (Rule G-2.1)
8. Journey Toward Wholeness Transformation Committee (1997 Business Resolution)
9. Election Campaign Practices Committee (Rule G-9.13.10)

The Board itself has created the following entities:

10. Appointments Committee  
[[Charge to the Appointments Committee](#)]
11. Moderator Nominating Committee

Not later than 26 months before the beginning of a General Assembly at which an election for Moderator will be held, the board shall appoint a Moderator Nominating Committee to assist the board in carrying out its responsibilities under Section 9.5 of the Bylaws and Section 3.6.1.A of these policies. The committee shall consist of five members, including not more than two trustees.

12. Committee on Socially Responsible Investing  
[[Charge to the CSRI](#)]
13. Retirement Plan Committee  
[[Charge to the RPC](#)]

14. Employee Benefits Trust  
[\[Charge to the Health Plan Trustees\]](#)
15. Council on Cross-Cultural Engagement  
[\[Charge to the CCCE\]](#)

B. The board-appointed entities and committees identified in this policy should report to the board no less than once a year. Each report should address the committee's performance against the committee charge, and demonstrate compliance with policy 3.7.8, which requires standards, processes and plans related to antiracism, anti-oppression and multi-culturalism. As reflected in policy 2.13 (Support to the Board), the board will ensure that adequate staff support is provided to facilitate compliance with 3.7.8 and Open UUA guidelines. The board shall consider and take appropriate action on committee recommendations.

## Committee Charges

### **Charge to the Investment Committee**

The Committee has responsibility for the following with respect to investment policy:

1. Initiate, secure approval, interpret and implement overall investment policy, including performance objectives.
2. Oversee the asset allocation of the funds to ensure adherence to guidelines.
3. Establish guidelines for rebalancing asset classes and manager allocation.
4. Hire an investment consultant, if desired, or terminate the services of an investment consultant.
5. Appoint one or more qualified investment managers and delegate to such investment managers the responsibility for implementing investment policy.
6. Take its direction from the Board of Trustees and work with the Committee on Socially Responsible Investing (CSRI) to develop standards and implement practices designed to achieve and maintain the Association's leadership position in the socially responsible investing movement.
7. Review the performance of the investment manager(s) to assure that objectives are being met, and that guidelines and procedures are being followed.
8. Take appropriate action if objectives are not being met and if guidelines and procedures are not being followed.
9. Report regularly to the Board of Trustees on all relevant matters, including investment performance.

## **AUDIT COMMITTEE CHARTER**

[Approved by the Audit Committee on May 2, 2011]

[Voted by the Board of Trustees on November 17, 2011]

### **PURPOSE**

To assist the Board of Trustees in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the process for monitoring compliance with laws, regulations, and the code of ethics.

### **AUTHORITY**

The Board of Trustees of the Unitarian Universalist Association established the Audit Committee at its April 26-27, 2003 meeting.

The 2006 General Assembly established the Audit Committee as a Committee of the Board of Trustees by adding Sections 7.14 and 10.13 to the UUA Bylaws.

The audit committee has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organization.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all audit and nonaudit services.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation.
- Seek any information it requires from employees — all of whom are directed to cooperate with the committee's requests — or external parties.
- Meet with the organization's officers, external auditors, or outside counsel as necessary.

### **COMPOSITION**

The composition of the Audit Committee is set forth in Section 7.14 of the UUA Bylaws:

The Audit Committee shall consist of five members as follows:

1. three persons appointed by the Board, none of whom are members of the Board or hold a salaried position with the Association;
2. the Financial Advisor; and
3. a member of the Finance Committee, who shall be appointed by the Board.

No member of the Audit Committee shall serve for more than four terms on the Audit Committee.

The chair of the committee shall be selected by the Board of Trustees. Except under unusual circumstances, the chair shall be chosen from among the three independent members.

Each independent audit committee member shall be financially literate. The committee shall designate at least one member as the "financial expert," as defined by applicable legislation, regulation, and best practices.

## **MEETINGS**

The committee shall meet at least three times a year. The chair may convene additional meetings as circumstances require. All committee members are expected to attend each meeting, in person or via teleconference or videoconference. The committee shall invite members of management, auditors, or others to attend meetings and provide pertinent information, as necessary. It shall hold private meetings with auditors (see below) and executive sessions. Meeting agendas shall be prepared and provided in advance to members, along with appropriate briefing materials. Minutes shall be prepared and published in a timely manner.

## **RESPONSIBILITIES**

The duties of the Audit Committee are set forth in Article X, Section 10.13 of the UUA Bylaws:

The Audit Committee shall oversee the annual audit of the financial statements of the Association by an independent certified public accounting firm and monitor the establishment and implementation of accounting policies and internal controls. Specific duties of the Audit Committee shall be set forth in a charter adopted by the Board which may be amended by the Board from time to time.

The Audit Committee shall carry out the following responsibilities to accomplish its charge:

### **Financial Statements**

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- Review with management and the external auditors the results of the audit, including any difficulties encountered.
- Resolve any disagreements between management and auditor regarding financial reporting.
- Review the annual financial statements and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- Review with management and the external auditors all matters required to be communicated to the audit committee under generally accepted auditing standards.

## **Internal Control**

- Consider the effectiveness of the Association's internal control system, including information technology security and control.
- Understand the scope of the external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

## **External Audit**

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with management.
- Review any significant changes to the auditors' work plan as initially approved by the committee.
- Review the performance of the external auditors, and make recommendations to the Board of Trustees concerning the appointment, compensation, and discharge of the auditors.
- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the Association, including non-audit services, and discussing the relationships with the auditors.
- Meet at least annually in executive session with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.
- Review the auditors' independent qualitative judgments about the appropriateness, not just the acceptability, of the accounting principles and the clarity of the financial disclosure practices used or proposed to be adopted by the UUA.

## **Compliance**

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.
- Ensure that improprieties or potential improprieties in the UUA's operations are investigated and resolved.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.
- Obtain the advice of outside professionals (including but not limited to retention of special legal counsel) to advise the committee on matters within the scope of its charge.
- Seek any information it requires from external parties or Association employees, all of whom are directed to cooperate with the committee's requests.
- Designate a committee member to review the president's travel and expense reimbursement reports at least semi-annually.

## **Reporting**

- Regularly report to the Board of Trustees about committee activities, issues, and recommendations.
- Carry out its responsibilities to report to the Board of Trustees the results of the annual financial statement audit, as required by Section 3.2.5 of the Board's Governance Policy Manual:
- Upon completion of the audit, the Board will meet with the chair of the Audit Committee to receive a report that discusses the audit and the auditors' management letter. Prior to this meeting, the Audit Committee will provide the Board with a written report, for publication on the UUA website, containing the key findings of the audit, including any finding of a serious accounting or management weakness.
- Meet at least annually with the Executive Vice President, the Treasurer and Chief Financial Officer, and other staff as appropriate to discuss any issues arising from the committee's responsibilities, including management's evaluation of the work performed by the independent public accountants or other external advisors.
- Meet at least twice annually with the independent public accountants to discuss any issues arising from the committee's responsibilities. The committee may request the presence of members of management or others to attend meetings and provide pertinent information as necessary.
- Provide an open avenue of communication between the external auditors and the Board of Trustees.
- Report annually to the member congregations, describing the committee's composition, responsibilities and how they were discharged, and any other information required by rule, including approval of non-audit services.
- Review any other reports the Association issues that relate to committee responsibilities.
- Recommend to the Board of Trustees changes in governance, risk management, and compliance processes, structures, policies, or procedures that would minimize risk to the Association.

### **Other Responsibilities**

- Perform other activities related to this charter as requested by the board of trustees.
- Institute and oversee special investigations as needed.
- Review and assess the adequacy of the audit committee charter annually, requesting board approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.
- Evaluate the audit committee's and individual members' performance on a regular basis.
- Recommend to the Board of Trustees the following policies for all staff and volunteers, recommend changes as needed, and ensure the UUA's adoption of and compliance with the policies:
  - o A Conflict of Interest Policy
  - o A Code of Ethical Conduct

- o A Whistleblower Policy
- Assist the Trustees of the UUA Employee Benefits Trust (EBT) in the following ways:
  - o Recommend the selection of an auditing firm
  - o Review the EBT audit and make comments and recommendations to the UUA Board of Trustees and to the EBT Trustees
  - o Respond to requests from the EBT Trustees or the EBT Trust Committee for assistance on financial, operational, or other issues

## **Charge to the Appointments Committee**

### **A. Responsibilities**

1. Not later than April 1st of each year, to forward to the Board the name of an individual recommended for each upcoming appointment to a committee or similar body for which the Board has appointment authority, including the following:
  - a. Committees of the Association and Committees of the Board, as specified in the Bylaws or Rules of the Association
  - b. Committees of the Board, as specified in Section 3 of the Policy Governance Manual
  - c. The Trustees of the UUA Employee Benefits Trust
2. Notwithstanding Policy 3.8.3.A.1, the Appointments Committee shall have no responsibility to make recommendations which the Board has delegated to the President under Policy 4.3.
3. Not later than 45 days after a vacancy occurs in any appointed position, as listed in the preceding subsection, to recommend to the Board an individual for appointment to fill the vacancy.
4. Not later than 45 days after a vacancy occurs in a trustee position, the Youth Observer, or an elected position on a committee, to recommend to the Board an individual for appointment to fill the vacancy.
5. Not later than 60 days after a vacancy occurs in an elected officer's position, to recommend to the Board two or more individuals for appointment to fill the vacancy.
6. To make recommendations for appointments to task forces and other ad hoc groups, as directed by the Board.

## **B. Considerations in Making Recommendations**

1. The committee shall endeavor to recommend individuals so that the membership of committees and task forces reflects the full diversity of the Association, especially in regard to historically marginalized communities, but also balancing amongst size of congregation, lay and ordained, geography, age (including youth and young adults), and gender, among others. The committee shall consult with groups and organizations, including those traditionally underrepresented in Unitarian Universalist leadership, to help inform the appointment process.
2. The committee shall consult with the Moderator, the Financial Advisor, the Treasurer, and any Trustee who serves on a committee prior to making recommendations for committees on which they serve.
3. The committee shall collaborate with the Nominating Committee to develop systems and processes for recruiting, selecting, and training appointees and candidates.
4. The committee shall assist in providing training, support, and monitoring to further the work of other committees.

## **C. Appointment and Terms**

1. The committee shall have seven members.
2. The Board shall appoint a Trustee to serve as liaison to the committee. The liaison shall participate in all committee meetings at which recommendations are made.

## **Charge to the Committee on Socially Responsible Investing**

### **A. Mission and Responsibilities**

The committee's mission is to uphold the Unitarian Universalist Association's (UUA's) commitment to invest its endowment funds in alignment with Unitarian Universalist (UU) values. The committee's specific responsibilities are as follows:

1. To advise the UU Common Endowment Fund (UUCEF) Investment Committee on investment policy issues, with particular regard to stock screening and manager selection
2. To assist the UUA staff with community investment, shareholder advocacy, and educating UU congregations on socially responsible investment
3. To advise the UUA Board on needed changes in the UUCEF's governing documents, and to report to the UUA Board on the UUCEF's success in meeting its socially responsible investment objectives
4. To carry out any other responsibilities stated in the UUCEF bylaws.

### **B. Appointment and Terms**

The committee shall have seven members, as follows:

1. Four individuals with expertise in socially responsible investment, at least one of whom shall have expertise in shareholder advocacy, and at least one of whom shall have expertise in community investment.
2. One individual who has experience with endowment management in an organization that invests in the UUCEF, and who has knowledge of UUA priorities, programs, and communities, as well as of socially responsible investment practices. The UUA Board shall appoint this individual to also serve as a member of the UUCEF Investment Committee.
3. The Treasurer

#### 4. The Financial Advisor

The Treasurer and the Financial Advisor shall serve on the committee as long as they hold office. The other members of the committee shall serve for terms of two years and until their successors are appointed and qualified, subject to a limit of eight years of service.

#### **Abstract from the Minutes of the UUA Board of Trustees Meeting of April 21-22, 2001**

The Committee will:

- Maintain and assist with implementation of SRI policies and practices with respect to funds over which the Trustees have responsibility (including alternative and community development investments) that reflect UU values, especially as expressed by the GA resolutions and Statements of Immediate Witness, Board resolutions and UU Principles and Purposes.
- Assist the Investment Committee in the implementation of the UUA's SRI responsibilities as set forth in the Investment Guidelines adopted by the Board and amended from time to time.
- Utilize shareholder activism to express UU values to the corporations in which our funds are invested, including dialogues with corporate managers, proxy voting, and filling resolutions on specific issues.
- Broaden coalitions with other [like-minded faith-based organizations](#), coordinating with the Washington Office, the Office of Public Witness, and other UUA departments and constituencies, as appropriate.
- Communicate SRI policies and activities to the Board, staff, member congregations, and other constituencies. Expand services to the member congregations and individual UUs with respect to the implementation of SRI programs and establishment of more powerful coalitions in pursuit of shareholder activism and positive social change.
- Develop an ongoing process of assessment and audit of the effectiveness of the SRI policies and practices.

## **Charge to the Retirement Planning Committee**

### **A. Responsibilities**

- i. To serve as fiduciaries for the Unitarian Universalist (UU) Organizations Retirement Plan, and
- ii. To serve as the committee referenced in Article 7 of the document governing the UU Organizations Retirement Plan, including making recommendations to the Board regarding:
  - a. the UU Organizations Retirement Plan Document
  - b. the Retirement Plan Investment Policy
  - c. the investment line-up offered by the retirement plan
  - d. the companies serving as record keeper and investment advisor, and
  - e. other issues related to the UU Organizations Retirement plan.

### **B. Appointment and Terms**

The committee shall have seven members, as follows:

- i. Three individuals with expertise in retirement plan management, mutual funds, investment management, or related fields
- ii. One individual who is a religious professional serving a UUA member congregation
- iii. One individual who is a retirement plan participant who is either a retiree or the partner/spouse of a retiree
- iv. The Treasurer

v. The Financial Advisor

Except for the Treasurer and the Financial Advisor, who shall serve on the committee as long as they hold office, committee members shall serve for not more than four consecutive terms of two years each.

C. **Meetings**

The committee is expected to meet three to four times annually. Meetings may occur by phone.

## **Charge to the UUA Health Plan Trustees**

Established by Unitarian Universalist Association (UUA) Board of Trustees, October 22, 2006

Charge adopted: March 20, 2007

### **Charge**

The Health Plan Trust was established by vote of the UUA Board of Trustees on October 22, 2006, for the purpose of operating a self-funded health insurance plan for the staffs of Unitarian Universalist (UU) congregations, the UUA headquarters and field staffs, plus other eligible persons.

### **Initial Action**

On October 22, 2006, UUA Treasurer Tim Brennan was appointed as temporary Trustee and empowered to sign documents with Highmark Blue Cross Blue Shield, open bank accounts, and take other actions necessary for implementation of the Plan on January 1, 2007.

The Health Plan Trust will have seven Trustees: the UUA Treasurer and UUA Financial Advisor; and five regular trustees appointed by the UUA Board of Trustees.

### **Responsibilities**

The responsibilities of the Health Plan Trustees are to make policy decisions for the Health Plan and provide oversight of Plan activities, including

- determining the third party administrator and other vendors that will work for or support the Plan on a fee for service basis
- approving contracts with vendors that are signed by the UUA Treasurer in his/her capacity as a Health Plan Trustee
- assuring that the Health Plan Director and other persons hired for administrative purposes carry out their duties in a professional manner
- approving any changes in benefits or rates proposed by the Health Plan Director
- undertaking periodic reviews of the Plan's financial performance, funding safeguards, and stop-loss insurance protection
- providing timely reports to the UUA Board of Trustees on the numbers of enrollees, claims experience, and the financial condition of the Plan
- authorizing a claims review committee (which may include Plan Trustees) for purposes of reviewing and authorizing or denying payment of claims that have been initially denied by the third party administrator

- assuring that funds collected by the Trust for the payment of claims, insurance premiums, administrative expenses, and other bona fide expenses are not co-mingled with operating funds of the UUA
- authorizing reimbursement from the Plan to the UUA for expenses which it incurs in administering the Plan including but not limited to payroll and expenses of the Director and/or other UUA staff whose work is dedicated to Plan activities

### **Membership**

Seven individuals appointed by the UUA Board of Trustees, who shall meet as necessary, but no less than annually, and who shall include:

- The UUA Treasurer
- The UUA Financial Advisor
- Five other persons, each of whom shall be a member of a UU congregation

**Term:** For regular members, two years, normally beginning January 1, with reappointment allowed three times for a maximum of eight years. The Treasurer and Financial Advisor serve ex officio.

**Qualifications:** Experience in insurance and/or other financial, human resources, or health-related professions that will contribute to an informed background

## **Charge to the Council on Cross-Cultural Engagement**

### **A. Responsibilities**

1. Provide linkage to our member congregations by engaging representatives of Unitarian Universalist (UU) professional and identity-based organizations in conversation about successes and struggles in cross-cultural engagement;
2. Provide linkage to the heritage, traditions and ideals of Unitarian Universalism by convening dialogue about the ways in which we seek to model right relationship in our congregational and associational life; and
3. Provide linkage to our vision of the Beloved Community by engaging in an open-ended conversation about the ways in which cross-cultural engagement (including a vision of anti-racism, anti-oppression and multiculturalism) is incorporated into the workings of our congregations, assemblies and related organizations.

### **B. Membership**

1. The council shall consist of the Moderator, a Board member, and representatives of professional and identity-based organizations and groups whose charge relates to the governance of our Association, including, but not limited to:
  - a. Diverse Revolutionary Unitarian Universalist Multicultural Ministries (DRUUMM)
  - b. Allies for Racial Equity (ARE)
  - c. Unitarian Universalist Musicians Network (UUMN)
  - d. Liberal Religious Educators Association (LREDA)
  - e. Unitarian Universalist Ministers Association (UUMA)
  - f. General Assembly Planning Committee (GAPC)

2. Organizational representatives shall be appointed by their respective organizations and are expected to maintain accountable relationship with their organization for the duration of their membership on the Council.

**C. Meetings**

1. The Council shall meet in person at least once per year, and convene electronically between meetings.

The Committees of the Association are :

- a. the Nominating Committee;
- b. the Presidential Search Committee;
- c. the General Assembly Planning Committee;
- d. the Commission on Appraisal;
- e. the Commission on Social Witness; and
- f. the Board of Review.

The Board Committees Defined by the Bylaws are:

- a. Executive Committee
- b. the Executive Committee;
- c. the Ministerial Fellowship Committee;
- d. the Finance Committee;
- e. the Investment Committee;
- f. the Religious Education Credentialing Committee; and
- g. the Audit Committee.

The relevant sections of the Bylaws describing each of these committees are presented below:

**Nominating Committee:**

**Section 5.6. Nominating Committee.**

The Nominating Committee shall consist of nine members elected to terms of three years. One-third of the members shall be elected at the regular General Assembly held in each year. After serving two terms in office, a member shall not be eligible for re-election until after an interim of at least three years. The Nominating Committee shall submit nominations for certain elective positions of the Association, as provided in Article IX.

**Section 9.1. Elective Positions.**

The elective positions of the Association are those of the elected officers, the trustees, and the elected members of the standing committees of the Association. No person shall hold more than one elective position at a time whether by election or appointment. Ex officio positions for the purposes of this

Bylaw provision shall be deemed part of the elected position from which the ex officio position is derived.

Note: The Nominating Committee does not select nominees for President or for Moderator. The procedures for selecting those nominees are described elsewhere in the Bylaws.

### **Presidential Search Committee**

#### **Section 5.7. Presidential Search Committee.**

The Presidential Search Committee shall consist of five elected members and two members appointed by the Board of Trustees. Each term shall be six years. The elected members shall be elected at the regular General Assembly held four years prior to the expiration of a President's term. The terms of appointed members shall begin at the close of the regular General Assembly at which members were elected. After serving a term in office, a member shall not be eligible for re-election until after an interim of at least six years. The Committee shall nominate candidates for the office of President, as provided in Section 9.5.

### **General Assembly Planning Committee**

#### **Section 5.8. General Assembly Planning Committee.**

The General Assembly Planning Committee shall consist of eight elected members and two members appointed by the Board of Trustees. The terms of elected members shall be four years and the terms of appointed members shall be two years. One-half of the elected members shall be elected at the regular General Assembly held in each odd-numbered year. After serving two terms in office, an elected member shall not be eligible for re-election until after an interim of at least four years. The Committee shall be responsible for arrangements for General Assembly and programs and meetings to be held in connection therewith. It may establish subcommittees of its members and may delegate part or all of its powers to them.

### **Commission on Appraisal**

#### **Section 5.9. Commission on Appraisal.**

The Commission on Appraisal shall consist of nine members elected to terms of six years. One-third of the members shall be elected at the regular General Assembly held in each odd-numbered year. After serving a term in office, a member shall not be eligible for re-election until after an interim of at least six years.

The Commission on Appraisal shall:

- a. review any function or activity of the Association which in its judgment will benefit from an independent review and report its conclusions to a regular General Assembly;

- b. study and suggest approaches to issues which may be of concern to the Association; and
- c. report to a regular General Assembly at least once every four years on the program and accomplishments of the Association.

### **Commission on Social Witness**

#### **Section 5.10. Commission on Social Witness.**

The Commission on Social Witness shall consist of three elected members and two members appointed by the Board of Trustees. Each term shall be four years. After serving two terms in office, a member shall not be eligible for re-election until after an interim of at least four years. One member shall be appointed in each odd-numbered year. In addition to any election required to fill a vacancy, no fewer than one nor more than two members shall be elected at the regular General Assembly held in each odd-numbered year, as is required to insure a full complement of elected members.

The duties of the Commission are described in Article IV.

Note: Section IV provides a detailed description of the process for selecting Congregational Study Action Issues, for proposing and adopting Statements of Conscience, and for managing the Actions of Immediate Witness process at General Assembly.

### **Board of Review**

#### **Section 5.11. Board of Review.**

- a. Members. The Board of Review shall consist of eight members, as follows:
  - 1. Three members who are ministers, each of whom at the time of election is in final ministerial fellowship with the Association and has held such fellowship continuously for the preceding seven years; and
  - 2. One member who is a Credentialed Religious Educator – Master Level; and
  - 3. Four members who are not ministers or credentialed religious educators, each of whom at the time of election is a member of a certified member congregation and has been a member of one or more such congregations for not less than three years as an officer or a member of the governing bodies of one or more such congregations.
- b. Election and Term. Each term shall be eight years. At each regular General Assembly held in an odd-numbered year there shall be elected one person who is neither a minister nor a

credentialed religious educator. At each regular General Assembly held in an odd-numbered year there shall be elected either a minister, as described in subsection (a)(1), above, or a Credentialed Religious Educator – Master Level as described in section (a)(2) above. After serving a term in office, a member shall not be eligible for re-election until after an interim of at least eight years.

- c. Qualifications. No member of the Board of Review shall during the term of office be a member of the Ministerial Fellowship Committee or the Religious Education Credentialing Committee.
- d. Removal. A member of the Board of Review may be removed without hearing by the vote of six other members, or as provided by Section 5.4.
- e. Duties. The duties of the Board of Review are described in Articles XI and XII.

From Article XI, which deals with Ministerial Fellowship:

**Section 11.7. Appeal.**

A minister in final ministerial fellowship whose fellowship is terminated may appeal the determination of the Ministerial Fellowship Committee to the Board of Review. The Board of Review shall have exclusive jurisdiction to hear and decide such appeals. No other appeal shall be allowed from any decision of the Ministerial Fellowship Committee.

From Article XII, which deals with Religious Educator Credentialing:

**Section 12.8. Appeal.**

A religious educator with a religious education credentialing status whose status is terminated may appeal the determination of the Religious Education Credentialing Committee to the Board of Review. The Board of Review shall have exclusive jurisdiction to hear and decide such appeals. No other appeal shall be allowed from any decision of the Religious Education Credentialing Committee.

Board Committees Defined in the Bylaws:

### **Executive Committee**

#### **Section 7.5. Executive Committee.**

The Executive Committee shall consist of the Moderator, the First Vice Moderator, the Secretary, the Financial Advisor, and the Chair of the Finance Committee. The position on the committee occupied by the First Vice Moderator shall be filled by the Second Vice Moderator at any meeting of the committee from which the First Vice Moderator is absent or at which the First Vice Moderator is presiding in the absence of the Moderator. The position on the committee occupied by the Secretary shall be filled by the Assistant Secretary at any meeting of the committee from which the Secretary is absent. The Executive Committee shall conduct the current and ordinary business of the Association between meetings of the Board of Trustees. If between meetings of the Board of Trustees, matters arise which (1) in the opinion of the Executive Committee are not current and ordinary business but in the best interests of the Association must nevertheless be acted upon, or (2) the Executive Committee has been authorized by the Board to be acted upon, then the Executive Committee may act thereon for the Board of Trustees, but only if four or more members vote the action.

### **Ministerial Fellowship Committee**

#### **Section 7.6. Ministerial Fellowship Committee.**

The Ministerial Fellowship Committee shall consist of no fewer than fourteen members as follows:

- a. at least six members who are not ministers appointed by the Board;
- b. at least eight members who are ministers in final fellowship with the Association, four appointed by the Unitarian Universalist Ministers Association and the remainder by the Board.

The committee shall have jurisdiction over ministerial fellowship with the Association as provided in Article XI hereof. The Board of Trustees shall designate a person who is not a member of the committee to be its Executive Secretary and keep its records.

From Article XI

#### **\*Section 11.2. Ministerial Fellowship Committee.**

The Ministerial Fellowship Committee shall have exclusive jurisdiction over ministerial fellowship except as otherwise provided in these bylaws. It shall make rules governing ministerial fellowship, subject to the approval of the Board of Trustees.

### **Religious Education Credentialing Committee**

#### **Section 12.2. Religious Education Credentialing Committee.**

The Religious Education Credentialing Committee shall have exclusive jurisdiction over religious education credentialing except as otherwise provided herein. It shall make rules governing religious education credentialing, subject to the approval of the Board of Trustees.

### **Finance Committee**

#### **Section 7.7. Finance Committee.**

The Finance Committee shall consist of the Financial Advisor, the Treasurer, five trustees, and the Moderator without vote. The duties of the Finance Committee are set forth in Article X

#### **Section 10.2. Duties of Finance Committee.**

The Finance Committee shall submit proposed annual budgets for the Association to the Board of Trustees and make recommendations to the Board with respect to major financial policies of the Association other than those pertaining to investments. It shall review the use made of specific funds held by the Association and shall also recommend long-range financial plans.

### **Investment Committee**

#### **Section 7.8. Investment Committee.**

The Investment Committee shall be the Investment Committee of the Unitarian Universalist Common Endowment Fund LLC. The duties of the Investment Committee are set forth in Article X.

#### **Section C-10.7. Responsibility for Investments.**

- a. Board of Trustees. The Board of Trustees shall have ultimate responsibility for investing the funds belonging to or held by the Association.
- b. Investment Committee. The Investment Committee shall supervise the investments of the Association subject to control by the Board of Trustees.

### **Audit Committee**

#### **Section 10.13. Duties of the Audit Committee.**

The Audit Committee shall oversee the annual audit of the financial statements of the Association by an independent certified public accounting firm and monitor the establishment and implementation of accounting policies and internal controls. Specific duties of the Audit Committee shall be set forth in a charter adopted by the Board which may be amended by the Board from time to time.



## Report from the Open UUA Committee

October 2013

Chair: Sam Trumbore, Members: Jennifer Carver, Cheri Cody, Dick Jacke

### Charge

The original purpose of the Open UUA Committee was the implementation of UUA Bylaw C2-1, Rule G2-1 (a copy may be found at the end of this report). Rule G2-1 defines open governance of our Association. The key points of compliance with openness listed are:

1. providing advance notice of dates and locations of regular business meetings, and making agendas, reports and minutes available promptly;
2. providing avenues for comment on issues on the meetings' agendas;
3. accommodating observers at regular business meetings, with the exception of executive sessions.

With the initial implementation completed several years ago, the committee has moved from implementation to monitoring and advocating for compliance.

### Compliance

#### Board

The UUA Board has done a good job of compliance, making the Board Packet available before regularly scheduled meetings and allowing observers to be present and comment. The Board has also made recordings of the meetings available upon request.

The Board and its working groups have not made the same effort however when meeting by telephone or in a retreat setting. For the most part, agendas are not made available for those meetings to the public, nor a way for people to observe. Our understanding is that these meetings have not been, for the most part, executive session meetings.

#### Committees

We have assessed compliance in two ways. We have surveyed what committees post on the UUA web site and we also did a "surveymonkey" survey recently of UUA Committee chairs. We find that:

- Few committees make public notice of their meetings dates and times.
- Even fewer publicly post agendas in advance of their meetings.
- Rarely is the opportunity offered for monitoring a conference call meeting.
- Reporting of meeting minutes/notes isn't timely or consistent.

#### UUA Staff

We are unsure what the Board wants from the UUA Staff in respect to compliance. Executive Limitation 2.2 titled: Treatment of Congregations: UUA Governance Manual states:

With respect to member congregations or those congregations seeking membership, the President shall not cause or allow conditions, procedures, decisions or services that are untimely, disrespectful, inequitable, discriminatory or *not transparent*.

We realize the vision of Policy Governance is separating policy and ends from implementation, front loading requirements to give clear direction to staff. Yet to be effective, the UUA Staff does need to make elements of its process open and transparent, including direct input from individuals and member congregations.

### **Tools for Compliance**

The Open UUA Committee appreciates both the positive value of Rule G2-1 and the challenge of compliance. The Committee itself sometimes finds itself out of compliance. So we have looked for ways to make compliance easier. Fortunately there are some excellent electronic tools UUA Committees can use.

- Google Calendar – the UUA Calendar displayed on the UUA web site uses Google Calendar for implementation. Once they have the permission, UUA Committees can post their meetings directly to the UUA Calendar. The details of how to join a conference call and links to agendas, minutes and supporting documents can be displayed in the description. (visit the UUA Calendar at [uua.org](http://uua.org) and look at our next meeting, 11/3 at 8pm EST)
- Electronic Meetings – Today there are many ways for a UUA Committee to meet virtually using telephone conference calls, Skype, Google Hangout, and other more sophisticated methods that include screen sharing, whiteboards, PowerPoint, and video. Many of these allow guests to monitor meetings with no or nominal cost.
- Document Sharing – Sending current documents to be posted on the UUA web site by UUA committee staff support sometimes is a barrier. This could be simplified through the use of Google Drive / Google Docs / Dropbox and other simple ways to give a committee direct control of posting their own documents, allowing real time modifications. The Open UUA Committee has been experimenting with these methods.

### **Request for Direction**

1. Setting Expectations – From our survey, we discovered some committees don't think they need to comply because of the confidential nature of their work. Yet there are aspects of a credentialing committee or a grant awarding committee that are not confidential. Should all UUA Committees strive, as best as possible, to comply?
2. A Compliance Timetable – What are reasonable expectations of notices for meetings, distributing agendas, making time for public comment, and distribution of notes/minutes afterward?
3. Role of UUA Staff – What guidelines should the UUA Staff follow to make their work open and transparent? Does the Open UUA Committee have a role?
4. Training and Enforcement – What are the roles for the Open UUA Committee in education, monitoring and enforcement of compliance?

## Section C-2.1. Principles.

### Rule G-2.1. Democratic Process.

Because the Association is committed to the use of the democratic process, because its governing institutions are accountable to our congregations, because accessibility is critical to countering systemic and institutional oppression and because openness and trust are characteristics of a healthy religious community, the UUA Board shall establish policies to allow for the maximum transparency of its proceedings and of the proceedings of all UUA committees, commissions and task forces, consistent with their effective functioning. These policies shall include:

4. providing advance notice of dates and locations of regular business meetings, and making agendas, reports and minutes available promptly;
5. providing avenues for comment on issues on the meetings' agendas;
6. accommodating observers at regular business meetings, with the exception of executive sessions.

Implementing this rule shall be the responsibility of the Board of Trustees. The Board shall designate a specific person or committee to whom comments about adherence to this rule may be addressed. The Board shall report to the General Assembly annually for the next three years on its implementation.

# **Transparency Guidelines for UUA Committees, Task Forces, Working Groups and the UUA Board of Trustees**

May, 2013

Rule G-2.1 of the bylaws of the UUA requires openness in the functioning of the UUA elected and appointed committees and task forces and the UUA Board, including its committees and working groups. These guidelines are intended to assist in fulfilling this requirement. They are prepared by the Open UUA Committee, which was created by the UUA Board to clarify and implement the Rule (see **Charge** below).

The Rule requires that all the UUA Board and all UUA committees and task forces:

- (a) provide advance notice of dates and locations of regular business meetings and make agendas, reports, and minutes available promptly;
- (b) provide avenues for comment on issues on the meetings' agendas;
- (c) accommodate observers at regular business meetings with the exception of executive sessions. [www.uua.org > About Us > Bylaws > Rule II > Rule G-2.1]

## **Reporting requirement**

Any reports by elected committees, and those appointed by the board or administration, shall be posted on the web as part of the board packet or on their committee page.

## **Web postings**

Provide advance notice of meetings by listing them on the UUA's online calendar. To include your event, please go to [www.uua.org/events/](http://www.uua.org/events/) and click on "Submit an Event." Then use the web form to provide the basic information about your event.

Agendas, notices, minutes and documents can most easily be provided through the UUA web pages. Just send the information to your committee's staff liaison, who has been trained in how to update the web site. If your committee has no staff liaison, you can send your information directly to the UUA Web Team ([web@uua.org](mailto:web@uua.org)). *Do not take action on items not on your agenda, except in an emergency.* The agenda gives notice to people who may wish to comment on potential actions.

One important way to notify the public of your meetings is by posting it on the UUA public calendar (which is a Google calendar). There is a special sub-calendar/Google group called "UUA Committees." Contact Sam Trumbore <[Sam.Trumbore@gmail.com](mailto:Sam.Trumbore@gmail.com)> to become a member of this sub-calendar group and post your meetings directly on the UUA calendar.

## **Information about your committee**

It is important to have the charge to your committee on your web page, so that people can know what you do. You must also have an email address where your committee can be reached. It is best to use an address like [openness@uua.org](mailto:openness@uua.org) that is forwarded to a member of your committee. Just submit the name of your committee and the email address where you want messages sent. This will fulfill (b) above for people not at the meeting.

### **In-person meetings**

If you meet in person, you must accommodate observers. This means that there is space in the meeting room for observers where they can see and hear. Some opportunity to speak must be given on request. The extent of guest participation in the meeting shall be at the discretion of the chair. Executive sessions shall be noted in the agenda, except in case of an emergency matter, and scheduled at the end of meetings whenever possible. You may ask for observers to make reservations so that you know how many need to be accommodated.

### **Conference call meetings**

Meetings by phone shall make provision for observers. Observers will not be reimbursed for the cost of their calls. If you go into executive session for one of the permissible reasons for confidentiality, you may set up a separate conference call to handle those matters. Any non-confidential decisions made during executive session discussions must be noted in a subsequent open meeting.

### **Meeting evaluations**

Include in your meeting evaluations questions about your compliance with the transparency guidelines.

### **Email lists**

It is preferable, but not required, to set up an email list which anyone can join, but where posting is restricted to members of the committee. You may request such a list at [web@uua.org](mailto:web@uua.org). We can provide the settings needed to permit only members to post.

### **Transparency**

The important thing to remember is the motivation for the transparency rule: to keep our members informed and to engage them in the work of the Association. The Open UUA Committee will monitor progress in implementing the Rule, and will report to the UUA Board. If you have questions or need assistance, please contact us at [openness@uua.org](mailto:openness@uua.org). You can also find information at our web page: on [www.uua.org](http://www.uua.org) at the top click About Us > Governance > Committees > Open UU Committee

## **OPENNESS IMPLEMENTATION COMMITTEE**

### **Charge** adopted October 17, 2004

"The Openness Implementation Committee is charged to clarify and implement the functional application of Rule G-2.1 to the UUA Board and all UUA committees, commissions and task forces. The Committee will:

- a. In collaboration with committee, commission or task force leadership, create a clear, detailed process for each group to establish effective openness practices and policies
- b. Provide a mechanism for congregations and individuals to submit comments about adherence to this policy
- c. Report no less than annually to the Board of Trustees

Open UUA Committee (Name changed in 2010):

Rev. Sam Trumbore (Chair), Jennifer Carver, Cheri Cody, and Dick Jacke

**Presenter :** Jim Key

**Start Time :** 4:30 PM

**Item No :** 4

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/2/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Daily Covenant Debrief & Process Observation

**Details :**

**Attachments :**

Title	Created	Filename
Draft Covenant (10/7/2013)	Oct 17, 2013	Draft Covenant.pdf

**Draft Covenant**  
**October 7, 2013**

We covenant to ...

Show up with our best selves, intent on listening with openness and willingness to the voices in the room and those that are not.

Speak with an authentic voice, grounded in our lived experience, mindful of differing cultural interpretations and realities that are present.

Honor our duty to do the work of the board and to place anti-racism, anti-oppression, and multicultural accountability at the center of that work.

Recognize that each of us is fully human, with hurts and vulnerability, and the need to laugh and sing.

**Presenter :** Jim Key

**Start Time :** 5:00 PM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 10/2/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 6:30 PM

**Item No :** 6

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 10/2/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Dinner Together at P&E

**Details :**

**Attachments :**

No Attachments

**Presenter :** Rob Eller-Isaacs

**Start Time :** 7:30 PM

**Item No :** 7

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/2/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Vespers at P&E

**Details :**

**Attachments :**

No Attachments



Ref No:  
479796

**Board Meeting**  
**Agenda Summary**  
**Friday, October 18, 2013**  
**9:00 AM**

UUA Headquarters  
25 Beacon Street  
Boston, MA 02108

Item No.	Item	Time Req.	Start Time	Ref No.
1	Gathering & Centering	15	9:00 AM	479798
2	Finance Committee Meeting	75	9:15 AM	479799
3	Break	15	10:30 AM	479960
4	Board AR/AO/MC Agenda Planning	75	10:45 AM	479961
5	Lunch	45	12:00 PM	479964
6	Policy Governance, Ends & Strategy	60	12:45 PM	479965
7	President's Report	90	1:45 PM	479976
8	Daily Covenant Debrief and Process Observations	15	3:15 PM	479977
9	Depart for the UUSC	30	3:30 PM	479978
10	Reception and Meet with the UUSC Board	120	4:00 PM	479979
11	Break	90	6:00 PM	480053
12	Dinner on Our Own	0	7:30 PM	479980

**Presenter :** Michael Sallwasser

**Start Time :** 9:00 AM

**Item No : 1**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/2/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Gathering & Centering

**Details :**

**Attachments :**

No Attachments

<b>Presenter :</b> Sarah Stewart	<b>Start Time :</b> 9:15 AM	<b>Item No :</b> 2
<b>Proposed By :</b> Stephanie Carey Maron	<b>Time Req :</b> 75	
<b>Proposed :</b> 10/2/2013	<b>Item Type :</b> Information Items	

Policy No.	Description	Ref No
3.2.4	Act as faithful stewards of the resources of the UUA.	403576

**Description :** Finance Committee Meeting

**Details :** Financial Advisor's Report - Larry Ladd  
Treasurer's Report - Tim Brennan

**Attachments :**

Title	Created	Filename
October 2013 Finance Committee Agenda	Oct 16, 2013	October 2013 Finance Committee Agenda.pdf
Audit Committee Proposal for Contract Renewal - May 25, 2013	Oct 16, 2013	Audit Committee proposal for contract review 25 May 2013.pdf
Dan Brody Memo Financial Planning and Budgeting - January 28, 2013	Oct 16, 2013	Dan Brody memo Financial Planning and Budgeting 28 Jan 2013.pdf
Dan Brody Memo on Beacon Press Policy - April 20, 2013	Oct 16, 2013	Dan Brody memo on Beacon Press policy 20 Apr 2013.pdf
Board Forecast 1Q14	Oct 16, 2013	Board forecast 1Q14.pdf
Board Forecast 1Q14 Memo	Oct 16, 2013	UUA Budget FY14 1Q forecast memo.pdf

*Finance Committee Meeting  
Agenda  
UUA Board of Trustees  
October 18, 2013*

1. Welcome--9:10 a.m.
2. Financial Advisor's report--9:15 a.m.
3. Treasurer's report--9:35 a.m.
3. Process for receiving committee budget requests--9:45 a.m.
4. Liberal Religious Charitable Society indemnification request--9:50 a.m.
5. A motion coming to us from the Audit Committee to create a schedule for putting significant contracts out to bid. See "Audit Committee Proposal for Contract Review 25 May 2013" in Our Boardroom.--9:55 a.m.

Motion: To amend our policy manual as follows:

2.8 Grants, Contracts, or Partnerships: UUA Governance Manual  
With respect to grants, contracts or partnerships, the President may not enter into any arrangement that is inconsistent with the Shared Vision (ENDS).

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. make payments on any substantial contract for consulting, legal, actuarial, benefit administration, training, insurance, fund management, investment advice, auditing, banking, and other services for the Association or its controlled entities unless a) the contract has been put out for competitive bids within the past seven years, or b) the reason competitive bidding for the service is unwarranted has been described in the monitoring report on this policy.

6. A significant revision to policy 2.6. We will discuss Rule G-10.1.1, Dan Brody's proposed language to bring our policies into compliance with that rule, and any other possible avenues forward.--10:05 a.m.

Possible language (see "Financial Planning and Budgeting Brody proposed edits April 2013" for full revisions, and "Dan Brody memo Financial Planning and Budgeting 28 Jan 2013" for rationale):

2.6.1 Fail to present at the Board of Trustees' January meeting a report providing an overview of objectives and new initiatives proposed for the upcoming fiscal

year. The Board will discuss the report and will adopt the list of initiatives, with such amendments as it may choose to make.

This helps bring our policies into compliance with Rule G-10.1.1:

“Rule G-10.1.1 Presentation of Association Budget. At each regular General Assembly the Board of Trustees shall present budgets for both the Current Fiscal Year and the Succeeding Fiscal Year. Current Fiscal Year means the fiscal year of the Association which has just begun or which is about to begin at the time when the Assembly is held. Succeeding Fiscal Year means the year following the Current Fiscal Year.”

7. [If we have time: A revision to policy 2.7.4.2. This is the policy on the financial management of Beacon Press. The policy refers to an appendix which you can read here: <http://www.uua.org/uuagovernance/manual/limits/appendices/183776.shtml>. See “Dan Brody memo on Beacon Press policy 20 April 2013.”]

In the Beacon Press budget segment, the President shall ~~follow the Beacon Press Financial Policy (Appendix 2.F) :~~

- i. shall make every reasonable effort to limit any operating deficit to a level that is commensurate with the contribution of Beacon Press towards meeting the Ends of the Association,
- ii. shall not spend or commit to spend on any single project an amount that exceeds 3% of Beacon’s total expenses in the prior fiscal year, and
- iii. shall not spend or commit to spend on one or more projects amounts that would cause Beacon’s liquid assets or its unrestricted net assets to fall below 20% of Beacon’s total expenses in the prior fiscal year.

8. Presentation from Stewardship/Development on Comprehensive Campaign--10:25 a.m.
9. Adjourn--10:35 a.m.

**From:** Dan Brody [<mailto:dbrody@keefecompany.com>]

**Sent:** Saturday, May 25, 2013 1:01 PM

**To:** Donna Harrison ([dharrison@uua.org](mailto:dharrison@uua.org))

**Cc:** Gini Courter ([GCourter@uua.org](mailto:GCourter@uua.org)); [jshanti@uua.org](mailto:jshanti@uua.org); Jim Key ([jckey@hargray.com](mailto:jckey@hargray.com)); Kay Montgomery ([kmontgomery@uua.org](mailto:kmontgomery@uua.org)); Tim Brennan ([tbrennan@uua.org](mailto:tbrennan@uua.org)); David Friedman ([dfriedman@uua.org](mailto:dfriedman@uua.org)); Ed Merck

**Subject:** Audit Committee recommendation concerning competitive bidding for contracts

Hi Donna,

The Association and its related organizations (namely the Health Plan and the Common Endowment Fund) spend at least \$2 million a year on services obtained through contracts. Some of the largest ones are printing services for Beacon Press, investment advice for the UUCEF, recordkeeping services for the retirement plan, and claims management and actuarial consulting for the Health Plan. Some of these services (such as endowment fund management) are obtained through a rigorous selection process, and the contractor's performance and fees are reviewed regularly. Other contractors were selected many years ago (some well before my time on the board) and have not been reviewed since.

The Audit Committee discussed this issue at several meetings, and concluded that, as a general rule, "substantial" (to be defined by the Administration) service contracts should be put out for competitive bids at least once every seven years. But the general rule may have exceptions, so the committee wrote the proposed policy so that the Administration would be allowed to continue contracts without rebidding so long as it explains its reasoning.

The committee has approved the following motion. Section 2.8 of the Governance Policy, which deals with contracts, seemed to be a good place for it. But somewhere else would be fine.

The monitoring report would be very simple: a definition of “substantial,” a list of contracts and when they were last put out to bid, and an explanation of any that had gone more than seven years without a rebid. The phrase “controlled entities” means the Health Plan, the UUCEF, and any future entity that has a separate legal status but is under the authority of the Board.

I hope the board can take this up in June.

Please let me know if you have any questions.

Dan

## **Audit Committee Motion Concerning Competitive Bids from Service Providers**

May 2013

The Audit Committee recommends that the UUA Board of Trustees amend section 2.8 of the UUA Governance Policy Manual as follows:

### **2.8 Grants, Contracts, or Partnerships: UUA Governance Manual**

With respect to grants, contracts or partnerships, the President may not enter into any arrangement that is inconsistent with the Shared Vision (ENDS).

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. make payments on any substantial contract for consulting, legal, actuarial, benefit administration, training, insurance, fund management, investment advice, auditing, banking, and other

services for the Association or its controlled entities unless a) the contract has been put out for competitive bids within the past seven years, or b) the reason competitive bidding for the service is unwarranted has been described in the monitoring report on this policy.

**From:** Dan Brody [<mailto:dbrody@keefecompany.com>]  
**Sent:** Monday, January 28, 2013 9:43 PM  
**To:** Donna Harrison ([dharrison@uua.org](mailto:dharrison@uua.org)); Lew Phinney ([lew@usa.net](mailto:lew@usa.net))  
**Cc:** Gini Courter ([GCourter@uua.org](mailto:GCourter@uua.org)); Kay Montgomery ([kmontgomery@uua.org](mailto:kmontgomery@uua.org)); Tim Brennan ([tbrennan@uua.org](mailto:tbrennan@uua.org))  
**Subject:** Policy 2.7 revisions

Hi Donna,

I've been wondering where the Governance Working Group stands concerning changes to Policy 2.7.

You probably recall my pointing out a couple of years ago that when the Governance Policy Manual was adopted in 2009, we inadvertently omitted a significant element of prior policy that should have been codified in Policy 2.7. In October 2007, the board had passed a motion with this requirement:

- At the Board of Trustees' January meeting, the Administration will present a report providing an overview of goals and objectives for the fiscal year beginning on July 1. This report will identify the new initiatives proposed for the upcoming fiscal year. The Board will discuss the report and will adopt the list of initiatives, with such amendments as it may choose to make.

I've made several unsuccessful attempts to restore this omitted language, and to make other changes in Policy 2.7. They were on the agenda of our January 2011 meeting in Phoenix, but we didn't have time to take them up. (See page 9 of [my board report](#).)

A draft of my current proposal is attached. It has a couple of changes from the version I shared with you last summer. The biggest one relates to the budget for what Rule G-10.1.1 calls the "succeeding" fiscal year:

Rule G-10.1.1 Presentation of Association Budget. At each regular General Assembly the Board of Trustees shall present budgets for both the Current Fiscal Year and the Succeeding Fiscal Year. Current Fiscal Year means the fiscal year of the Association which has just begun or which is about to begin at the time when the Assembly is held. Succeeding Fiscal Year means the year following the Current Fiscal Year.

I don't see anything in the bylaws or rules that justifies the Board's current practice of adopting a budget for the "current" fiscal year, but only "receiving" a budget for the succeeding year. Gini or Kay, can you shed any light on this?

So in my proposed rewrite, I bring our governance policy into compliance with this rule. Of course, in the future the Board could propose a change in the rule to remove the requirement for the Board to approve the budget for the succeeding year. However, I actually like the requirement. I think it's good for the Board and GA delegates to see what a baseline, or "business as usual," budget would look like for the succeeding year.

I hope we will consider these changes at the April meeting. I'd hate to leave this one as unfinished business for Ed Merck.

Best,

Dan

**From:** Dan Brody [<mailto:dbrody@keefecompany.com>]  
**Sent:** Saturday, April 20, 2013 10:05 AM  
**To:** Jeanne Pupke ([revpupke@gmail.com](mailto:revpupke@gmail.com))  
**Cc:** Donna Harrison ([dharrison@uua.org](mailto:dharrison@uua.org)); Kay Montgomery ([kmontgomery@uua.org](mailto:kmontgomery@uua.org)); Tim Brennan ([tbrennan@uua.org](mailto:tbrennan@uua.org))  
**Subject:** Beacon Press financial policy

Jeanne,

Our conversation on Thursday about the rent charges to Beacon prompted me to look at [the current policy](#).

The current policy (aside from the temporary part about rent that has now expired) basically says two things:

1. Don't run a big deficit
2. Get board approval before committing a lot of your reserves to a big new project

I think we can accomplish these goals with a much more streamlined set of policies. I suggest we repeal Appendix 2C, and change Policy 2.7.4.B as follows:

In the Beacon Press budget segment, the President shall follow the Beacon Press Financial Policy (Appendix 2.F) :

- i. shall make every reasonable effort to limit any operating deficit to a level that is commensurate with the contribution of Beacon Press towards meeting the Ends of the Association,
- ii. shall not spend or commit to spend on any single project an amount that exceeds 3% of Beacon's total expenses in the prior fiscal year,  
and
- iii. shall not spend or commit to spend on one or more projects amounts that would cause Beacon's liquid assets or its unrestricted net assets to fall below 20% of Beacon's total expenses in the prior fiscal year.

What do you think?

Dan

	C	D	E	F	G	H
2	<b>Unitarian Universalist Association</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY14</b>	<b>Percent</b>
3	<b>Budget Overview</b>	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>1Q14 Fcst</b>	<b>Inc/(Dec)</b>
4	<b>Current Operations</b>					<b>F to G</b>
5						
6	\$ in Thousands					
7	<b>Income:</b>					
8	<b>Income for General Support</b>					
9	Annual Program Fund	6,757	6,724	6,900	6,750	-2.2%
10	Friends of the UUA	1,183	1,095	1,200	1,200	0.0%
11	Unrestricted Gifts	0	139	250	250	0.0%
12	Bequest Income	1,050	936	450	450	0.0%
13	Administrative Fees	1,290	1,868	2,009	2,019	0.5%
14	Endowment Income	2,085	2,216	2,257	2,257	0.0%
15	Other Current Fund Income	2,541	2,652	2,804	2,816	0.4%
16	Total Income for General Support	14,905	15,629	15,870	15,743	-0.8%
17						
18	<b>Income for Designated Purposes</b>					
19	Handing on the Future Income	360	634	323	323	0.0%
20	Campaign for Unitarian Universalism	41	46	47	47	0.0%
21	Now is the Time Campaign	2,037	1,523	1,748	1,807	3.4%
22	UUCSR Veatch Grants	2,212	2,307	2,237	2,237	0.0%
23	Grants and Scholarships	914	884	924	924	0.0%
24	Ministerial Aid Funds	435	454	467	467	0.0%
25	Holdeen and International Trusts	1,523	1,412	1,431	1,462	2.2%
26	Income for Other Purposes	2,538	724	819	841	2.8%
27	Total Inc for Designated Purposes	10,060	7,983	7,995	8,109	1.4%
28	<b>Total Income</b>	<b>24,965</b>	<b>23,612</b>	<b>23,865</b>	<b>23,851</b>	<b>-0.1%</b>
29						
30	<b>Expenses:</b>					
31	<b>Board &amp; Volunteer Leadership</b>	<b>497</b>	<b>613</b>	<b>495</b>	<b>505</b>	<b>2.0%</b>
32						
33	<b>Programs:</b>					
34	Program and Strategy	205	248	311	850	173.6%
35	Multicultural Growth and Witness	1,391	1,406	1,262	1,264	0.1%
36	International	1,606	1,473	1,405	1,404	-0.1%
37	Congregational Life	3,625	3,673	3,625	3,085	-14.9%
38	Ministries and Faith Development	5,807	4,895	4,832	4,812	-0.4%
39	UU Funding Program	1,200	1,298	1,237	1,237	0.0%
40	Crisis Relief & Misc. Programs	678	417	364	364	-0.1%
41	Communications	2,652	2,676	2,800	2,804	0.2%
42						
43	<b>Total Programs</b>	<b>17,164</b>	<b>16,085</b>	<b>15,836</b>	<b>15,819</b>	<b>-0.1%</b>
44						
45	<b>Administration</b>	<b>1,667</b>	<b>1,591</b>	<b>1,987</b>	<b>2,105</b>	<b>5.9%</b>
46						
47	<b>Infrastructure</b>					
48	Stewardship and Development	1,946	2,030	2,217	2,188	-1.3%
49	Information Technology Services	1,331	1,415	1,597	1,548	-3.1%
50	Internal Services	1,656	1,833	1,733	1,686	-2.7%
51	<b>Total Infrastructure</b>	<b>4,933</b>	<b>5,278</b>	<b>5,547</b>	<b>5,422</b>	<b>-2.3%</b>
52						
53	<b>Total Expenses</b>	<b>24,261</b>	<b>23,567</b>	<b>23,865</b>	<b>23,851</b>	<b>-0.1%</b>
54						
55	<b>Current Section Excess/(Deficit)</b>	<b>705</b>	<b>45</b>	<b>0</b>	<b>0</b>	
56						

	D	E	F	G	H	I
1	<b>Unitarian Universalist Association</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY14</b>	<b>Percent</b>
2	<b>Forecast Summary</b>	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>1Q14 Fcst</b>	<b>Inc/(Dec)</b>
3	<b>Current Operations Expenses</b>					<b>G to H</b>
4						
5	<i>\$ in Thousands</i>					
6	<b>Income:</b>					
7	<b>Income for UUA General Support</b>					
8	Annual Program Fund	6,757	6,724	6,900	6,750	-2.2%
9	Friends of the UUA	1,183	1,095	1,200	1,200	0.0%
10	Unrestricted Gifts	0	139	250	250	0.0%
11	Bequest Income	1,050	936	450	450	0.0%
12	Administrative Fees	1,290	1,868	2,009	2,019	0.5%
13	Endowment Income	2,085	2,216	2,257	2,257	0.0%
14	Other Current Income	2,541	2,652	2,804	2,816	0.4%
15		14,905	15,629	15,870	15,743	-0.8%
16	<b>Income for Designated Purposes</b>					
17	Handing on the Future Income	360	634	323	323	0.0%
18	Campaign for Unitarian Universalism	41	46	47	47	0.0%
19	Now is the Time Campaign	2,037	1,523	1,748	1,807	3.4%
20	Veatch Grants	2,212	2,307	2,237	2,237	0.0%
21	Grants and Scholarships	914	884	924	924	0.0%
22	Ministerial Aid Funds	435	454	467	467	0.0%
23	Holdeen & International Trusts	1,523	1,412	1,431	1,462	2.2%
24	Income for Other Purposes	2,538	724	819	841	2.8%
25		10,060	7,983	7,995	8,109	1.4%
26	<b>Total Income</b>	24,965	23,612	23,865	23,851	-0.1%
27						
28	<b>Board &amp; Volunteer Leadership</b>					
29	Board of Trustees	228	325	151	151	0.0%
30	Board Committees	63	53	98	108	10.2%
31	Board Task Forces	21	11	9	9	0.0%
32	Moderator	18	17	31	31	0.0%
33	Nominating Committee	23	31	24	24	0.0%
34	Commission on Appraisal	16	23	20	20	0.0%
35	Ministerial Fellowship Committee	102	122	138	138	0.0%
36	Commission on Social Witness	26	31	25	25	0.0%
37	<b>Total Board &amp; Volunteer Leadership</b>	497	613	495	505	2.0%
38						
39	<b>Programs:</b>					
40	<b>Program Strategy Office (former Growth Strategies)</b>	205	248	311	850	173.6%
41						
42	<b>Multicultural Growth and Witness</b>	1,391	1,406	1,262	1,264	0.1%
43						
44	International Office	219	228	230	228	-0.9%
45	Holdeen International Partners	133	209	140	140	0.0%
46	Holdeen India Program	863	707	715	715	0.0%
47	UU-UNO	391	328	320	321	0.1%
48	<b>Total International</b>	1,606	1,473	1,405	1,404	-0.1%
49						
50	<b>Congregational Life</b>					
51	Congregational Life	3,145	3,293	3,177	2,657	-16.4%
52	Office of Congregational Stewardship Services	480	380	448	428	-4.6%
53	<b>Total Congregational Life</b>	3,625	3,673	3,625	3,085	-14.9%
54						
55	<b>Ministries and Faith Development</b>					
56	Resource Development Director	216	264	122	109	-10.7%
57	Resource Development Office	552	629	636	725	14.0%
58	Youth and Young Adult Ministries	468	466	528	473	-10.5%
59	Director of Ministries and Faith Development	729	564	543	546	0.5%
60	Director of RE Credentialing	88	89	95	95	0.1%
61	Director of Ministerial Credentialing	242	190	209	210	0.1%
62	Director of Transitions	344	344	308	308	0.0%
63	Office of Church Staff Finances	1,364	563	506	507	0.2%
64	Office of UUA Health Plan	163	192	186	187	0.3%

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY12	FY13	FY14	FY14	Percent
2	Forecast Summary	Results	Results	Budget	1Q14 Fcst	Inc/(Dec)
3	Current Operations Expenses					G to H
65	Director of Professional Development	197	185	193	148	-23.4%
66	Scholarships and Ministerial Ed Grants	331	323	332	332	0.0%
67	Continuing Education	76	50	83	83	0.0%
68	Aid Funds	512	521	534	534	0.0%
69	Panel on Theological Education	525	514	555	555	0.0%
70	<b>Total Ministries and Faith Development</b>	<b>5,807</b>	<b>4,895</b>	<b>4,832</b>	<b>4,812</b>	<b>-0.4%</b>
71						
72	UU Funding Program	1,200	1,298	1,237	1,237	0.0%
73	Crisis Relief & Misc. Programs	678	417	364	364	-0.1%
74						
75	<b>Communications</b>					
76	IPW Office	506	477	526	526	0.0%
77	Periodicals Office	885	946	963	966	0.3%
78	Publications Administration	559	553	537	538	0.1%
79	UUA Bookstore	702	699	774	775	0.2%
80	<b>Total Communications</b>	<b>2,652</b>	<b>2,676</b>	<b>2,800</b>	<b>2,804</b>	<b>0.2%</b>
81						
82	<b>Total Programs</b>	<b>17,164</b>	<b>16,085</b>	<b>15,836</b>	<b>15,819</b>	<b>-0.1%</b>
83						
84	<b>Administration</b>					
85	Office of the President	602	535	542	542	0.1%
86	Office of the Executive Vice President	511	485	440	644	46.3%
87	Contingency Expense	60	66	365	279	-23.6%
88	Human Resources	494	505	639	639	0.0%
89	<b>Total Administration</b>	<b>1,667</b>	<b>1,591</b>	<b>1,987</b>	<b>2,105</b>	<b>5.9%</b>
90						
91	<b>Infrastructure:</b>					
92	<b>Stewardship and Development</b>					
93	Vice President, Development	162	183	151	250	65.6%
94	APF Campaign	186	226	309	345	11.7%
95	APF Continental Committee	20	0	0	0	N/A
96	Friends Campaign	331	326	360	357	-0.8%
97	Charitable Gift and Estate Planning	147	125	161	161	0.1%
98	Comprehensive Campaign	1,099	1,169	1,236	1,075	-13.1%
99	<b>Total Stewardship and Development</b>	<b>1,946</b>	<b>2,030</b>	<b>2,217</b>	<b>2,188</b>	<b>-1.3%</b>
100						
101	<b>Information Technology Services</b>	<b>1331</b>	<b>1415</b>	<b>1597</b>	<b>1548</b>	<b>-3.1%</b>
102						
103	<b>Internal Services:</b>					
104	<b>Finance</b>					
105	Treasurer and Vice President of Finance	493	524	619	629	1.6%
106	Financial Services	623	714	638	583	-8.7%
107	<b>Total Finance</b>	<b>1,117</b>	<b>1,238</b>	<b>1,257</b>	<b>1,212</b>	<b>-3.6%</b>
108						
109	<b>Facilities</b>					
110	Facilities - General	68	60	48	48	0.0%
111	25 Beacon Street	55	56	0	0	N/A
112	41 Mt Vernon Street	(12)	3	0	0	N/A
113	Eliot & Pickett House	429	469	427	426	-0.2%
114	24 Farnworth Street	0	8	0	0	N/A
115	<b>Total Operations Services</b>	<b>540</b>	<b>596</b>	<b>476</b>	<b>475</b>	<b>-0.2%</b>
116						
117	<b>Total Internal Services</b>	<b>1,656</b>	<b>1,833</b>	<b>1,733</b>	<b>1,686</b>	<b>-2.7%</b>
118						
119	<b>Total Infrastructure</b>	<b>6,600</b>	<b>6,869</b>	<b>7,534</b>	<b>7,527</b>	<b>-0.1%</b>
120	<b>Total Expenses</b>	<b>24,261</b>	<b>23,567</b>	<b>23,865</b>	<b>23,851</b>	<b>-0.1%</b>
121						
122	<b>Current Section Excess/(Deficit)</b>	<b>705</b>	<b>45</b>	<b>0</b>	<b>0</b>	
123						



## MEMORANDUM

---

**TO:** Finance Committee

**FROM:** Tim Brennan

**RE:** UUA Budget Forecast 1<sup>st</sup> Quarter FY 14

**CC:** Board of Trustees, Peter Morales, Harlan Limpert, Terasa Cooley

**DATE:** October 15, 2013

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### Summary

This memorandum describes the key differences between the adopted budget for Fiscal Year 2014 and the first quarter forecast. The biggest change from budget is a modest shortfall in projected APF revenue. This is largely offset by some savings in certain salary lines and drawing down the contingency by \$76,000.

### Notes on Variances from Budget FY14 to 1<sup>st</sup> Quarter Forecast

#### Overall Income – on budget

##### **Annual Program Fund – down by 2.2%**

In March, we were projecting that the economic recovery would lead to modest growth in APF revenue. But now, six months later, based on pledges received to date and outreach to key congregations, we believe that APF revenue will be flat with the last two years.

##### **Campaign Income – up by 3.4%**

The increase is due to the release of \$59K in temporarily restricted funds received in previous years.

##### **Holdeen and International Trusts – up 2.2%**

Increase is from additional UU United Nations Office income of \$31K.

##### **Income for other purposes – up 2.8%**

Increase is from departmental income consisting of conference registrations and other fees.

#### Overall Expenses – on budget

Projected expenses are on budget.

##### **Board and Volunteer Leadership – up by 2.0%**

Reflects the expenses of the Presidential Nominating Committee, not included in the budget submitted to the Board in April.

##### **Program and Strategy – up by 173.6%**

This reflects a reorganization that was implemented after the FY 2014 budget was adopted. The budget has been restated to reflect the reorganization. The overage of \$540K is offset by reductions in Congregational Life of the same amount.

**Congregational Life – down by 14.9%**

See Program and Strategy above.

**Administration – up by 5.9%**

Increase is due to a higher estimate for medical insurance premiums and executive severance.

**Information Technology Services – down 3.1%**

Due primarily to lower salary and benefit expenses arising from a position that will not be filled until March.

**Internal Services – down 2.7%**

Replacement employees came in at lower salaries.

**Current Section Excess (Deficit) – \$0K**

Overall, we are projecting a breakeven year.

**Presenter : Jim Key****Start Time : 10:30 AM****Item No : 3****Proposed By : Stephanie Carey Maron****Time Req : 15****Proposed : 10/3/2013****Item Type : Break/M meal Items**

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description : Break****Details :****Attachments :**

No Attachments

**Presenter : Clyde Grubbs****Start Time : 10:45 AM****Item No : 4****Proposed By : Stephanie Carey Maron****Time Req : 75****Proposed : 10/3/2013****Item Type : Information Items**

Policy No.	Description	Ref No
3.5	<p>The Board will follow an annual agenda which</p> <p>(a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and</p> <p>(b) continually improves Board performance through Board education and enriched input and deliberation.</p>	403882

**Description : Board AR/AO/MC Agenda Planning****Details : (with Julian Sharp and Michael Sallwasser)****Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 12:00 PM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 45

**Proposed :** 10/3/2013

**Item Type :** Break/Meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Lunch

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 12:45 PM

**Item No :** 6

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
1	<p>Grounded in our covenantal tradition, the member congregations of the Unitarian Universalist Association will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.</p>	401749

**Description :** Policy Governance, Ends & Strategy

**Details :** (with Eric Craymer)

**Attachments :**

No Attachments

**Presenter :** Peter Morales

**Start Time :** 1:45 PM

**Item No :** 7

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
2.13	<p>The President shall not permit the Board to be uninformed or unsupported in its work, nor perform tasks or take responsibility for areas that are the Board's responsibility.</p> <p>Further, without limiting the scope of the foregoing by this enumeration, the President:</p>	402208

**Description :** President's Report

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 3:15 PM

**Item No :** 8

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Daily Covenant Debrief and Process Observations

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 3:30 PM

**Item No :** 9

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Depart for the UUSC

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 4:00 PM

**Item No :** 10

**Proposed By :** Stephanie Carey Maron

**Time Req :** 120

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.4	<p>Speaking with one voice is an important value of the board. To achieve this, the board will formally delegate official authority to speak on behalf of the organization in the public arena. Committee chairs, working group conveners and officers are authorized to communicate with members of the press concerning areas of Board discussion, deliberation and action within the scope of their authority following meetings of their respective groups.</p>	403837

**Description :** Reception and Meet with the UUSC Board

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 6:00 PM

**Item No :** 11

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 7:30 PM

**Item No :** 12

**Proposed By :** Stephanie Carey Maron

**Time Req :** 0

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Dinner on Our Own

**Details :**

**Attachments :**

No Attachments



Ref No:  
480027

**Board Meeting**  
**Agenda Summary**  
**Saturday, October 19, 2013**  
**9:00 AM**

UUA Headquarters  
25 Beacon Street  
Boston, MA 02108

Item No.	Item	Time Req.	Start Time	Ref No.
1	Centering	15	9:00 AM	480029
2	Moderator's Report	30	9:15 AM	480030
3	Vice Moderator's Report	15	9:45 AM	480031
4	Secretary's Report	15	10:00 AM	480032
5	Break	15	10:15 AM	480033
6	Transforming Governance	75	10:30 AM	480034
7	Executive Session	30	11:45 AM	480035
8	Lunch	60	12:15 PM	480036
9	Governance	90	1:15 PM	480037
10	Break	15	2:45 PM	480038
11	Linkage	90	3:00 PM	480039
12	Break	15	4:30 PM	480040
13	Board Self Evaluation - Policies 3.0, 3.1, 3.2, 3.3	60	4:45 PM	480041
14	Daily Covenant Debrief and Process Observations	15	5:45 PM	480042
15	Break	30	6:00 PM	480045
16	Dinner at P&E	60	6:30 PM	480043
17	Fun and Fellowship at P&E	0	7:30 PM	480044

**Presenter :** Peter Morales

**Start Time :** 9:00 AM

**Item No :** 1

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Centering

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 9:15 AM

**Item No :** 2

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.6.1.1	<p>The Moderator is the Chief Governance Officer (CGO). The CGO assures the integrity of the Board's process and, secondarily, represents the Board to outside parties. Accordingly, the CGO is responsible for:</p> <ul style="list-style-type: none"><li>- Ensuring that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.</li><li>- Ensuring that the Board discusses only those issues that, according to Board policy, clearly belong to the Board to decide, not the President.</li><li>- Ensuring that deliberation is fair, open, and thorough, but also timely, orderly, and kept to the point.</li></ul>	403990

**Description :** Moderator's Report

**Details :**

**Attachments :**

Title	Created	Filename
Moderator's Report	Oct 09, 2013	Moderator's Report Oct v1.pdf

October 11, 2013

Jim Key  
UUA Moderator  
Chief Governance Officer

October 11, 2013

## Report to the UUA Board of Trustees

Since being elected to serve as your Moderator on June 22, I have been busy meeting with many people and organizations about their hopes and dreams for our movement. It has been deeply rewarding. However, I have had a few meetings where I've heard stories in which we didn't live up to our covenant with one another. Additionally, I have some references I recommend you read as we continue to develop our board culture begun at our Board Retreat in September.

I call your attention to several significant items iterated further below.

I had the privilege of worshipping at All Souls Unitarian in Washington, DC during their celebration of the 50<sup>th</sup> Anniversary March on Washington. The sermon Rob Hardies delivered on August 24 is a call to all of us in leadership.

The boards and staff of the four districts of the Southern Region met at the Mountain Retreat and Leadership Center near Highlands, NC, September 27 – 29. It was a incredible weekend of deep reflection and the Southern Region leadership team continues to transform governance on behalf of their over 200 congregations, to expand ministries, and to encourage cluster development. I was pleased to be a signatory to their report that is attached.

Most of my conversations and meetings have been positive and spiritually deepening, and I am positive about the future health and growth of our religious movement. However, two conversations were very troubling. They involved hearing the stories of two congregants who filed complaints of sexual misconduct by clergy in recent years and feeling they were not properly heard or respected. I will report the specifics in an executive session of the board and will request that the Ministerial Fellowship Committee and the Ministries and Faith Development staff group, in conjunction with Trustees, conduct a

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review and assessment of our current process for handling such cases. As part of the review we need to look at the intent, goals, purposes and values of the process.

I want to thank the many people who met with me, specifically Peter Morales and the UUA staff who gave me the time to provide insights into their portfolios. I offer a special shout out to Gini Courter who spent countless hours providing background and history essential to the role of Moderator.

### **Meetings with congregations**

- UU Church of Brevard (NC) – attended
- All Souls Church Unitarian (Washington, DC) – participated in the 50<sup>th</sup> Anniversary March on Washington
  - Hear The Rev. Dr. Robert M. Hardies [powerful sermon](#)
- UU Fellowship of Bay County (Panama City, FL) – preached
- The Unitarian Church in Westport (CT) – participated in a forum and preached
- First Church Boston – attended

### **Meetings with regions/districts**

- Southern Region Boards and Staff (The Mountain Retreat and Learning Center – NC)
  - Florida District of the UUA
  - Mid-South District of the UUA
  - Southeast District of the UUA
  - Southwestern UU Conference of the UUA
- Southern Region Mountain Meeting Report (Attachment 1)

### **Meetings with committees and organizations**

- UU Church of Nashville Safety Net (Attachment 2)
- Transgender UU Religious Professionals (TRUUST)
- Open UUA Committee
- GA Planning Committee (GAPC)
  - See Vice-Moderator's Report of meeting

- Council on Cross-Cultural Engagement (CCCE)
  - Diverse Revolutionary Unitarian Universalist Multicultural Ministries (DRUUM)
  - Allies for Racial Equity (ARE)
  - Unitarian Universalist Musicians' Network (UUMN)
  - Unitarian Universalist Ministers Association (UUMA)
  - Liberal Religious Educators Association (LREDA)
  - GA Planning Committee (GAPC)
  - See Vice-Moderator's Report of meeting

### **Meetings with officers and staff**

- Peter Morales, UUA President
- Harlen Limpert, Chief Operating Officer
- Tim Brennan, Treasurer and Chief Financial Officer
- Terasa Cooley, Program and Strategy Officer
- Helene Atwan, Director, Beacon Press
- Scott Tayler, Director of Congregational Life
- Janiece Sneegas, General Assembly and Conference Services Director
- Sarah Lammert, Director of Ministries and Faith Development
- Taquiena Boston, Director of Multicultural Growth and Witness
- Terry Sweetser, Vice President for Stewardship and Development, Senior Advisor to President (Attachment 3)
- Kathleen McTeague, Director of the College of Social Justice

### **Meetings with individuals**

- Gini Courter, former UUA Moderator
- Two complainants of clergy sexual misconduct whose names will be held in confidence.

### **References for Board Development**

- [\*Salsa, Soul, and Spirit: Leadership for a Multicultural Age\*](#) by Juana Bordas
- [\*Governance as Leadership: Reframing the Work of Nonprofit Boards\*](#), by: Chait Richard, Ryan William, Taylor Barbara E.
- [\*The Gremlins of Governance\*](#), by Richard Chait
- [\*Preventing Sexual Abuse in Congregations: A Resource for Leaders\*](#), by Karen A. McClintock
- [\*Faith Trust Institute\*](#), founded by Rev. Dr. Marie M. Fortune

## Attachment 1 –Southern Region Mountain Meeting Report

Greetings,

The District Boards of the Southern Region of the UUA are in touch to share important and exciting news! This affects all congregations in our districts (Florida, Mid-South, Southeast, SWUUC), so please take a moment to review the enclosed message and share it with your congregation.

**Our Common Background and Purpose:** All four Southern Region District Boards have been working with Jim Key, UUA Moderator representing UUA Trustees, Rev. Scott Tayler, UUA Director of Congregational Life, Rev. Kenn Hurto, Executive Lead for Southern Region Staff, Southern Region Staff and each other in an intentional, covenanted and concerted effort to help congregations and leaders best serve our Unitarian Universalist faith. These groups met jointly September 27-29, 2013 at The Mountain Retreat and Learning Center (itself founded on UU principles) in North Carolina, to reaffirm the purpose of our work together and plan our path forward. This was a continuation of collaboration we started in December, 2010 when representatives from our groups met, created The Orlando Platform and then began implementing the commitments we outlined therein. At The Mountain, after deep discussion and sharing, we decided on the next steps that we would recommend our member congregations support through delegate polling at future meetings in our districts.

**Our Recommendations:** To ensure due diligence and viable implementation, the four districts in our Southern Region, jointly with administration, staff and trustees, offer the following recommendations and steps:

- Recognition that “**clusters**”, defined as a group of congregations bound together by something they hold in common, are a form of small group ministry that we and other organizations have proven to be effective in the areas of mutual support, achievement of a common goal, and sharing of best practices.
  - In our region of the UUA, clusters could be arranged by geography, a common cause, a common trait, a common leadership role or the presence of a common issue or need.
  - Some clusters already exist across our region; the intent is to use this model more intentionally and frequently to help congregations improve their effectiveness and impact. Staff and selected elders will help the intensity of progress in this area.
- Recognition that a strong and institutionally supported “**elderhood**” model is the best way for people who are recognized by their congregations as

leaders and stewards of our faith to serve beyond their congregational walls; “elders” will be called to (in no particular order) :

- Serve as a linkage element between congregations and UUA Trustees to ensure congregational needs are represented by UUA Trustees.
- Participate in the development and leadership of clusters.
- Work with UUA staff to help develop leaders, their skills and their impact to congregations.
- Act as an advisory body in deep partnership with Rev. Scott Tayler, Rev. Kenn Hurto, and regional staff to ensure program effectiveness and staff management.

These roles listed above arise from our recognition that congregational participation in governance functions and management of congregational services and joint ministry are two distinct ministries. We are seeking to be more intentional about how we approach this.

- The structure used currently for governance by district boards is viewed to be **too people-, process-, structure- and money intensive** to be efficient and effective.
  - All districts in our region have realized that there is truly little to govern, in part because any governance at a district or regional level would be redundant to the governance responsibilities of UUA Trustees. We are seeking to develop stronger input into these governance processes rather than duplicate them.
  - While we recommend that boards formally give up governance responsibility at the district level, there is still the need for a fiduciary body, at least at the regional level, to oversee financial and asset management matters; the scope of which needs to be determined.
  - To support the democratic representation of congregational concerns the current district structure supports, we support the maintenance of each district's identity to its current geographical alignment; we need to determine how best to do that. It is possible that a district cluster configuration, vs. a legal entity known present day as a district, might be the best vehicle for that representation; next steps include finalizing a recommendation.
- **Effective communication** will be essential to informing every one about why recommended changes are imperative and ensuring all Unitarian Universalist leaders have a way to exchange views about the challenges and solutions we are exploring.

**Our Implementation Plans:** **Due diligence** is required in several areas to further the development of elder and cluster models, to eliminate the structures no longer needed for governance and to ensure that democratic congregational representation is maintained. Toward that end, four task forces, comprised of staff and board members from each of the four Southern Region districts, have been commissioned to pursue the details associated with responsibly achieving these strategies:

- **Communication Task Force**– Develop and implement a multi-media communication approach that facilitates the sharing of information and the vehicles for open exchange of questions, suggestions, plans and expectations. Doing this well will help all congregations and their delegates prepare to vote on recommended implementation plans when that time comes.
- **Elderhood Task Force** – Further define the roles and models for the work of elders, their accountability to those they serve, and how to identify, commission, and manage them.
- **Fiduciary Task Force** – Determine the scope of financial responsibilities and assets that need oversight of a fiduciary body accountable for representing district or regional concerns. Determine which span of oversight (district, regional or UUA) is best suited to handle the identified concerns and propose the steps and model to implement. This team is responsible to understand the implications of dissolving or creating any legal entities (e.g. districts, regions or other structures) needed to best handle financial matters and oversight, while enabling structures that support governance functions we no longer need to be eliminated.
- **Democratic Process Task Force** – Ensure that democratic representation of congregations within the UUA organization remains intact or is strengthened as elderhood and cluster models are implemented and the inefficiencies associated with district structures are removed. This team will ensure that rights and obligations bestowed to congregations by the UUA bylaws are well-served.

Each task force will interact with the other task forces to ensure integrity of the transition, as each will also interact with the staff led effort to further implement the cluster model.

**Our Historical Continuity:** It's important to keep in mind that the changes and plans outlined above are truly a continuation of steps already taken to deepen,

expand and clarify our shared ministry throughout our UUA over the recent three years. To summarize, between the time of the December 2010 meeting in Orlando and the recently convened meeting at The Mountain, the following changes have occurred with our region and the UUA:

- **Staff regionalization has taken place** and a complete complement of Congregational Life Consultants are now on board, developing clusters, preparing to support a robust Elderhood model, and working to reestablish a personal relationship with each congregation in our district/region.
- We are piloting steps to facilitate that each congregation in our region has **equitable access to resources** through the consolidation of district finances into a regional financial management model and the implementation of GIFT stewardship approach (one ask per congregation for what previously was UUA dues and district dues)..
- Each district board has or is in progress of **reducing their board size** to be more actionable and effective. Each has assessed their role in governance, declaring it no longer relevant. Each developed the determination to create a model that enables the time lay leaders invest supporting our faith to be more meaningful than governance or oversight roles tend to be; hence their passionate advocacy for the elder and cluster model development described above.
- Each district **adopted the UUA Ends** as their common focus and committed their alignment to support those ends in covenant with UUA Administration and staff and UUA Trustees. Such action facilitated increased collaboration and alignment of the four districts to further the purpose of the UUA and its member congregations, leading to the joint passion and enthusiasm for the recommendations and transition plans we promised to implement.

**Our Commitment, Our Passion:** The benefits of our recommendations won't immediately be clear to all involved. Some congregations are seeing benefits from early implementation items. While for others; experiencing benefits will take more time. Over the next few months, you can expect to see more communication about what's happening, attend webinars to get more information, engage in discussions to exchange views and determine what you can contribute to make transformation happen.

Our UUA Moderator, Jim Key, and our new UUA Director of Congregational Life, Rev. Scott Tayler, join each district of the Southern Region in a belief that the next steps of our journey will truly be transformational. We look forward to sharing more over the coming months and engaging with you to make your congregation more vibrant

## Moderator's Report

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and our UUA faith more relevant. We are a life changing faith and we are moving forward to bring more peace, love and justice to our world.

To our faith,

Ila Klion  
President, Florida District of the UUA  
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Rev. Kenn Hurto  
Lead Executive for the UUA Southern Region  
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Kirk Bogue  
President, Mid-South District of the UUA  
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Rev. Scott Tayler  
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Denise Rimes  
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Kevin Bolton  
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214-417-6413

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## Attachment 2 – Letter from First UU Church of Nashville Safety Net

Dear Jim,

Thank you so much for signing our petition and your support of UU Safety Net. We know that this is very difficult work and are deeply grateful for the courage and leadership you have demonstrated just a few months into your tenure as Moderator.

Please know that each of us is happy to support you in any way possible. We have quite a few areas of expertise.

<Names redacted>

Attached are the lists of petition comments and signatures. We would be most grateful if you would forward these to the rest of the Board.

Please let us know how we can help the Board and the UUA. We believe the next step is the national conversation and would be delighted to help you in this work.

In faith,

<Names redacted>

## The Petition on MoveOn.org by Safety Net

Letter: Greetings,

For some years now, Unitarian Universalists have been concerned about and engaged in questions regarding growth. How are we going to grow our congregations (and beyond)? What are the best strategies for programming and governance that will lead to growth? What message and image must we project if we want to grow?

We, the undersigned, are also concerned about growth. And we are convinced that a great many of our congregations experience obstacles to growth because of one under-appreciated and rarely-discussed factor: the systemic damage done by clergy misconduct.

Unitarian Universalists are preparing to meet in Louisville for General Assembly in June 2013, where we will gather under a theme of “from promise to commitment.” This theme, while admirable in many respects, has served to underscore the pain

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of those who have gone unheard and un-cared for in the wake of clergy misconduct. It is time that the promises of our association to victims of misconduct and the congregational systems devastated by its corrosive force are remembered and finally fulfilled.

Over a decade ago, at the 2000 General Assembly in Nashville, UUA Executive Vice President Kay Montgomery offered an apology to victims of misconduct. Anticipating the report of the staff-appointed Safe Congregation Panel (SCP), she said at the time:

"Let me say this as simply and unequivocally as I know how: the Association has largely failed the people most hurt by sexual misconduct, the victims and survivors.

Other denominations have done better. These brave and bruised people have, more often than not I suspect, been left lonely, confused, afraid, angry and betrayed. Un-ministered to. What I feel about this is not so much guilt, I guess, as great sorrow and regret. I am profoundly sorry. And I pledge that this gap, this failure, will be remedied."

This apology was received as a balm for broken spirits, a salve for wounded souls who finally felt seen, heard, and understood by UUA leadership. The importance of this moment cannot be understated. Nor can it be understated how painful, distressing and re-traumatizing the subsequent 13 years of near-silence on some of the key issues involved have been for many of those same people, as well as for our congregations struggling with histories of misconduct.

To be fair, since 2000 the UUA staff has made clear and discernible progress toward addressing some of the structural concerns with the way the Association handles complaints of misconduct. But it has fallen well short of the promised goal of ministering to victims, and it has been negligent in addressing the systemic effects of misconduct in our congregations. In fact, we are more than 10 years past the recommended final report to the General Assembly describing the implementation of the SCP recommendations, and yet over the years inquiries about complainant-focused recommendations have been met with excuses, dismissal, outright hostility and, worst of all, silence.

It is this silence which leaves us with no other conclusion than to assume that we lack a system of accountability that assures action on the complainant-focused recommendations of the SCP. We are long past the time when silence was an acceptable response to the fact of ministerial misconduct. We know that continued silence perpetuates the abuse and makes it all but impossible for successive ministries to thrive in congregations where trust has been shattered by misconduct. If we want a growth strategy, we feel there's no better place to start than by addressing the legacies of misconduct in our congregations.

Kay's apology is a public document, available for all to read on the UUA website

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along with the report of the SCP. That it remains an unfulfilled promise is an embarrassment for an institution which strives so diligently to be a voice for restorative justice to the world. How can we be so fixated on “Standing on the Side of Love” when our continuing institutional silence for victims of misconduct is anything but?

And so we, the undersigned, ask you, the candidates for UUA Moderator and Board of Trustees, to publicly indicate your willingness to start a new national conversation on clergy misconduct in the UUA, and to ensure that survivors of misconduct have a real voice in that conversation. We ask you to commit to using the powers of the Board to take ownership of the recommendations of the Safe Congregation Panel, to update them as needed, and to hold the staff accountable for implementing them fully. And we ask you to investigate the accountability relationship between the Board and Ministerial Fellowship Committee, with an eye toward balancing the need to protect institutional interests with a pastoral responsibility to care for victims of misconduct.

Like President Peter Morales, we believe that Unitarian Universalism can be a faith for the 21st century. But it will never be such unless it reckons honestly with the damage done by those in positions of trust, power, and authority that is just as much a part of our heritage as are our beloved Principles and Purposes. We look forward to a new day of sunlight and transparency that you will usher in with your bold and courageous leadership, and we stand ready to companion you on this journey of unabashed faith in all-encompassing love.

Sincerely,  
(the undersigned)

Resources:

Kay Montgomery's apology to victims of misconduct (2000):

<http://uua.org/safe/misconduct/restorative/23865.shtml>

Recommendations of the Safe Congregation Panel (2001):

<http://uua.org/safe/misconduct/restorative/index.shtml>

Update (2006) on implementation of SCP recommendations:

[http://uua.org/documents/congservices/safecongs/0601\\_restorative\\_recgs.pdf](http://uua.org/documents/congservices/safecongs/0601_restorative_recgs.pdf)

Current UUA process for handling complaints of misconduct:

<http://uua.org/safe/misconduct/index.shtml>

October 11, 2013

### Attachment 3 – Letter from Terry Sweetser

October 9, 2013

Dear Jim,

Thank you for your support and guidance of the Unitarian Universalist Association's "Light a Flame" campaign. As you know, this is a comprehensive campaign: we plan to incorporate all of the different funding areas of the Unitarian Universalist Association (UUA) into it, including the Annual Program Fund, Friends of the UUA, major gifts, legacy gifts, and foundation support. We plan to launch our "Light a Flame" campaign at General Assembly 2015 in Portland, OR.

We have also engaged in a partnership with five other UU institutions to create a "collaborative campaign," which we hope will maximize giving to Unitarian Universalism as a whole, as well as to each individual institution. Leaders from the Unitarian Universalist Association, the Unitarian Universalist Service Committee, Meadville Lombard Theological School, the Church of the Larger Fellowship, Starr King School for the Ministry, and the Unitarian Universalist Ministers Association met in June, July, and September to discuss the goals for each of our individual campaigns, find shared themes, and consider a cohesive strategy for approaching major donors. We have agreed on new ways to be in partnership about our larger goals, as well as in our communication with individual donors. The governing boards of each institution may consider a vote to endorse the idea of a "collaborative campaign."

We plan to create a collaborative steering committee comprised of two volunteers and a staff member from each institution to meet regularly about the broad messages of the campaigns. We will celebrate the public launch the collaborative campaign at General Assembly 2015. At that point, we hope that each institution will have raised approximately 50% of their total financial goal during a "silent phase." This collaborative campaign is a way to bring different aspects of our faith movement together, which has been a goal for many of our major donors and supporters like the UU Veatch Program at Shelter Rock.

The UUA's own "Light a Flame" campaign will encourage people to "Light a Flame for Social Justice," "Light a Flame for Outreach," and "Light a Flame for Religious Community" with their support. We recently met with our campaign Steering Committee which encouraged us to focus our vision and answer the question: Why us? And why now?

We are grateful for the support that you, the Board, and the UUA administration have provided in this process of developing the UUA's comprehensive campaign. I know that we can grow together and "light a flame" for an amazing future of Unitarian Universalism.

In faith,



Rev. Terry Sweetser  
Vice President for Stewardship and Development

**Presenter :** Donna Harrison

**Start Time :** 9:45 AM

**Item No :** 3

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.6.3.1	The role of the First Vice Moderator/Board Coordinator is to:  - Assist with Board of Trustees agenda planning and scheduling of Board work.  - Participate in leading Board of Trustees meetings.  - Assumes the CGO role in the event of death, disqualification, resignation or removal of the CGO.	404224

**Description :** Vice Moderator's Report

**Details :**

**Attachments :**

Title	Created	Filename
Vice Moderator's Report	Oct 15, 2013	Vice Moderators Report.pdf
GA 2017 Site Report	Oct 16, 2013	GA 2017 Site Report .pdf
2014 GA Registration Fees	Oct 16, 2013	2014 GA Regitsration Fees.pdf

## **Vice Moderators Report October, 2013**

### **GAMAP & General Assembly Planning Committee Meeting**

There are three meetings that I participated in representing the Board: The General Assembly Mission of the Association Partnership (GAMAP) meeting, the “Grid meeting” and the meeting of the GA Planning Committee (GAPC).

The GAMAP meeting has leadership from the staff, the Planning Committee and from the Board participating. We reviewed the delegate feedback from GA2013. If Board members are interested in the report, I can forward it to you. We discussed a variety of issues ranging from how we welcome people, to the possibilities for justice work at GA2014 and how the Planning Committee interacts with worship leaders to assure a uniformly high quality worship experience at GA. The meeting was productive and collaborative among all parties present.

Coming out of the Grid meeting and the meeting of the GAPC, the GAPC has posted the schedule grid for GA 2014, and a copy is attached to this report. Some highlights of the Grid:

- This grid reflects considerably less plenary time (now called General Session) than has been the case for several years. The Board will have General Session time that is on the order of what we had in Salt Lake City, but will certainly require careful management of the time by the Board and Moderator. The feedback from the attendees and delegates was that while they found plenary time valuable, they wanted more time for workshops and other gatherings.
- The morning General Session each day is colored as worship that then fades into General Session Time. The first 30 minutes of the General Session on Thursday, Friday and Saturday will be worship time. This worship time is in addition to the traditional plenary time allocated to the Board. In other words, the General Sessions were lengthened to accommodate worship.
- The Board has workshop slots available for our use.
  - We will use many of those slots for items that are required by the bylaws, primarily mini assemblies and the budget hearing.
  - We have 10 slots available for workshops by the Board or Board Committees.
- The Planning Committee is completely re-working the approach to in-gatherings and how we welcome people to GA. From the feedback it was very clear that the regional in-gatherings were not serving us well, and they will not be on the schedule for 2014.

### **Location of GA2017**

The GAPC plans to have a recommendation for the Board to consider at the October meeting for the location of GA2017. There are two sites being considered: Austin TX and New Orleans LA. The

recommendation along with supporting information will come to us very late, most likely on Wednesday of our board meeting week. We should vote on it during our meeting.

### **GA Fees & Budget**

In the past, the Board has reviewed the GA Budget when it becomes final (after the September meeting of the GAPC) and also voted on the GA fees. While this has been our practice, it appears to be a carry-over from the pre-policy governance structure. There is no basis in our policies for requiring the GA Budget be presented to the Board in September. The GA Budget is included in the budget that is presented to the Board in April and which we take to the General Assembly. The GA portion of the budget is considered preliminary at that time.

The relevant policy is in policy 2.7.4:

*[The President shall not] Fail to monitor revenues and expenses against the Board-approved budget, or fail to make timely reports on significant variances.*

- A. In the current operations budget segment, the President shall make every reasonable effort to avoid an operating deficit.*
- B. In the Beacon Press budget segment, the President shall follow the Beacon Press Financial Policy (Appendix 2.F).*
- C. In the General Assembly budget segment, the President shall make every reasonable effort to avoid an operating deficit (after taking into account the surplus or deficit carried forward from the prior year).*
- D. In the UU [Unitarian Universalist] Common Endowment Fund budget segment, the President shall follow the Investment Policy (Appendix 2.B) and the Endowment Spending Policy (Appendix 2.H).*

So unless there is a material shortfall expected, the Board does not need to review the GA budget.

The Board is required (by Rule 4.9.9 of the Bylaws) to establish the fees for GA. I will provide details of the proposed fees for 2014, including a comparison with the 2013 fees as soon as this is available.

### **Planning for GA2014:**

The Board needs to begin now to prepare whatever bylaws changes or business resolutions we want to place on the GA2014 business agenda as we will need to adopt the preliminary agenda at our January meeting.

We have two C Bylaw changes that had their first vote at GA2013 and will need to have their second vote at GA2014:

- The proposed bylaws changes to recognize regions in addition to districts for those areas where the districts have consolidated into a single region and to acknowledge the Mid-America region.
- The change to the language of Article 2 regarding inclusion.

### **A new idea: 8th Principle**

Paula Cole Jones facilitated a retreat for the GAPC for the first half day of their meeting. I'd like the Board to be aware of one item that came up at the retreat. Paula reported on work that she and others are involved in to propose an 8<sup>th</sup> principle. The draft language she showed us was:

*[We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote]:*

*Journeying toward spiritual wholeness by building a diverse multicultural Beloved Community that accountably dismantles racism and other oppressions in ourselves and our institutions.*

This concept was also discussed during the meeting of the Council for Cross Cultural Engagement. The CCCE discussed a variety of ways that this concept might be brought to the Assembly. For example, there was an exploration of whether this would fit better within our bylaws and have a better chance of success as an amendment to the Purposes section of the Bylaws rather than as an 8<sup>th</sup> principle. The CCCE did not have a specific recommendation, but overall the conversation indicated that the participants were intrigued with the basic concept.

Whatever approach is taken, any process to Amend Section II of the bylaws will not be quick. The process for changing Article II is recently revised, and while the procedures are somewhat more flexible than those previously in place, it is still intentionally a slow and relatively difficult process. These procedures are laid out in Article XV of the bylaws. In a nutshell, before Article II can be changed, there must be a study commission for several years of review before the proposed amendments can be brought to the Assembly. Once the amendments come to the Assembly, there will be at least two votes of the Assembly required in successive years, depending on whether additional amendments are adopted once the proposal comes to the Assembly for a vote.

## **General Assembly Site Team Recommendation for 2017 General Assembly**

A site visit for GA 2017, was conducted by Debra Boyd (Planning Committee Co-Vice Chair), Jan Sneegas (Director, General Assembly and Conference Services), and Don Plante (GA Program Planner). We received proposals from Austin, Texas, New Orleans, Louisiana, and Nashville, Tennessee. **The Site Team recommends the 2017 General Assembly be held in New Orleans, Louisiana.**

We prioritized economic accessibility based on the Association and the Planning Committee's commitment to diversity and increasing engagement in the democratic process. Room rates are critical, as our delegates pay their own lodging. The proposal from Nashville was not competitive. Austin has many positive attributes, but low hotel rates are not among them. New Orleans presented the best opportunity to attend for delegates and attendees from a wider variety of means.

And while we have held GA three times in Texas (Fort Worth, 1994, 2005, and Dallas in 1972), we have never met in Louisiana.

### **New Orleans, Louisiana**

New Orleans is a major United States port on the Gulf Coast and the largest city and metropolitan area in the state of Louisiana. Steeped in a history of influences from Europe, the Caribbean, and Africa, it is one of America's most culturally and historically-rich destinations. It is a city known for its music, food, architecture, and festivals. The average high temperature in June is 89 degrees and the average low is 71.

New Orleans is also known as a place of re-birth following the devastation of Katrina in 2005. Many Unitarian Universalists have contributed time and funds in the effort to rebuild both the city and the congregations in the area. With the strengthening of the Center for Ethical Living and Social Justice through additional funding by Veatch and currently housed in the First Unitarian Universalist Congregation, we believe that we will be able to integrate an exploration of our impact in the city and provide UUs from all over the nation an opportunity to see the results of their prior actions. In addition, the Center may be able to help with economically accessible housing during General Assembly.

By going to New Orleans, we can both celebrate our successes and recommit to the relationships that have been forged with this community.

### **Travel**

The Louis Armstrong International Airport is located in Kenner, 11 miles northwest of downtown New Orleans. Air service is provided by the major carriers (US Airways, United, Delta, Continental, American etc.) as well as Jet Blue, and Southwest Airlines. A cab ride costs \$33.00 from the airport to the Central Business District for one person and \$14.00 (per passenger) for three or more passengers.

## **Convention Center**

The Ernest N. Morial Convention Center is enormous. We would be occupying roughly a third of the Center. The Center is one of the most technologically powerful convention centers in the country. Louisiana is a right to work state. Sustainability is not currently a primary concern of the center, however, US Green Building Council is holding their annual meeting in there in 2014. Estimated rental is on the order of \$99,000. The New Orleans Convention and Visitors Bureau has arranged a \$9.00 per room night rebate with participating hotels to offset convention center rental to between \$40,000 and \$50,000.

## **Housing**

There are abundant rooms available in the convention area (our peak is usually between 1500 and 1700). **The city is guaranteeing room rates for 2017 ranging from \$149** (Springhill Suites) **to \$164** at the Marriott Hotel, directly across the street from the Convention Center. Rates include Passkey fees (housing booking software).

We toured the following hotels:

- Hilton New Orleans Riverside – Our largest block (400 rooms) and a possible site for the UUMA Professional Days.
- Marriott Convention Center
- Hampton Inn & Suites
- Embassy Suites New Orleans Convention
- Residence Inn by Marriott
- Hilton Garden Inn
- Hyatt Place Convention Center
- Wyndham Riverfront New Orleans

## **Accessibility**

The area is relatively flat. Elevators in the convention center are small as is typical, holding only two or three scooters at a time. Lifts and ramping are available for staging in the convention center. Historical areas of the city could present challenges (e.g., the French Quarter).

## **Food**

While New Orleans is known for Cajun and Creole cuisine, and for that matter, some of the best food in the world, it does not seem to be particularly accommodating for vegetarian and vegan diets. There are lots of restaurants within walking distance of the Center. The French Quarter is about a ten minute walk.

## **UU Support**

We met with ministers Rev. Paul R. Beedle, Rev. Jim VanderWeele, Rev. Melanie Morel-Ensminger and Rev. Deanna Vandiver. Bart Frost, Planning Committee Chair and resident of New Orleans was also present. While small in number (roughly 250 congregants), they seem eager to have General Assembly in New Orleans.

## **Summary**

*Advantages of New Orleans*

- Economically accessible with reasonable hotel rates
- Close airport with a variety of transportation options including economic carriers
- Large convention center
- Professional staff at the Convention and Visitors Bureau
- Adequate number of hotel rooms within walking distance
- Culturally diverse
- First time meeting in Louisiana
- Environmental impact and education of New Orleans by our presence

#### *Disadvantages of New Orleans*

- Seriously limited vegan and vegetarian options
- Small number of congregations and congregants to support GA
- Convention center that has not been addressing environmental concerns
- High number of rooms that will be available outside our block may make it difficult for us to fulfill our contracts
- The hotel with our largest block will be farther away from the convention center

## General Assembly REGISTRATION FEES

	1995-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Adult Early Bird				190	200										
<b>Adult Full-time Early</b>	<b>195</b>	<b>230</b>	<b>240</b>	<b>240</b>	<b>250</b>	<b>260</b>	<b>280</b>	<b>285</b>	<b>290</b>	<b>300</b>	<b>310</b>	<b>315</b>	<b>320</b>	<b>330</b>	<b>335</b>
<b>Adult Full-time Late</b>	240	275	285	285	295	305	325	330	335	345	355	360	365	380	385
Adult Weekend Early	130	160	170	170											
Adult Weekend Late	155	190	200	200											
<b>Adult One day Early</b>	65	80	90	90	85	90	95	100	105	110	125	130	130	130	130
<b>Adult One day Late</b>	80	100	110	110	100	105	110	115	120	125	140	145	145	150	150
Reduced Early Bird				105	115										
<b>Reduced Full-time Early</b>	<b>100</b>	<b>120</b>	<b>130</b>	<b>130</b>	<b>140</b>	<b>145</b>	<b>155</b>	<b>160</b>	<b>165</b>	<b>175</b>	<b>185</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>195</b>
<b>Reduced Full-time Late</b>	145	145	155	155	165	170	180	185	190	200	210	215	220	225	230
Reduced Weekend Early	65	80	90	90											
Reduced Weekend Late	90	100	110	110											
<b>Reduced One day Early</b>	35	45	55	55	50	55	55	60	65	70	75	80	80	80	80
<b>Reduced One day Late</b>	45	55	65	65	60	65	65	70	75	80	85	90	90	95	95
<b>Off-site Delegate Early</b>												50	100	125	125
<b>Off-site Delegate Late</b>														150	150

**Reduced rates** are offered to: Youth (ages 14-20), UUA Aspirant & Candidate Ministers, Retired Ministers & Spouses, Surviving Spouses of Ministers, and Commercial Exhibitors.

**Early Bird** Registration: October 1 – November 15, **Early** Registration: March 1 – April 30, **Late** Registration: May 1 – June 30

	1995-97	1998-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Early Volunteer Non-Delegate	0	0	0	0	240	250	260	280	285	290	300	310	315	320	330	330
Late Volunteer Non-Delegate	45	45	45	55												
Early Volunteer Delegate	10	10	10	20	240	250	260	280	285	290	300	310	315	320	330	330
Late Volunteer Delegate	55	55	55	65												
Early Cancellation Fee (Mar-Apr)	10	25	25	35	35	35	35	35	35	35	35	35	35	35	35	35
Late Cancellation Fee (May-June)	20	50	50	60	60	60	60	60	60	60	60	60	60	60	60	60

From 2003 on, volunteer registration is the same as Full-time Adult registration and is paid by the Planning Committee budget.

## CHILDREN'S PROGRAMS

	1996	1997-99	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009-2012	2013	2014
<b>Child Care</b>	Age 0-6	Age 0-6	Age 0-6	Age 0-5	Age 0-5	Age 0-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5
Pre-GA one day	10	10	15	15	20	35	35	35	85	25	25	30	35	35
Pre-GA two days	20	30	40	40	60	60	60	60	170	50	50	60	60	60
Weekend (no discount)	65	65	80	80										
Full-time	<b>110</b>	<b>110</b>	<b>130</b>	<b>130</b>	<b>140</b>	<b>165</b>	<b>165</b>	<b>170</b>	<b>340</b>	<b>100</b>	<b>100</b>	<b>120</b>	<b>140</b>	<b>140</b>
Volunteer discount	-35	-35	-40	-40	-40	-50	-50	-50	-100	-25	-25	-30	-30	-30
Late Fee	30	30	30	30	30	50	50	50	100	25	25	50	50	50
<b>Day Camp</b>				Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10		
Pre-GA one day				15	20	35	35	35	85	25	25	30	35	35
Pre-GA two days				40	60	60	60	60	170	50	50	60	60	60
Full Time				<b>130</b>	<b>140</b>	<b>165</b>	<b>165</b>	<b>210</b>	<b>400</b>	<b>100</b>	<b>100</b>	<b>120</b>	<b>140</b>	<b>140</b>
Volunteer discount				-40	-40	-50	-50	-50	<b>-25</b>	<b>-25</b>	<b>-25</b>	<b>-30</b>	<b>-30</b>	<b>-30</b>
Late Fee				30	30	50	50	50	100	25	25	50	50	50

	1993-95	1996-99	2000-	2001	2002	2003	2004-2005	2006	2007	2006-11	2012 Justice Camp	2013 Coveenant Camp	2014 Love Camp
<b>Young Fun</b>	Age 6-14	Age 6-14	Age 6-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	8-13		
<b>Full-time (1st child in family)</b>	<b>280</b>	<b>300</b>	<b>360</b>	<b>360</b>	<b>380</b>	<b>380</b>	<b>390</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>120</b>	<b>140</b>	<b>140</b>
<b>Full-time (additional children)</b>		<b>200</b>	<b>240</b>	<b>240</b>	<b>260</b>	<b>260</b>	<b>270</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>120</b>	<b>140</b>	<b>140</b>
Weekend (1st child in family)	150	165	200	200	220								
Weekend (additional children)		110	130	130	150								
Volunteer Discount (1st child in family)	-55	-60	-70	-70	-70	-50	-50	-100	-100	-100	-30	-30	-30
Volunteer Discount (additional children)		-40	-50	-50	-50	-50	-50	-100	-100	-100	-30	-30	-30



## ADVERTISING

	1992- 93	1994	1995-96	1997-2001	2002-03	2004	2005	2006 - 12	2013	2014
Full Page	300	315	325	350	375	400	400	475	500	500
Half Page	180	190	200	225	250	275	275	350	375	375
Quarter Page	100	105	110	125	150	175	175	250	275	275
Eighth Page	NA		65	70	85	110	110	185	NA	NA

## EXHIBITS

<b>Booth Size</b>	<b>2000*-01 UUA Affiliated</b>	<b>2000*-01 Non-Affiliated</b>	<b>2002-03 UUA Affiliated</b>	<b>2002-03 Non-Affiliated</b>	<b>2004** UUA Affiliated</b>	<b>2004** Non-Affiliated</b>	<b>2005 UUA Affiliated</b>	<b>2005 Non-Affiliated</b>	<b>2006 - 2008 UUA Affiliated</b>	<b>2006 - 2008 Non-Affiliated</b>	<b>2009 UUA Affiliated</b>	<b>2009 Non-Affiliated</b>	<b>2010-2012</b>	<b>2013</b>	<b>2014</b>
<b>10' x 10'</b>	150	300	250	350	350	450	350	450	500	850	600	850	850	850	850
<b>10' x 20'</b>	240	480	400	560	500	660	500	660	650	1000	750	1000	1000	1200	1200
<b>10' x 20' end cap</b>			450	610	550	710	550	710	700	1050	800	NA	NA	NA	NA
<b>10' x 30'</b>	360	600	550	710	650	810	650	810	800	1150	900	1150	1150	NA	NA
<b>20' x 20'</b>	480	720	700	860	800	960	800	960	950	1300	1050	1300	1300	1400	1400
<b>20' x 30'</b>	600	840	850	1010	950	1110	950	1110	1100	1450	1200	1450	1450	NA	NA
<b>20' x 40'</b>	720	960	1000	1160	1100	1260	1100	1260	1250	1600	1350	1600	1600	1600	1600
<b>20' x 50'</b>	840	1080	1150	1310	1250	1410	1250	1410	1400	1750	1500	1750	1750	NA	NA
<b>20' x 60'</b>			1300		1400		1400		1550	2000	1650	2000	2000	NA	NA
<b>40 x 40</b>													2300	2400	2400
<b>Table (ea.)</b>	30	30	40 - 50	40 - 50	50	50	50	50							

\*In 2000 the basic booth size was 8 x 10;    \*\* Beginning in 2004, exhibits included one table and two chairs

**Presenter :** Susan Ritchie

**Start Time :** 10:00 AM

**Item No :** 4

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.6.3.3	<p>The responsibilities of the Secretary of the Association are defined in the Bylaws in various sections of Articles VIII, IX, and X, and in various sections of the Rules with number headings 3, 4, 6, and 9.</p> <p>In addition to these responsibilities, the Secretary shall:</p> <ul style="list-style-type: none"><li>- Maintain the UUA Governance Manual, assuring that all policies will be reviewed at least once in five years.</li></ul>	404242

**Description :** Secretary's Report

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 10:15 AM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Susan Ritchie

**Start Time :** 10:30 AM

**Item No :** 6

**Proposed By :** Stephanie Carey Maron

**Time Req :** 75

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Transforming Governance

**Details :** (with Donna Harrison)

Twitter Feed from GA & What We Learned - Harlan Limpert  
Developing Board Agenda & Proposals for Transforming GA and  
Relationship with Delegates

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 11:45 AM

**Item No :** 7

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/3/2013

**Item Type :** Decision Items

Policy No.	Description	Ref No
3.1.9.5	<p>Conduct its business in public, except when the Board decides by majority vote to deal with the following kinds of matters in Executive Session:</p> <ul style="list-style-type: none"><li>- volunteer and staff personnel matters that are of a delicate nature</li><li>- legal matters of which public discussion could be legally injurious</li><li>- budget matters that involve such legal or personnel matters</li><li>- property acquisition or disposition</li><li>- business of the above nature involving a member society if the society requests an Executive Session.</li></ul>	403252

**Description :** Executive Session

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 12:15 PM

**Item No :** 8

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Lunch

**Details :**

**Attachments :**

No Attachments

**Presenter :** Rob Eller-Isaacs

**Start Time :** 1:15 PM

**Item No :** 9

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 10/3/2013

**Item Type :** Decision Items

Policy No.	Description	Ref No
3.5.4	All monitoring events will be included on the agenda as reflected in the monitoring schedule in Appendix 3.A.	403945
3.5.2.3	A consent agenda to help the Board deal with routine items as expeditiously as possible.	403927
3.5	The Board will follow an annual agenda which (a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and (b) continually improves Board performance through Board education and enriched input and deliberation.	403882

**Description :** Governance

**Details :** (with Lew Phinney and Natalia Averett)

Discuss any monitoring reports not on the consent agenda

Identify any changes in policies arising from the monitoring report review

Develop agenda for our governance work in the coming year.

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 2:45 PM

**Item No :** 10

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Break/M Meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Susan Weaver

**Start Time :** 3:00 PM

**Item No :** 11

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.2.1	Create and maintain linkage between the Board and the Sources of Authority and Accountability defined in Policy 3.0.  Linkage shall mean:	403441

**Description :** Linkage

**Details :** (with Susan Ritchie and James Snell)

Review outcomes from the previous linkage work.

Review recommendations from Unity Consulting.

Develop Linkage work plan for the coming year.

**Attachments :**

Title	Created	Filename
Linkage Practice Guidelines	Oct 09, 2013	Linkage_Practice_Guidelines.pdf
Charter of UUA/DPA Task Force on Linkage 2	Oct 10, 2013	Charter of UUA-DPA Task Force on Linkage 2.pdf
Linkage History	Oct 10, 2013	Linkage History.pdf
Draft 2.0 Operational Interpretations of Sources of Authority & Accountability	Oct 16, 2013	Draft 2.0 Operational Interpretations of Sources of Authority & Accountability.pdf
Laura Park's Linkage Presentation	Oct 16, 2013	Linkage Presentation for 2013 9 13.pdf
Board Key Insights on Linkage from Retreat	Oct 16, 2013	Observations and Reflections from Linkage Session 2013 9 13.pdf

## **Linkage Practice Guidelines**

### **As of November 5, 2012**

This document outlines the steps the UUA Board will follow to operationalize board policies on linkage. Attachment 1 is a tool for recording the decisions made for each step. The board will collect these tools to provide examples of past linkage processes and to help ensure the intentionality of step 2 below.

1. Identify the purpose for the linkage. In many cases, that will mean developing a Powerful Question the linkage process will help answer. The primary focus for the board's linkage will be to:
  - Understand the Sources' values and the benefits the Association should produce
  - Ensure that board governs accountably on the Source's behalfThe linkage may also have the by-products of:
  - Building a relationship
  - Educating the Sources
  - Creating the future
2. Given the current interpretation of each Source, determine the appropriate voices for each Source. The board will consult broadly to determine this. The board will gradually develop broad categories of people and groups to consult, and questions to guide this process, so that it is truly intentional and avoids being ad hoc. See Attachment 2. In some cases, certain voices will be able to speak for more than one Source.
3. Determine an appropriate, achievable process to hear the selected voices and fulfill the linkage purpose.
4. Step back and look at the whole. Have we selected the appropriate voices and process to do the work we want to do?
5. Invite the chosen voices for the Sources into the process, carefully preparing them to fulfill their role effectively.
6. Conduct the linkage process:
  - Each trustee records the data from the linkage process.
  - Each trustee records lessons learned about linkage in doing the process, including what worked and what they would have changed.
7. Summarize and analyze the linkage data. How did the linkage answer your Powerful Question? What did you learn and what will you do with what you learned?
8. Determine the appropriate accountability back to the Sources on what the board learned and what the board has done with what they learned.
9. Use the lessons learned about linkage in general to update these guidelines.



### Linkage Process Documentation

What's the linkage purpose?

Source	Consult With <sup>1</sup>	Appropriate Voices <sup>2</sup>	Process to Connect with Those Voices <sup>3</sup>	Invitation Needs to Include <sup>4</sup>	Data to Record and How to Record It <sup>5</sup>
Our member congregations					
Current and future generations of Unitarian Universalists					
Heritage, traditions and ideals of Unitarian Universalism					
The vision of Beloved Community					

Spirit of life, love and the holy					
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<sup>1</sup> With whom will we consult to determine the appropriate voices for each Source in relation to our linkage purpose? See Attachment 2 for possible groups and people to consult and possible questions to ask them.

<sup>2</sup> Given our current interpretations of our Sources and our linkage purpose, what are the appropriate voices for each Source?

<sup>3</sup> What appropriate, achievable process will we use to hear these voices and fulfill our linkage purpose?

<sup>4</sup> What information will our invitation to these voices need to include?

<sup>5</sup> What data will each trustee record and how?

How will trustees record lessons learned about linkage in doing this process?

What did we learn as a board from this linkage process?

How do we need to update our linkage guidelines or Attachment 2?



### Consulting to Determine the Appropriate Voices for Each Source

Source	Possibly Consult With <sup>1</sup>	Questions to Ask
Our member congregations		What's the best way to connect with our congregations' elected and called leaders to fulfill our linkage purpose?
Current and future generations of Unitarian Universalists		What youth and young adult events are coming up where we could link with them? What social media and technology tools best engage youth and young adults in our movement currently? How can we connect with unaffiliated UUs?
Heritage, traditions and ideals of Unitarian Universalism		What materials from our history could best help us hear the voice of this Source in fulfilling our linkage purpose?

<p>The vision of Beloved Community</p>		<p>Who could help us hear the voices of the justice-seekers, justice-makers, and the stories of oppression and counter oppression as we do our linkage?</p> <p>What sermons and sacred texts from all faith traditions could remind us of love, connectedness, relationship and community in relation to our linkage purpose?</p> <p>What arts including literature, poetry, theater, music, and stand-up comedy could help us fulfill our linkage purpose? What communities approach Beloved Community and whom could we talk to in those communities? What witness events or worship might we participate in?</p>
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Spirit of life, love and the holy		What personal and collective spiritual practices could help us fulfill our linkage purpose? What spiritual texts and teachings of world religions, science and reason, the arts and literature could help us fulfill our linkage purpose? What acts of reconciliation, wholeness, and love would make this Source visible in relation to our linkage purpose?
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<sup>1</sup> Over time, this column is meant to give intentionality to the board's choices about whom to consult about which voices to include for each Source in your linkage work. It may include guidelines about groups to consult, specific groups or people to be sure to consult, lists of people previously consulted, or other notes to help the board in its choice of consultants on the appropriate voices for each Source to fulfill a particular linkage purpose.

## **Charter of the UUA/DPA Task Force on Linkage 2**

### **Purpose**

The successor to the original UUA/DPA Joint Task Force on Linkage has two purposes: first, to assist the UUA Board of Trustees with vetting proposed revised Ends statements for the UUA, and second, learning from that experience, to lay a foundation for future work on linkage with congregations. The first purpose will be served between January and April, 2013, through guided interactions with congregational leaders led by the DPA members and assisted by UUA Board Trustees. The second will propose a partnership between the UUA Board and the DPA to engage district leaders in linkage activities with congregations, with a joint planning process and schedule that will assist both the UUA Board and district or regional boards.

### **Authority**

The UUA Board of Trustees and the District Presidents' Association (DPA) authorized the Joint Task Force on Linkage to work together on linkage activities. This successor Task Force is designed to carry out the further purpose listed above and is funded by the UUA Board.

### **Composition**

The Task Force shall consist of at least two and not more than three persons from the UUA Board and at least two and not more than three persons appointed by the DPA. The chair or convener of the Task Force shall be named by the UUA Board.

### **Meetings**

The Task Force shall meet from time to time at times that are convenient to the members. All committee members are expected to attend each meeting, in person or via tele- or video-conference. The task force will invite others to attend meetings and provide pertinent information, as necessary.

### **Responsibilities**

The Task Force is accountable to both the UUA Board of Trustees and the District Presidents' Association.

12/10/12

# UUA Board of Trustees Linkage with Sources, 2007-2013

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## **A Brief History**

# The Early Years: 2007-2009

## Conversations at General Assembly and in Districts

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- **2007:** Used “Open Space Technology” to identify values and differences GA delegates wanted to make in the world.
- **2008:** Appreciative Inquiry session with about 500 delegates at GA. Ends, values and sources were reviewed with about 250 members of 4 New England districts. 12 of 19 district trustees held similar meetings, in person or as webinars.
- **2009:** Possible Ends presented to several hundred congregational presidents at GA. 83 responded to invitation to rank Ends, as did 56 attendees of a GA workshop.

# Approaching Congregations: Healthy Relationships: *What Were They Thinking?*

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- **A dialogue between UUA Board and 64 congregations in 2010 that asked:**
- *Who represents the congregations?*
- *What values are most important to our congregations in healthy relationships?*
- *What outcomes are important to our congregations? (The UUA Board had a set of 20 outcomes or “ends” created from hundreds of conversations with UUs over several years.)*
- *Is this process of interviews sustainable?*

# The Process of Interviewing

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- Interviewed 64 congregations by random selection method (originally selected 100)
- Originally, list of congregations divided among 23 trustees and moderator. 5 trustees did no interviewing at all
- First interviewed 12 congregations at San Antonio Board meeting, then interviews were conducted by person or phone.
- Interviews were with board president, called minister and other lay leaders as chosen by board president.

## Some Findings

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- Elected and called leadership “speaks for the congregation”.
- Personal relationships between UUA Board and member congregations are often absent--and healthy organizational relationships are built on healthy personal relationships.
- Healthy relationships require trust, honesty and respect. A healthy relationship with the UUA requires mutuality and common goals.
- Congregations would like more personal 2-way communication with Board; willing for it to be electronic.
- Process of face to face interviews is not sustainable.

# Recommendations

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- Continue linkage in a sustainable way, with input from all Sources
- Collaborate with District Presidents' Association to continue person-to-person interviews with congregational leaders.
- Use social media and video conferencing. Emphasize respect, trust and honesty, emphasize common goals and need for mutuality and support from all parties.

## A Broader Initiative: Gathered Here 2010-12

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- A proposal to engage Unitarian Universalists, within and beyond congregations, in conversations about:
- what “gives life” to our faith when we are at our best
- Our hopes, dreams and aspirations for Unitarian Universalism’s future
- Planning team of 14 members included UUA staff, UUA Board member, representatives of Districts and DPA, members of UUMA and member of DRUUMM. UUA worked in collaboration with the Corporation for Positive Change.

## Its Design

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- One on one conversations
- Community conversations
- Downloadable materials with simplified requirements for participation (leading to increased participation but loss of feedback)
- 6-person Making Meaning Team
- Findings re-examined by feedback from respondents currently marginalized in Unitarian Universalism

## Its Intent

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- Develop a compelling shared vision for the UUA's future (“Ends”) to shape and direct strategic and operational decisions
- Inform and deepen our collective understanding of congregational values and aspirations

## Joining Forces: UUA/DPA Joint Task Force on Linkage 2

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- Formed in December 2012 to:
- assist Board in vetting proposed revised Ends (January-April 2013)
- lay foundation for future work on linkage with congregations by proposing partnership between UUA Board and DPA to engage district leaders in linkage with congregations
- funded by UUA Board; accountable to both DPA and UUA Board.
- at least 2 and nor more than 3 persons from UUA Board and at least 2 but nor more than 3 persons appointed by DPA. Convener to be named by UUA Board.

# The Joint Task Force and “Hearing Voices”

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- Joint Effort in 2013 of Linkage Working Group and UUA/DPA Joint Task Force on Linkage
- Identified 3 areas where Board wanted information on draft Ends; collected feedback on each policy and general feedback on what is missing and overall reactions
- DPA interviewed congregational leaders
- Unity Consulting consulted on operational definitions of sources and linking methodology
- connected with non-congregational sources through interviews, focus groups and surveys

# The Voices

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- 49 selected congregations
- Four focus groups with Youth/LREDA
- Surveys with 7 youth, 114 young adults, 81 unaffiliated
- Interviews with Beloved Community, 24 surveys from People of Color, 57 surveys from People with Challenges, 114 Surveys from BGLTQI
- 2 interviews with Heritage, Traditions and Ideals
- 317 individual Unitarian Universalists

# Linkage with Non-Congregational Sources

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- **Current and Future Generations of UU's:** “World Cafes” with Youth Caucus at past General Assemblies
- **Heritage, Tradition and Ideals:** Rev. Dr. Susan Ritchie
- **Vision of Beloved Community:** Meetings with community organizations and partners outside of the UU community at board meetings in San Antonio, Phoenix and New Orleans
- **Spirit of Life, Love and the Holy:** Opportunities created at board meetings by Linkage Working Group and Board Worship Teams

# Linkage Working Group Recommendations for Down-Sized Board

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- Administrative staff support
- Skilled volunteer

## We Are Grateful

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- To Linda Laskowski and members of the Linkage Working Group, and all who created the rich resources that formed this narrative and help us do this work.

## **Draft 2.0 Operational Interpretations of Sources of Authority & Accountability**

### **Our Member Congregations**

As the legal owners of our Association of Congregations, our Member Congregations are the board's most direct source of authority and accountability. Through our UUA bylaws the board's relationship with member congregations is not just legal and fiduciary, but also covenantal so that our UU religious heritage underpins this relationship. We formally link to Member Congregations through their elected and called leaders including their delegates to General Assembly. In this way, we honor our congregations' democratic process, connecting to the leaders elected and called to represent their congregations. Member Congregations are currently the primary instruments of the Association's mission, offering a comprehensive range of perspectives to their role as owner. In linking with this Source, we intentionally hear those perspectives through such methodologies as surveys, focus groups, issues forums, interviews, and through their resolutions and debates in GA plenary sessions and mini-assemblies.

### **Current and future generations of Unitarian Universalists**

Reminding us of our obligation to all Unitarian Universalists, and calling us to the future of Unitarian Universalism, current and future generations of Unitarian, including those generations not yet living. Universalists complements and expands the authority and accountability we receive from our member congregations. At any time "current generations" of Unitarian Universalists includes 4-5 actual generations from children to seniors, including those who are isolated due to mobility or impairment. Nonetheless, we expect the board's most significant focus for this source of authority and accountability will typically be children (or their proxies), youth and young adults because they are the generations most likely to:

- Be at the forefront of cultural movement and technological change.
- Offer, by their less inhibited, group-centered, idealistic, exploring approach to life, vivid expressions of UU ideals and the quality of our beloved community.
- Represent, by virtue of their procreative power, how our heritage might be lived in next generations.

The Board will intentionally link with youth and young adults through caucuses or other formal gatherings at GA, cons and rallies, the Youth Observer and Trustee, regional or district events, and/or campus organizations and other Youth and Young Adult groups, as well as through social media. In addition to congregational

settings; children, Youth, and Young Adults might be reached through extra-congregational gatherings such as camps and conferences.

Former and/or unaffiliated Unitarian Universalists are also part of this Source. We will link with them through surveys, both one-off and longitudinal, and through focus groups.

### **The heritage, traditions and ideals of Unitarian Universalism**

This Source reminds us that ours is a living tradition in which revelation is not sealed, grounds us in what it has meant to be a Unitarian Universalist in both its strengths and failings, and helps us to evolve that understanding for the future. We link to this Source through our study of:

- The collective voice of our movement and its history as recorded in the minutes, the resolutions and the actions of the UUA Board, the Administration, the board and administration of the organizations that preceded the UUA, and the General Assembly.
- The writings of our historical figures, ministers, denominational leaders, and UU historians, including greater access to correspondence, diary and journal entries.
- The works published by Beacon Press, particularly those that take controversial positions in the public square that live up to our ideals.
- Congregational data and writing
- Our hymnals.
- Our bylaws.
- Photographs, art, and other non-text voices including recordings and interviews.
- The actions of those who are trying to live up to our heritage, traditions, and ideals.

In linking with this Source, we will select elements from among these voices that are most instructive and articulate how our faith's heritage, traditions and ideals speak to the question at hand.

### **The vision of Beloved Community**

This Source calls us back to our covenant and principles, our best selves, and our community and forward into an aspirational vision of how we would like to be together. The voices of the vision of Beloved Community include justice-seekers, justice-makers, and stories of oppression and counter oppression, speaking to us through stories about their lives, their work, and their successes and failures in building and living Beloved Community. We hear these stories:

- Directly in our visits with justice-seekers, justice-makers and stories of oppression and counter oppression.
- In sermons and sacred texts from all faith traditions that remind us of love, connectedness, relationship and community.

- Through the arts including literature, poetry, theater, music, and stand-up comedy.
- DRUUMM and other UU communities that might have a specific vision of the Beloved Community.
- Witness events or opportunities for cross-cultural engagement
- Wisdom from non-dominant cultures
- Worshipping
- Conversation with communities and their leaders which approach the ideal of Beloved Community.
- Our stories of times our communities have approached Beloved Community
- Writing/studies on relationships, conflict resolution, and models such as Ghandi

In linking with this Source, we will systematically and intentionally choose a variety of ways to hear these stories to make sure this Source informs our board's work.

### **The Spirit of life, love and the holy**

The Spirit of Life, Love and the Holy is the most personal of the Sources and also the most universal and accessible. It is the Source that links the Board to what gives life – to what is greater than us – to what is ultimate. This Source speaks to us through direct experience, spiritual texts and teachings of world religions, science and reason, Native American and pagan traditions, the arts and literature, and in acts of reconciliation, wholeness, and love. We will link to this Source both as individuals through applying our individual spiritual practice in contemplation of the question at hand, and collectively as a Board in group meditative reflections, prayer, singing and music, story-telling, experiences of witness, worship, ritual, and through other means, remaining open to a variety of spiritual practices.

***Sections of UUA Board policy relevant to the Linkage Project and the draft interpretations of Sources***

**3.0 Global Governance Commitment**

The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.

Our Sources of Authority and Accountability are defined as:

1. Our member congregations
2. Current and future generations of Unitarian Universalists
3. The heritage, traditions, and ideals of Unitarian Universalism
4. The vision of Beloved Community
5. The Spirit of life, love, and the holy

**3.2 Board Job Description**

As informed and elected leaders of our Association of member congregations, the UUA [Unitarian Universalist Association] Board of Trustees assures organizational performance by creating, communicating, and monitoring organizational systems and performance, in accord with established Board policy.

Accordingly, the Board has responsibility to:

1. Create and maintain linkage between the Board and the Sources of Authority and Accountability defined in Policy 3.0.
  - a. Linkage shall mean
    1. Formal, intentional dialogue with the Sources of Authority and Accountability for the purpose of understanding the Sources' values and the benefits the Association should produce
    2. Connections with the Sources of Authority and Accountability that ensure the board governs accountably on their behalf.
  - b. No task shall have a higher priority.
  - c. In linking with any particular Source, the Board will listen to multiple voices.
  - d. The Board will collaborate with communities and organizations outside the Board in identifying the voices invited to speak on behalf of these Sources.
  - e. The Board will report on its linkage activities with these Sources, identifying not only the methodology but also the values discerned, and the impact of those values on Board actions.

### **Matrix Showing Key Concepts Worked Into the Operational Definitions**

To develop the key concepts we wanted to incorporate into the draft interpretations, we first had conversations around five questions about each of the five Sources:

1. What are the voices for this Source?
2. How do they speak?
3. What are their perspectives?
4. What type of power do they have?
5. What are the theological and theoretical underpinnings of this Source?

The matrix on the next five pages shows each question on a separate page and the key concepts we developed to include in the interpretations for each Source. We offer it as background material to the interpretations themselves.

	<b>Congregations</b>	<b>Current and Future Generations of UUs</b>	<b>Heritage, traditions and ideals of UUism</b>	<b>Vision of Beloved Community</b>	<b>Spirit of Life, love, and the holy</b>
<b>Voices</b>	<ul style="list-style-type: none"> <li>• Called and elected leaders</li> <li>• General Assembly delegates</li> <li>• Congregation-designated spokespersons</li> </ul>	<ul style="list-style-type: none"> <li>• Youth</li> <li>• Young adults</li> <li>• Children or their proxies</li> <li>• Generations not included above, esp. seniors isolated through impairment or mobility</li> <li>• Unaffiliated Unitarian Universalists</li> </ul>	<ul style="list-style-type: none"> <li>• Historical figures in Unitarian Universalism</li> <li>• Proceedings of UUA Board, Administration and General Assemblies</li> <li>• Ministers, denominational leaders, Unitarian Universalist historians and theologians who interpret and evolve our understanding of our heritage, traditions and ideals.</li> <li>• By-laws</li> <li>• Hymnals</li> </ul>	<ul style="list-style-type: none"> <li>• Voices that call us to our better selves</li> <li>• Voices of compassion and empathy</li> <li>• Martin Luther King Jr., Ghandi, and other prophetic voices with global vision of justice and equality, a society based on community.</li> <li>• Stories of oppression and counter-oppression</li> <li>• Wisdom from non-dominant cultures</li> <li>• DRUUM and other UU communities with a specific vision of Beloved Community</li> <li>• Witness events or opportunities for cross-cultural engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Our Unitarian Universalist Principles and Sources</li> <li>• Our own voices when we are at our very best</li> <li>• Native American and Pagan traditions</li> </ul>

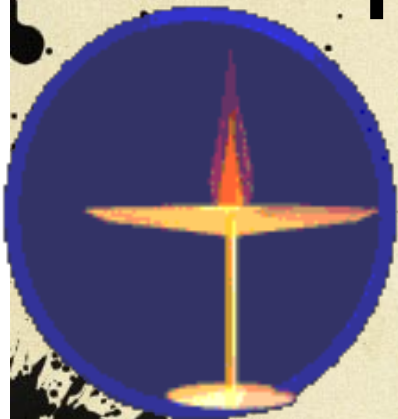
	Congregations	Current and Future Generations of UUs	Heritage, traditions and ideals of UUism	Vision of Beloved Community	Spirit of Life, love, and the holy
<b>How they speak</b>	<ul style="list-style-type: none"> <li>one-on-one conversations</li> <li>surveys</li> <li>interviews</li> <li>focus groups -- this approach puts loud voices into larger perspective</li> <li>General Assembly votes</li> </ul>	<p><b>Youth</b> -- congregational and district level through cons, youth caucuses and other programs at GA, district and regional level in conversations with district leaders through social media, Youth Trustee and Youth Observer, camps and conferences</p> <p><b>Young Adults</b> -- through CAYAN, in campus groups, with Young Adult observer of the Board and through UUA staff connections, through social media, camps and conferences</p> <p><b>Unaffiliated UUs</b> -- through surveys, focus groups, and one on one conversations; from activities that have trustees consider actions as if they were already in future</p>	<ul style="list-style-type: none"> <li>The writings of our historical figures</li> <li>The writings and speaking of the ministers, denominational leaders, and UU historians who interpret and evolve our understanding of our heritage, tradition and ideals.</li> <li>The works published by Beacon Press, particularly those that take controversial positions in the public square that live up to our ideals.</li> <li>Our hymnal.</li> <li>Our bylaws.</li> <li>The actions of those who are trying to live up to our heritage, traditions, and ideals.</li> <li>Congregational data and writing</li> <li>Photographs, art, and other non-text voices including recordings, interviews, and websites</li> </ul>	<ul style="list-style-type: none"> <li>Stories from justice-seekers, justice-makers and oppression about their lives and their work, of their and our successes and failures in building and living beloved community. We can find these stories in the arts (literature, poetry, theater, music, stand-up comedy), in sermons and sacred texts, anywhere someone is trying to highlight injustice and call us to our better selves.</li> <li>Our principles</li> <li>Stories of times when we have approached Beloved Community</li> <li>Conversations with DRUUM and other communities with a specific vision of Beloved Community</li> </ul>	<ul style="list-style-type: none"> <li>Texts and teachings of the world religions, including Pagan and Native American</li> <li>Direct experience and individual intuition of wonder, mystery, gratitude, and the unity of creation, especially as revealed through meditative, reflective, worshipful preparation.</li> <li>Science and reason.</li> <li>The arts, including music and poetry.</li> <li>Acts of reconciliation, acts of wholeness, acts of love</li> <li>The Spiritual</li> </ul>

	Congregations	Current and Future Generations of UUs	Heritage, traditions and ideals of UUism	Vision of Beloved Community	Spirit of Life, love, and the holy
<b>Perspective</b>	<ul style="list-style-type: none"> <li>Both beneficiary of services and “moral owners” of Association</li> <li>Bring reality -- what's happening on the ground</li> <li>Experiences, with regional and local distinctions</li> </ul>	<ul style="list-style-type: none"> <li><b>Youth and Young Adults</b> -- they live with the consequences of what we do today. Youth are more likely to work together as part of a team, they are likely to be more idealistic, less jaded, they use the power of social media</li> <li><b>“Wandering children”</b> -- there are two groups here -- birth or longtime UUs and those who do not have a connection to a congregation – [why did they leave? what exhausted them?]</li> </ul>	Ours is an evolutionary faith. We stand in a stream of history that is legitimately reinterpreted for our use and understanding today.	<ul style="list-style-type: none"> <li>Aspirational, something on the horizon, a vision of how we would like to be.</li> <li>The I-Thou relation that Buber describes</li> </ul>	<ul style="list-style-type: none"> <li>Are varied and sometimes contradictory and yet, if we can step back far enough and open ourselves to see it, this Source gives the perspective of the whole.</li> <li>Name our ultimate concern (James Luther Adams)</li> <li>Can be accessed continuously if we keep our minds open to learn that new bit of insight, that new bit of grace.</li> </ul>

<p><b>Power</b></p>	<ul style="list-style-type: none"> <li>• Direct power, through UUA Bylaws</li> <li>• Primary source of funding</li> </ul>	<p><b>Youth</b> -- symbolic power, representing the future, they are consultative in decision-making, they use consensus more often</p> <p><b>Young adults</b> -- procreative power; organizational skills and technical skills of the day; very big time pressures; need the company of other young adults; they influence their peers and listen to each other</p> <p><b>Wandering Children</b> - - withholding power, withholding money, experience, and wisdom; potential insights from their experiences; insight into the Beloved Community</p>	<ul style="list-style-type: none"> <li>• To remind us that we're situated in a living tradition.</li> <li>• To give us authority to speak as Unitarian Universalists, once we're grounded in our history.</li> <li>• To make us uncomfortable about aspects of our past about which we are not proud.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Back</i> to our covenant, our best selves and our community.</li> <li>• <i>Forward</i> to a future vision in which we are moved to change.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide moral guidance and persuasion.</li> <li>• Make space for a variety of theological beliefs.</li> <li>• Hold us accountable to the transforming power of love.</li> <li>• Put people in a reverential state, thus changing the quality of attention they bring.)</li> </ul>
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<b>Theological, Theoretical Underpinning</b>	<ul style="list-style-type: none"> <li>• Covenantal relationship underlines theological relationship</li> <li>• UUA is Association of Congregations</li> </ul>	<ul style="list-style-type: none"> <li>• Building of human capital</li> <li>• Heritage of what we pass on</li> <li>• Your children are not your children, they are themselves</li> <li>• Sustainability of any system requires the continuity they provide</li> <li>• Wandering Children are wanderers who are keepers of wisdom and insight</li> </ul>	<ul style="list-style-type: none"> <li>• Our understanding that we have the power to decide in community, that in which we will have faith, that which is sacred to us.</li> <li>• Historical, sociological and communication theory and methods used to understand our heritage, traditions and ideals.</li> <li>• Legal theory used to develop our bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>• Love</li> <li>• Our principles</li> <li>• Quantum physics, relativity, and other scientific principles about our connectedness.</li> <li>• Religious teachings about how we treat each other and the importance of community (Golden Rule, Jesus' teachings)</li> </ul>	<ul style="list-style-type: none"> <li>• The understanding of God's love as inclusive and transforming</li> <li>• Reconciliation and wholeness: seeing the Spirit of Life, Love and the Holy as reconciliation to bring together things that appear to be opposed to find sense of wholeness.</li> <li>• Each individual has the capacity to have a "direct experience of the holy" (Emerson) without the necessity of mediators.</li> <li>• "Who or what is in charge?"</li> </ul>
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# Linkage and the Non-Congregational Sources



Facilitated by Laura Park  
Unity Consulting  
September 2013



# Sources of Authority and Accountability

- Our member congregations
- Current and future generations of Unitarian Universalists
- Heritage, traditions and ideals of Unitarian Universalism
- Vision of Beloved Community
- Spirit of life, love, and the holy



# What linkage is...

and isn't...



# Linkage is dialogue

- Purpose is
  - to learn and evoke insight
  - to reach new understanding, and/or
  - to create a context from which agreements might come
- One of the 4 primary roles of all Board Trustees under Policy Governance®
- Informs “living document” Governance Manual



# Linkage is a fundamental part of our covenantal faith

Linkage is the living embodiment and the practice  
of our covenant.

For us as servant leaders, linkage is genuine  
communication. It is the free flow of information that  
builds a deeper understanding.



# What Linkage is (and is not)

- Linkage is constructive dialogue, not information sharing or advocacy
- “Linkage” depends on WHOM you are talking WITH and WHAT you are talking ABOUT:
  - You are talking with the persons or groups you are accountable to
  - You are talking about values and outcomes, not services
- Linkage is NOT just any conversation with any congregation leader and/or member



# *Source vs. Beneficiary*

## Source

- Invests so that services are available

## Beneficiary

- User of services

Congregations – and other Sources – play both roles!



# *Source vs. Beneficiary*

## Source

- Long term view:  
believes and is invested  
in THIS mission and its  
longer term health

## Beneficiary

- Shorter term view:  
concerned with  
getting quality  
services that meet  
their needs and can  
go elsewhere if  
needs not met



# *Source vs. Beneficiary*

## Source

- Talks with board

## Beneficiary

- Talks with Staff

Congregations – and other  
Sources – play both roles!



## *Linkage is ....*

### Linkage is

- Proactively creating opportunities rather than just responding to the “usual suspects.”

### Linkage is not

- Answering information requests from individual UUs, or giving a report to a District Board



## *Linkage is ....*

### Linkage is

- Asking congregations “what impact would you like the UUA to make in the area of [XXX]?”

### Linkage is not

- Asking congregations “what would you like the Association to do for you?”



## *Linkage is ....*

### Linkage is

- Asking Sources what challenges we face or what our priorities should be.

### Linkage is not

- Attending a worship service or social event with Young Adults (though it could be in the right circumstances)



## *Linkage is ...*

Linkage is

- Asking “for whose benefit do we exist?”

Linkage is not

- Advocating a board position



# *Linkage is ....*

Linkage is

- About building understanding and accountability

Linkage is not

- About building relationships (though many kinds of linkage do)



## *Linkage is ....*

- Typically more effective if it is focused on something the board needs to know and can take action on (a “Powerful Question”)
- For example:
  - Priorities around where to put resources
  - Who speaks for your congregations
  - Feedback on current draft of Ends



# *Your Reactions and Reflections*

- How is linkage, for governing boards in our faith tradition, the living embodiment and the practice of our covenant?
- What other reactions and reflections would you offer?



# *Linkage with the Non-Congregational Sources*

- Shared Narrative work
- In January 2012, eight current and sixteen former trustees participated



# *Non-Congregational Sources: Interpretation*

Five questions for each Source:

1. What are the voices for this Source?
2. How do they speak?
3. What are their perspectives?
4. What type of power do they have?
5. What are the theological and theoretical underpinnings of this Source?



# *Non-Congregational Sources: Interpretation*

- How would the working definitions influence your linkage work?
- How would the working definitions influence how you'd connect with these Sources around the questions of “Who are we singular and plural?”



# Sources of Authority and Accountability

- Our member congregations
- Current and future generations of Unitarian Universalists
- Heritage, traditions and ideals of Unitarian Universalism
- Vision of Beloved Community
- Spirit of life, love, and the holy



# Apply Working Definitions

20 minutes: how might you link with your Source around the question “Who are we singular and plural?”

- Who would you choose as voices for this Source?
- What process would you choose to link with them?
- What would make this process achievable?
- Spokesperson presents key elements of process and one or two insights.



# Sources of Authority and Accountability

- Our member congregations
- Current and future generations of Unitarian Universalists
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# Apply Working Definitions

20 minutes: how might you link with your Source around the question “Who are we singular and plural?”

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- What process would you choose to link with them?
- What would make this process achievable?
- Spokesperson presents key elements of process and one or two insights.

## **UUA Board of Trustees Retreat 9/13/2013 Key Insights on Linkage**

This document lists the key insights that emerged from the UUA board's work on linkage September 13, 2013.

### **Process:**

- The right Powerful Question to guide the linkage process can surface assumptions and focus the board's attention, and the Sources' attention, on what really matters. For example, Natty Averett asked about the phrasing of the question used during the session ("Who are we, singular and plural?"), asking who "we" referred to. A good linkage process allows time for the board to explore potential embedded assumptions.
- Even though the board would choose a Powerful Question to guide their linkage work, the actual questions they ask the Sources, and the way they ask them, would likely change depending on the Source.
- This board reinforced what the previous board discovered: that it's absolutely essential the board feed back what it hears from its Sources and what impact their input had on the board's work.
- A useful phrase that emerged to describe what linkage was trying to do: Help people imagine the unimaginable.
- As the current board considered their understanding of the Sources, I think they began to realize the depth and breadth of the previous board's work on identifying and connecting with the Sources. While balancing time and resource constraints, the previous board connected with many of the people and organizations the new board wanted included. This reinforces the importance of documenting linkage processes, so that each board can build on the experience of the previous board. The Linkage Practice Guidelines document is one tool we proposed to the previous board to do that documentation.
- The board will want to think about how often it engages in linkage work. Rob Eller-Isaacs made the point that linkage work informs the ends, and suggested that intensive linkage was only done every five years to renew the ends. Terasa Cooley suggested that it might be a good idea to exercise the linkage muscle more often than that. My observation of congregational boards is that more frequent linkage does help them keep the linkage muscle exercised and keeps them connected. This board will need to determine the appropriate amount of time to spend on linkage, and a suitably important purpose for the linkage to find the right balance of linkage with its other work.

### **Voices for the Sources:**

- The board will want to continue to develop its ability to distinguish between Source and beneficiary, and between linkage and monitoring. Many questions trustees raised during the session on linkage demonstrated that these distinctions are sometimes easy to miss, especially since most of us have been trained to respond to customers and not to Sources, and have been trained to solve problems and not create the future.
- The Vision of Beloved Community group said that as trustees for a national organization, they wanted to connect with voices from organizations with a similarly national scope.
- The Current and Future Generations of Unitarian Universalists group felt that the definition of its Source was too narrow, and wondered why youth had only symbolic instead of actual power.
- The Current and Future Generations of Unitarian Universalists group wondered about people who are not yet Unitarian Universalists, and people who have recently found Unitarian Universalism, and about recently formed healthy congregations and how to understand these three groups as voices of this Source. My understanding was that the previous board saw connecting with youth and young adults as the way to connect with people who are not yet Unitarian Universalists. As the paragraph description says “. . .we expect the board’s most significant focus for this Source of authority and accountability will typically be children (or their proxies), youth and young adults because they are the generations most likely to. . .represent, by virtue of their procreative power, how our heritage might be lived in next generations.” Naming people who have recently found Unitarian Universalism or recently formed healthy congregations as voices of this Source could be a possibility for the board to explore further.

### **Collaboration with the Executive**

- Although the previous board collaborated with staff on Gathered Here and other aspects of linkage around the ends, Peter Morales wanted to name that this board was considering more collaboration with the Executive than previously imagined on linkage. For example, the Vision of Beloved Community group envisioned linking with the staff’s justice partners with the Executive’s help to make these connections. We didn’t have time to explore all the implications of that greater collaboration in terms of appropriate roles and use of resources, but it appeared both groups welcomed the opportunities greater collaboration offered.

Laura Park  
Unity Consulting

**Presenter :** Jim Key

**Start Time :** 4:30 PM

**Item No :** 12

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

<b>Policy No.</b>	<b>Description</b>	<b>Ref No</b>
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072
3.1	<p>The Board will govern with an emphasis on</p> <ol style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ol> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081
3.2	<p>As informed and elected leaders of our Association of member congregations, the UUA [Unitarian Universalist Association] Board of Trustees assures organizational performance by creating, communicating, and monitoring organizational systems and performance, in accord with established Board policy.</p> <p>Accordingly, the Board has responsibility to:</p>	403432
3.3	<p>The Board commits itself and its members to acting in adherence to the UUA [Unitarian Universalist Association] bylaws, as well as ethical, businesslike, and lawful conduct, including respect for others, proper use of authority and appropriate decorum when acting as Board members.</p>	403657

**Description :** Board Self Evaluation - Policies 3.0, 3.1, 3.2, 3.3

**Details :** (with Donna Harrison)

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 5:45 PM

**Item No : 14**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 10/3/2013

**Item Type :** Information Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081

**Description :** Daily Covenant Debrief and Process Observations

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 6:00 PM

**Item No :** 15

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 6:30 PM

**Item No :** 16

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Dinner at P&E

**Details :**

**Attachments :**

No Attachments

**Presenter :** Julian Sharp

**Start Time :** 7:30 PM

**Item No :** 17

**Proposed By :** Stephanie Carey Maron

**Time Req :** 0

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Fun and Fellowship at P&E

**Details :** (with James Snell)

**Attachments :**

No Attachments



Ref No:  
480046

**Board Meeting**  
**Agenda Summary**  
**Sunday, October 20, 2013**  
**8:30 AM**

UUA Headquarters  
25 Beacon Street  
Boston, MA 02108

Item No.	Item	Time Req.	Start Time	Ref No.
1	Finalize & Vote Motions	120	8:30 AM	480048
2	Attend local church services, including travel time	120	10:30 AM	480049
3	Working Lunch	70	12:30 PM	480050
4	Daily Covenant Debrief and Process Observation	10	1:40 PM	480051
5	Closing	10	1:50 PM	480052

**Presenter :** Jim Key**Start Time :** 8:30 AM**Item No :** 1**Proposed By :** Stephanie Carey Maron**Time Req :** 120**Proposed :** 10/3/2013**Item Type :** Decision Items

Policy No.	Description	Ref No
3.1	<p>The Board will govern with an emphasis on</p> <ul style="list-style-type: none"><li>a. outward vision rather than an internal preoccupation,</li><li>b. encouragement of diversity in viewpoints,</li><li>c. strategic leadership more than administrative detail,</li><li>d. clear distinction of Board and President roles,</li><li>e. collective rather than individual decisions,</li><li>f. future rather than past or present,</li><li>g. pro-activity rather than reactivity, and</li><li>h. an open rather than a closed process.</li></ul> <p>On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.</p> <p>Accordingly:</p>	403081
3.5.4	<p>All monitoring events will be included on the agenda as reflected in the monitoring schedule in Appendix 3.A.</p>	403945
3.6.3.3	<p>The responsibilities of the Secretary of the Association are defined in the Bylaws in various sections of Articles VIII, IX, and X, and in various sections of the Rules with number headings 3, 4, 6, and 9.</p> <p>In addition to these responsibilities, the Secretary shall:</p> <ul style="list-style-type: none"><li>- Maintain the UUA Governance Manual, assuring that all policies will be reviewed at least once in five years.</li></ul>	404242

**Description :** Finalize & Vote Motions**Details :** Finance - Sarah Stewart

Annual Board Calendar - Donna Harrison

Monitoring Reports - Rob Eller-Isaacs

Secretary's motions - Susan Ritchie

Other?

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 10:30 AM

**Item No :** 2

**Proposed By :** Stephanie Carey Maron

**Time Req :** 120

**Proposed :** 10/3/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Attend local church services, including travel time

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 12:30 PM

**Item No :** 3

**Proposed By :** Stephanie Carey Maron

**Time Req :** 70

**Proposed :** 10/3/2013

**Item Type :** Break/M meal Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Working Lunch

**Details :** Identify follow up items and owners  
Communications Plan  
Details for next meeting

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 1:40 PM

**Item No :** 4

**Proposed By :** Stephanie Carey Maron

**Time Req :** 10

**Proposed :** 10/3/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3.3.1	<p>Board members must act in accordance with our covenant with each other.</p> <p>We promise to:</p> <p>...listen deeply, speak boldly and keep an open mind, balancing views of self and others authentically</p> <p>....be humble, prepared and present and focus on governance as the board's essential role, while taking the long view, and maintaining accountability for Anti-Racism, Anti-Oppression and Multi-Culturalism</p> <p>....have respect and affection for each other, assuming the best of intentions and honest needs and building new bridges and mending bridges that are broken</p> <p>....remember our sources and whose we are, giving space for faith</p> <p>....learn and grow, practice self-care, laugh and sing!</p> <p>This covenant shall be read at the beginning of each board meeting.</p>	403666

**Description :** Daily Covenant Debrief and Process Observation

**Details :**

**Attachments :**

No Attachments

**Presenter :** Julian Sharp

**Start Time :** 1:50 PM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 10

**Proposed :** 10/3/2013

**Item Type :** Worship Items

Policy No.	Description	Ref No
3	<p>The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.</p> <p>The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.</p> <p>Our Sources of Authority and Accountability are defined as:</p> <ol style="list-style-type: none"><li>1. Our member congregations</li><li>2. Current and future generations of Unitarian Universalists</li><li>3. The heritage, traditions, and ideals of Unitarian Universalism</li><li>4. The vision of Beloved Community</li><li>5. The Spirit of life, love, and the holy</li></ol>	403072

**Description :** Closing

**Details :**

**Attachments :**

No Attachments