



**Board Meeting  
Agenda Summary  
Friday, April 11, 2014  
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	504194
2	President's Report / Ends Interpretations	75	9:15 AM	504195
3	Break	15	10:30 AM	504196
4	Ends Interpretations / Monitoring Discussion	90	10:45 AM	504197
5	Lunch	60	12:15 PM	504198
6	Finance Committee - Budget	105	1:15 PM	504199
7	Break	15	3:00 PM	504200
8	Finance Committee continued	75	3:15 PM	504201
9	Linkage Working Group	30	4:30 PM	504202
10	Process Observation	15	5:00 PM	504203
11	Break	45	5:15 PM	504204
12	Dinner	90	6:00 PM	504205

**Presenter :** Donna Harrison

**Start Time :** 9:00 AM

**Item No :** 1

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Peter Morales

**Start Time :** 9:15 AM

**Item No :** 2

**Proposed By :** Stephanie Carey Maron

**Time Req :** 75

**Proposed :** 3/25/2014

**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 / Ends Interpretations

**Details :**

**Attachments :**

Title	Created	Filename
President's Report	Mar 26, 2014	President's Board Report April 2014.pdf
Ends Interpretations REVISED 4/11/2014	Apr 14, 2014	Ends Interpretations rev. 4-11-14 (10 pages).pdf

# Memorandum

To: Board of Trustees  
Subject: President's Report for April 2014 Board Meeting  
From: Peter Morales  
Date: March 26, 2014

## Introduction

This report focuses on developments and trends of long term importance. It makes no attempt to give a comprehensive overview of activities of the staff, nor even of significant events over the last quarter. Nor does it attempt to repeat information covered in monitoring reports.



## Membership, RE and expenditures in congregations

- Adult membership declined 1.2 percent during the last year (156,515 to 154,707). Ten years ago our membership was 153,585.
- Children's enrollment declined 4.6 percent (51,588 to 49,191). Ten years ago the enrollment was 56,897. This represents a decline of 13.4 percent over the decade.
- Average weekly attendance declined from 97,400 to 96,788 (0.6 percent). This number was not collected ten years ago.
- Congregational expenditures increased from \$220.2 million to \$223.0 million (1.3 percent).
- The number of non-members served increased from 172,106 to 184,169 (7.0 percent). These numbers were not collected ten years ago.

More than half of the decline in adult membership during the last year came in three large congregations and represents more of a paring of membership than real decline.

I find these numbers frustrating given my conviction that we have enormous potential. Yet, in comparison to the rapid decline in denominations like the United Church of Christ, the Presbyterian Church, Episcopalians and Lutherans our numbers look very good.

This underscores the importance of excellence, outreach and innovation in our ministry.



## Entrepreneurial ministry training

The planning for a continuing education program for ministers in entrepreneurial leadership and innovation is accelerating. I believe that this has the potential to have important long term impact on our movement. Below are some highlights:

- The core planning team includes:
  - Scotty McLennan, Dean of Religious Life, Stanford University
  - Don Southworth, UUMA Executive Director
  - Peter Morales, UUA President
  - Brock Leach, UUSC
  - Cheryl Walker, Panel on Theological Education
  - Taquiena Boston, Director of Multicultural Growth and Witness
  - Sarah Lammert, Director of Ministry and Faith Development
- We envision a program of four three-day meetings, occurring every six months. The tentative sites are: California, Chicago, Boston and North Carolina.
- Instructors will include business school faculty.
- We hope to have a total of 40 ministers—30 UU's and 10 from the UCC, Reform Judaism and perhaps other liberal faiths.

## Communications and outreach

As part of our focus on outreach, we are creating a new position (though not adding to total staffing) called director of outreach. This position will head our efforts in online communications, a redesign of the [uua.org](http://uua.org) website, and align our communications with our branding framework.

This is a result of the work we have done over the past several years in reviewing our communications. We expect to have this position in place at the start of the new fiscal year. We will see important changes in our online presence next year.

## Diversity in ministry

This year's "Finding Our Way Home" gathering of religious professionals of color had nearly 80 participants. I recall more than a decade ago when the first gatherings had just over a dozen.



Just as significantly, we are seeing an increase in the number of ministers of color in called positions, some of them in very prominent pulpits. Among these are Bill Sinkford (Portland, Oregon), Abhi Janamanchi (Cedar Lane, Bethesda, Maryland), and Jonipher Kwong (Honolulu, Hawaii). Others include Cheryl Walker, Wendy Pantoja, John Crestwell, Lilia Cuervo, Mitra Rahnema, Lauren Smith and Hope Johnson. Perhaps most significant, a dozen or so of the attendees were there for the first time. It is also noteworthy that ministers of color in search last year were more likely than others to be successful.

Clearly, our situation is dramatically different than it was a decade ago. While we still have much to do, the task is now different. Our task once was to support efforts to have congregations hire or call a minister of color. We did this in part through subsidizing associate ministry positions. Our challenge now is to nurture and support ministers, religious educators and musicians of color. Programs such as Beyond Categorical Thinking need to be reimagined.

When this trend is seen in context of the growing interest in multicultural growth in congregations, as evidenced by the large and enthusiastic participation in the last two Mosaic Makers conferences, we see a exciting blossoming of what I have called “crossing borders” of race, class and culture. While we still have far to go, we also have much to celebrate.

## **ENDS INTERPRETATION**

### **Revised April 11, 2014**

#### **PART 1: MONITORING INFORMATION**

##### **Prologue to Interpretation:**

The UUA Administration believes in the power of our liberal religious values to change lives and to change the world. We understand healthy Unitarian Universalist congregations and communities to be primary means and methods to create transformation, especially when they understand themselves as part of a larger movement of purpose focused outward. We see the role of UUA staff to empower and inspire those gathering with this intention (which includes both congregations and any other formal or informal gathering) to join together to increase the expression of those values in daily life, spiritual life and the world.

It is the congregations and communities themselves that actually do the work and make the changes this evolving world calls for and so we understand the UUA staff to be accountable for ensuring the communities have and know about the tools and practices that can make them more healthy and impactful, as well as creating the infrastructure for new kinds of communities to emerge. The UUA is also accountable for raising the general public recognition of the relevance of UU values in today's world.

We realize that, in so doing, the UUA as an institution, as well as the structure of our communities, may evolve in directions beyond our current institutional forms, and we believe it is our role to be open to and encourage that evolution.

#### **ENDS MONITORING**

##### **Global End Policy**

**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 that assures institutional sustainability.**

##### **Interpretation:**

Everything that needs to be further interpreted in this policy is fully defined in the lower level policies with three exceptions below and so will be evidenced when the lower levels interpretations are found in compliance. The three exceptions

are “Unitarian Universalist community,” “transforming power” and “institutional sustainability.”

We understand “Unitarian Universalist community” to include those who identify as Unitarian Universalists. This may include active participants in Unitarian Universalist affiliated congregations and also those who declare their connection and adherence to our principles and values. We are aware that this community is influenced by others – past, present and future – with whom we are in relationship, and that in turn our actions and values have impact upon the larger world. We also understand “community” to be the larger web of connections between and among UU congregations and communities and the UUA institution and other UU institutions.

We believe that “transforming power” is that which inspires people to understand their capacity for change and strengthens them in taking responsibility for that change. We also understand it to be that which, conversely, helps them recognize the ways in which they may not be in control or self-sufficient and therefore in need of others in community and to be open to moments of grace. This will be evidenced by an increased number of UUs who attest to this experience through a self-assessment tool developed by the UUA and in focus group conversations re-corded as anecdotal evidence.

We interpret “institutional sustainability” to apply to the ongoing ability of the UUA to serve as an instrument, through the actions of our congregations and communities, of achieving the called for transformation which will be accomplished through the measurement of impact and the judicious use of resources. This will be evidenced when at least 80% of major strategic programs designed to accomplish our Ends interpretation are being assessed with a formal process for determining impact in order to make decisions about further efforts and when an annual analysis shows that of those, all were found successful or adjusted based the information. It does not mean that the UUA will above all focus on maintaining our present institutional forms, but that it will sustain its ability to make the community/communities healthier as measured by the lower level policies.

---

### **Thinking Behind Why THIS Interpretation of the Global End**

---

This section describes how and why this specific Ends interpretation was chosen. This is not offered as a part of the formal monitoring report but is shared to help you understand the thinking behind our choices.



## Assumptions and Reasoning

We believe the world needs the values of Unitarian Universalism. More than ever, there is a desire to live lives of meaning, purpose and justice. The values expressed by emerging generations are in alignment with the values of Unitarian Universalism.

An external assessment of changes in our broader culture and religious landscape demands that we recognize that we have to expand our efforts to actively engage people outside of traditional congregational constructs, and to help congregations focus their efforts externally as well as internally. In particular, the growth of the number of people, especially younger generations, who have no religious affiliation and no church-going practices requires that we provide a clear and differentiating signal of the difference we believe our Unitarian Universalist values can provide to individual lives and our collective culture. Simply maintaining and resourcing our existing institutions is not motivating to these emerging communities, nor is maintenance the end goal.

An internal assessment of our Association reveals that we already include individuals and communities with great capacity to fulfill our Ends. And we recognize that our current population is not increasing in numbers, is aging, mostly monocultural, class-bound, and increasingly less willing to provide financial support for institutional maintenance. In order to reverse this trend, we realize that we have to engage people in an ongoing enterprise of spiritual reflection and action that speaks to their everyday lives in an increasingly complex world. We believe our institution(s) will be sustainable when they fulfill these values.

We believe that the Association is obligated not just to serve its existing members, but to partner with our members and those in the broader community transform the world by application of our values.

---

### End Policy 1.1

---

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

**Interpretation:**

We believe congregations and communities, as stated above, are primary means and methods to fulfillment of our ends.

**“Covenanted”** We understand covenant to mean that congregations and communities make explicit and ongoing promises of faithful relationship to one another. We also understand this means individuals, communities and congregations understand themselves as a part of a larger whole (both institutionally and spiritually) in which they both contribute and receive. We also understand covenant to include our promises to others outside of our faith.

**“Accountable”** We understand accountable to mean that congregations and communities understand that their purpose is not just to serve their members, but that they are also under obligation to serve their surrounding community and the wider world, with particular accountability to the vision of our ancestors, the emerging generations, and people historically marginalized in larger society.

**“Healthy”** We understand “healthy” to mean that a community exhibits radical hospitality, passionate worship, intentional faith development, risk-taking service and witness, and faithful generosity.<sup>1</sup>

**“Mission-driven”** We understand “mission-driven” as related to our earlier statement that congregations and communities are the means of transformation, and therefore their understanding of transforming purpose must be clear, concise and explicable to anyone joining or observing from outside. Their mission must not just be expressed but their activities must demonstrate alignment with their expression.

This will be evidenced by a majority of congregations and communities showing increased capacity over time in above areas based on a self-assessment and reflection tool developed by the UUA measuring healthy congregational behaviors.

### ***Organizational Impact and Rationale:***

As stated above, the values of Unitarian Universalism are those best expressed by our people from the inside out, from inside the persons, congregations and communities to outward action in the world.

We understand that “love, justice and peace” are ideal expressions of beloved community that are not achievable in this lifetime, but infinitely worthy of efforts in those directions. Healthy expressions of Unitarian Universalism, like healthy

---

<sup>1</sup> Adapted from *Five Practices of Fruitful Congregations* by Bishop Robert Schnase.

individual behaviors, are best encouraged through inspiration and example, rather than through prescription or dictates. Therefore encouraging congregational self-assessment of improvement over time gives us indications of progress which could be correlated to UUA efforts, but not caused by them.

The paradigm of learning that we are employing has shifted from “program” to “ethos” in which we communicate and encourage core values of approach, but do not proscribe the exact practice. We are finding that Unitarian Universalists learn best from one another, and increasingly understand our role as being to create structures of connection among UU communities.

We also believe that such states of health are not achievable by Unitarian Universalists alone, but require partnership with others who may not share our beliefs, and ask us to cross boundaries of comfort, and recognition, as well as class, race and creed.

## **Ends Policy 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.**

### ***Interpretation:***

UUA staff will create and/or support programs and opportunities for congregations to learn together and gather together on a cluster, district / regional, and national levels. Success will be evidenced by at least 75% of congregations participating in such opportunities and at least 50% of individuals reporting (through feedback mechanisms of these events) that their work toward mission has been enhanced.

### ***Organizational Impact and Rationale:***

Unitarian Universalists grow in their faith and their impact when they become inspired by one another. Leaders learn best from the example of one another and the ability to see themselves in a larger context. The role of the Association is to create accessible (physically and virtually) structures for such gatherings, and encourage this as well by offering programs to collections of congregations, rather than just one-on-one.

### **Ends Policy 1.3**

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

#### ***Interpretation:***

1. UUA staff, volunteer structures, and policies will model inclusivity of age, identity and culture as evidenced by increased diversity in these areas.
2. Congregations and communities will have access to resources (see Policy 1.5 interpretation) that deepen their ability to grow in their inclusivity as evidenced by increased usage of relevant resources as well as participation in activities and partnerships that create border-crossing experiences.
3. Congregations and communities will engage in intentional self-reflection and cultural changes as evidenced by increased participation in learning arenas in these areas.

#### ***Organizational Impact and Rationale:***

We believe the most important word in this policy is “intentional.” Communities that are authentically inclusive of all - regardless of age, culture, class, race, creed, ability, and identity - are created by a theologically grounded, learned and encouraged willingness to cross borders in all these arenas.

The role of the Association is to model inclusion in staff and volunteer structures; to create educational and experiential opportunities that invite individuals and communities into this learning; to discover, highlight and partner with best practices in communities that achieve high levels of inclusion.

### **Ends Policy 1.4**

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

#### ***Interpretation:***

1. The UUA administration will participate in partnerships at multiple levels of the organization and create a campaign structure (such as Standing on the Side of Love) which encourages congregations, communities and individuals to participate in such partnerships as well, as evidenced by increased numbers of collaborations at the administration level and increased participation in the campaign structure.

2. Congregations and communities will engage in their own communities in interfaith partnerships through other community organizational structures, as evidenced by an increased number reporting such collaborations.

### ***Organizational Impact and Rationale:***

We understand that Unitarian Universalists have an obligation to learn about systems of power, privilege and oppression, both as systems we unintentionally participate in, as well as broader systems that are not entirely within our control. We believe partnerships with groups and individuals beyond Unitarian Universalism are vital to bringing the most power to change these systems. Such partnerships do not require complete alignment on everyone's part about every issue, but the development of connections and strategies relevant to our highest priority of justice issues.

The Association's role is to model these partnerships at an international, national and regional level through pursuit of our justice priorities and to help create a campaign infrastructure that allows local groups to participate in such partnerships.

### **Ends Policy 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.**

### ***Interpretation***

1. Resources which are designed to help congregations and communities, regardless of economic circumstances, achieve the interpretation of 1.1 (including physical and virtual publications, trainings, and events to connect them with others) will be used increasingly each year as measured by:
  - a. Number of publications accessed
  - b. Number of persons attending training
  - c. Anecdotal evidence based on the number of joint efforts and their estimated attendance.
2. Resources provided will be deemed to deepen, enhance and improve congregations when they are referenced as a source of improvement in a self assessment tool provided by UUA.

3. The self assessment tool will be completed by an increasing number of congregations and communities each year.

***Organizational Impact and Rationale:***

We hold that the Association's role is to curate, develop and promulgate resources that lead congregations and communities toward their abilities to be covenanted, healthy, accountable and mission-driven, as defined above in Ends Interpretation 1.1. We understand that many such resources already live within congregations and communities and external resources and that the Association is able to pursue this end by curating and promulgating best practices, creating learning communities among congregations and communities, as well as encouraging the use of local resources.

We have come to believe that the most sustainable learning does not always happen through the transmission of information but also through the development of relationships that strengthen capacity and resiliency. Therefore creating encouragement and opportunities for congregations and communities to gather with one another strengthens this End.

We recognize that we must balance this End with institutional capacity and sustainability as outlined above.

**Ends Policy 1.6**

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

***Interpretation:***

There will be an increased number of people participating in UU congregations and communities and persons served by these communities (both existing and emerging) as evidenced by the self-reporting of communities on membership numbers and people served.

***Organizational Impact and Rationale:***

The role of the Association regarding growth is to offer congregations and communities strategies and resources for their own expansion of numbers and impact. Membership numbers are not the only indicator of growth, however. We understand it to be our role to encourage congregations to serve the community beyond their walls, as well as to deepen in their spiritual engagement.

**Ends Policy 1.7**

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

***Interpretation:***

There will be an increase in the number of communities and congregations in relationship to the UUA each year.

***Organizational Impact and Rationale:***

It is the role of the Association to encourage existing congregations to employ growth strategies which research shows to be effective in the larger religious context (such as multi-site development), to respond to self-organizing groups with resources, coaching and encouragement, as well as to train religious leaders in entrepreneurial methods.

**Ends Policy 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.**

***Interpretation:***

There is an increase in participation in and number of the structural opportunities (within the UUA and with other institutional partners) for both lay and professional leaders to train in methods of entrepreneurial leadership.

***Organizational Impact and Rationale:***

The role of the Association is to partner with our theological schools and professional organizations to provide education about effective religious leadership (inclusive of ministers, religious educators, musicians and laity). We also understand it to be of great import to learn about and promulgate entrepreneurial methods and opportunities. We also understand our role to educate our entire Unitarian Universalist community about changing social and cultural contexts that create new challenges and opportunities for the creation of new communities. We believe existing healthy congregations are the best launching place for inspiration and our role is also to highlight and help others learn from effective multi-site ministries.

## **Ends Policy 1.9**

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

### ***Interpretation:***

We understand UUA institutions to include the congregations and communities, whose health, vitality and collaboration will be shown by compliance with the above lower level policies.

We also recognize our obligation to be in collaborative and supporting relationship to other UU institutions (such as the theological schools, UUSC, UUMA) that results in an increased number of people participating in cross-institutional programs that inspire deeper relationship to UU values.

### ***Organizational Impact and Rationale:***

We understand this policy to mean that the ends as articulated in all above policies are best achieved by empowering our congregations and communities to participate in a larger vision of Unitarian Universalism through their relationships to one another, their embodiment of our values within their own communities, and their willingness to give time, talent and treasure to the wider association. The UUA is not the only institution charged with serving this End, and we are most sustainable when we create partnerships and collaborative opportunities with other UU institutions that maximize resources and inspire other partnerships.



**Presenter :** Jim Key

**Start Time :** 10:30 AM

**Item No :** 3

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Eric Craymer**Start Time :** 10:45 AM**Item No :** 4**Proposed By :** Stephanie Carey Maron**Time Req :** 90**Proposed :** 3/25/2014**Item Type :** Monitoring Items

Policy No.	Description	Ref No
4.4.2	The Board will acquire monitoring data by one or more of three methods:	404908
4.4.3	In its review of internal monitoring reports, the board will require a standard of excellence in monitoring where the interpretation includes the presentation of the President's established operational definition, details the standard for successful performance, and includes a rationale to justify the reasonableness of the definition. The interpretation will be followed by data and evidence that demonstrates both results and compliance with the operational definition, and includes the President's declaration of compliance or non-compliance. In every case, the standard for compliance shall be any reasonable interpretation by the President of the Board policy being monitored. Only the Board may decide what constitutes a reasonable interpretation.	404944
4.4.4	All policies that instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, following the monitoring schedule attached.	440932

**Description :** Ends Interpretations / Monitoring Discussion**Details :****Attachments :**

Title	Created	Filename
Monitoring Report 2.6.1	Apr 04, 2014	Monitoring Report 2.6.1.pdf
FY15 Budget Memo - FINAL - 4-4-2014	Apr 04, 2014	FY 15 Budget Memo - FINAL - 4-4-2014.pdf
Strategic Vision - budget - 4-2-2013 FINAL	Apr 04, 2014	Strategic Vision-budget-4-2-13 FINAL.pdf
FY15-16 Consolidating Budgets	Apr 04, 2014	FY15-16 Consolidating Budgets.pdf
Board Forecast 3Q14	Apr 04, 2014	Board_-_Forecast - 3Q14.pdf
Visual Layout of Strategic Vision for Staff - April 2014	Apr 07, 2014	UUA statgic vision for staff - A Visual Layout - April 2014.pdf
Board Budget FY15-16 & Variance Analysis	Apr 07, 2014	Board_-_Budget_FY15-16_and_Variance Analysis FINAL.pdf
Consultant's Presentation: Ends Interpretations & Alignment with Budget	Apr 14, 2014	Combined - Ends Interpretations and Alignment with Budget.pdf

## **MONITORING REPORT**

### **April 4, 2014**

#### **2.6.1 FINANCIAL PLANNING AND BUDGETING**

**Policy:** 1. [The President shall not] Fail to present at the Board of Trustees' April meeting:

- A. A balanced operating budget for each of the Association's business segments based on reasonable planning assumptions, including projections of revenue and expenses for the fiscal year beginning on July 1, for approval by the Board.
- B. A capital budget for the fiscal year beginning on July 1 based on reasonable financing and depreciation assumptions.
- C. A proposed budget for the following fiscal year, which will be received by the Board as information.

**Operational definition:** Self-explanatory.

**Supporting data:** Budgets for all operating units covering fiscal years 2015 and 2016 were submitted to the board on April 4, 2014. Specifically, the package included a consolidating budget including Current Operations, Beacon Press, the Building Loan Fund, the General Insurance Program, the UU Common Endowment Fund, 24 Farnsworth Street, and General Assembly. In addition, the package included a detailed budget of Current Operations and a variance analysis. Finally, the budget package included a memorandum outlining the Administration's strategic plan, an explanation of how that plan advances the Ends, and narrative showing how the strategic plan shaped the budget. The capital budget for the move to Farnsworth Street was passed by the board in October 2013.

**Therefore, I report compliance.**

## MEMORANDUM

To: UUA Board

From: Peter Morales

Re: UUA Budget for fiscal year 2015

Date: April 4, 2014

### Introduction

I certify that all expenditures proposed in the budget are in the furtherance of the Ends of the Association. Furthermore, I certify that the allocation of expenses among the programs has been determined in accord with the strategic vision of the administration.

This year's budget is highly unusual. It is a transitional budget that includes a number of expenses related to the move of UUA headquarters from Beacon Hill to 24 Farnsworth. As the Board authorized last fall, this budget includes \$750,000 to cover one time expenses (such as lease payments through December, 2014). This budget also assumes no increase or decrease in fund raising.

Because an increase in staffing could not be supported, we must move ahead on our key initiatives by redirecting existing staffing and expenditure levels.

You'll note that there are not major shifts in the budget dollars assigned to the various staff groups. That does *not* mean major shifts are not taking place in the ways in which we seek to achieve the Ends of the Association. The major changes are reflected in the *manner* in which our work is being done. Those shifts - some quite significant - are hopefully clearly communicated in the pages that follow.

As we began the preparation of this budget, I charged our senior leadership to ask two central questions about every activity:

1. Does it move us forward on our strategic direction?
2. Are we (UUA staff) the best people to do this?



## MEMORANDUM

In this narrative we seek to make the connection between our Ends Interpretations, how our strategic vision serves those Ends, some anecdotal description of our short-term strategies and how you will see these reflected in the broadest sense in our budget proposal and budget shifts.

### **Outcomes we are seeking based on Ends Interpretations**

As you will see in our Ends Interpretations, we seek the fulfillment of our Ends through these desired outcomes:

1.0 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.

- Our existing congregations and communities grow in strength, vitality and numbers and our movement expands beyond our congregations.
- Major initiatives' success is measured to ensure they are effective.
- Individuals and communities will be inspired to recognize and be responsible for creating change, and that they can only do this with others.

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

- Members of congregations and communities make explicit promises to one another and participate fully in the life of their communities.
- Congregations serve their members but also the surrounding community.
- Congregations are inspired toward and take responsibility for healthy behavior.
- Congregations and communities help people transform themselves and the world.



## MEMORANDUM

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.

- Congregations and communities join into and contribute fully to cluster activities, and denominational gatherings at all levels.

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

- UUA staff and structures will model the diversity we seek in others.
- Congregations will have resources to deepen their inclusivity in action.
- Congregations will be intentional in changing their cultures, structures and attitudes toward creating diversity.

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

- UUA staff will create engage in partnerships for justice
- Congregations, communities, and individuals will participate in a larger UUA campaign structure (SSL) that emboldens and links their local action
- Congregations and communities will engage in justice-making in their own communities.

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.

- Congregations will have access to and engage resources designed to assist them in being covenanted, accountable, healthy and mission driven.

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



## MEMORANDUM

- There will be an increase in the number of people participating in congregations and communities.

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

- There will be an increase of new communities and congregations in relationship with the UUA each year.

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.

- There are more and varied structural opportunities for professional and lay leaders to engage in entrepreneurial leadership.

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

- UU institutions are in vital, collaborative, mutually enriching relationship with one another and with the wider UU community.



## Strategic Vision

We believe the Administration's Strategic Vision will lead our Association to these Outcomes. The Strategic Vision remains the same as previously presented to the Board in all major respects. It is entitled "UUA Strategic Plan - April 2013", available online at [http://www.uua.org/documents/moralespeter/130402\\_strategic\\_vision.pdf](http://www.uua.org/documents/moralespeter/130402_strategic_vision.pdf).

## Changes in Strategic Focus

The Strategic Vision has led us to re-examine many of our guiding paradigms and asks us to make significant changes in them. The following chart describes some of the most significant changes that we have been engaging in. While not necessarily changing the budget, the staff (whose salaries make up a good portion of the

## MEMORANDUM

budget) are devoting their energies in sometimes radically different ways than previously.

For example, here are some of the shifts that are taking place because of the strategic focus:



FROM	TO	EXPLANATION
Creators	Curators	In the past there was a desire, almost a <i>need</i> , on the part of UUA staff to <i>create</i> everything that was provided to congregations. With so much wonderful content now easily available on the web, we've shifted to <i>curating</i> that which is most valuable and useful, cutting through the clutter that our congregations and their leaders don't have time for. (Think of the museum curator curating the best works of whomever.) We still create, but a shift to curation is clearly the more efficient and effective way to go.
"One to one"	"One to many and then many to many"	In the past, UUA staff took pride in providing one-to-one support to congregations and their leaders. More recently we've moved to "one to many" model, as when one staff person gathers leaders from multiple congregations for a



## MEMORANDUM



		workshop. Our continuing shift is to "many to many" where we encourage congregations particularly skilled in a certain area to connect with other congregations for mutual learning and support.
Districts are autonomous	Regionalization	In the past, a district executive who spent three days consulting with a congregation in "another district" would expect reciprocity from that districts' DE within that same fiscal year. Now that concept of quid pro quo is unfathomable. "We are one UUA."
Maintenance	Innovation	In the past, it was seen as sufficient to keep the UUA institution going – system maintenance, in the most negative sense. Now there's a sense that the role of staff is to innovate – to do those things that congregations cannot do for themselves.
Expert	Connector	In the past, great pride was taken by being the expert to whom others were dependent on advice. We are clearly moving towards being the "connective tissue" that helps individual leaders, congregations, and communities connect with one another and use their individual

## MEMORANDUM



		gifts for the benefit of the whole.
Program	Ethos	In the past, the emphasis of staff was on workshops, training, and curriculum. We are moving towards an ethos that emphasizes leadership development, experiential learning, and direct engagement. This is particularly evident in the area of AR/AO/MC.
Boston headquarters as a "Victorian museum"	Boston headquarters as a multicultural hub.	The move to 24 Farnsworth Street is more than simply a physical move. It is a literal "moving into the future" where the values of collaboration, cooperation and communication can take place more effectively because the physical space allows for and encourages it.
Service orientation	Participants in ministry	In the past, the focus has been on "providing services". We have and are continuing to evolve towards a focus being on participating in the larger ministry of Unitarian Universalism, finding those areas of ministry that national, regional, or district staff can be most value-added.

## The role of the UUA

## MEMORANDUM

Based on the Ends Outcomes and the Strategic Vision, and these described paradigm shifts, we believe the role of the UUA staff is to:

- Support the health and vitality of existing congregations
- Develop and curate resources to help individuals, congregations and communities reflectively grow in spirit.
- Broaden our awareness to include more people outside of our traditional circles.
- Broaden and enrich our partnerships with like-valued organizations.
- Broaden and enrich our partnership with organizations that are more culturally diverse than ours.
- Strengthen the ability of professional and lay leaders to be entrepreneurial, growing new and possibly different types of communities.
- Strengthen the ability of our congregations to be fruitful in fomenting UU values through active participation.
- Connect congregations more with one another and to the larger movement.
- Model, support and promulgate intentional efforts at increasing diversity in age, culture, race and class.
- Enhance the ability of individuals, congregations and communities to join in larger social justice efforts as well as to conduct their own at a local level.
- Provide support and partnership to other UU institutions.
- Bring field staff into greater alignment with the UUA through sustainable regional structures.



### Specific Change Objectives

1. Congregations, communities and individuals have the resources to further their spiritual pursuits in a way that fits their unique needs and situations.
2. Congregations and communities are successfully able to help people live out our values in a way that is appropriate for today's world through new and innovative approaches.
3. The world is increasingly aware of UU values and individuals see them as strongly connected to their own lives.

## MEMORANDUM

4. There is a vital and growing web of UU institutions and like minded partners who work together to make the changes our values call for.



### Near-Term Strategies and Tactics Guiding Operational Decisions

Some examples of current strategic directions based on this analysis and our role in achieving outcomes:

- Strategy: Create a higher awareness of what UUism stands for and how we meet today's needs in the larger culture.
  - Tactic: Communications plan
  - Tactic: Branding strategy
- Strategy: Partnerships in learning.
  - Tactic: Congregational partnerships (Leap of Faith)
  - Tactic: Entrepreneurial ministry
  - Tactic: Models of multicultural ministry (Mosaic Makers)
- Strategy: Grow professional and lay leadership to address today's world and start new congregations and supports that speak to its people.
  - Tactic: Partner with seminaries around clarifying ministerial competencies
  - Tactic: Lay leadership programs addressing today's world and its needs
  - Tactic: Entrepreneurial ministry
  - Tactic: Youth leadership programs (Summer Seminary)
  - Tactic: Supporting leadership of people of color (Finding Our Way Home)

## MEMORANDUM

- Strategy: Creating structures for “border-crossing” experiences.
  - Tactic: Partnering with the UUSC to create the College of Social Justice
  - Tactic: Collaborations with other denominations and social justice organizations around witnessing for equality (Mass Moral March)
- Strategy: Regionalization—the alignment of field staff with headquarters staff.
- Strategy: The move of headquarters.



### Connection to Budget

As shared, the changes required to achieve the strategies and the objectives do not necessarily show up as changes in the budget but do show up in how the largest budget item, staff, is being realigned to reach them. By showing you how the changes in staff and a couple of major investments in the new building and increased communications are taking place the Board will be able to see the connection between the Ends as interpreted, the objectives, the strategies and the changes to internal focus and structure.

### Examples of Budget Shifting

As expressed above, it is not easy to read our budget in alignment with these priorities, but we offer some examples of budget shifts we have made to illustrate:

- **Program and Strategy Team** - you will see that the budget is now re-organized so that all the major program areas and major strategic initiatives are in one grouping. This reflects our staff structure changes as well to allow us to align all of our program efforts with our strategic priorities.
- **Creation of an “Outreach Director” position** – rather than create another staff group, we are creating a new position

## MEMORANDUM

within Program and Strategy specifically to help align all of our communication vehicles with our new branding strategies.

- **Congregational Life shifts** – prior years budgets for the Congregational Life staff group had large expenditures for national staff meetings. We have re-oriented and re-directed these monies toward fuller and deeper development of regional staff groups.
- **Next Gen Ministries** – in order to support a new collaboration between Growth Strategies and Ministries and Faith Development, we have re-allocated program expenses to support a full time campus ministry director and projects in alignment with entrepreneurial efforts.
- **Salary Increases** – In alignment with our principles and equitable compensation guidelines we continue to place a priority on trying to compensate our staff adequately. We believe this will result in more staff stability as well.
- **Human Resources** – We anticipate that the move toward aligning our regional staff (including “district only” staff, with national staff will create a strain on our HR capacity so we are adding a half-time administrative position to this area.



### Refocused Missions of Staff Groups to Support Strategy & Ends

Without necessarily changing the budget, these are the refocused missions of the staff groups to support the strategy and the Ends:

#### Program and Strategy Office

This office is primarily responsible for developing our organizational strategy to advance the Ends and ensuring that our program plans and budgets are aligned with the strategy. In addition, the Program and Strategy Office oversees the development of our outward facing image, or brand, in a clear, compelling and differentiating way. In order to accomplish this, the FY15 budget includes a new position of Outreach Director. This person will serve to guide communication efforts across staff

## MEMORANDUM

groups to convey a consistent message and image. A key part of this will be ongoing work on the brand strategy and implementation.

Also part of this staff group is the College of Social Justice, our joint venture with the UU Service Committee. UUCSJ engages congregations in justice making around the world.

The Growth Strategies Office is within Program & Strategy and offers strategic analysis of various growth efforts, support of emerging groups and congregations, offers resources, and highlights models and best practices for growth.



### **Multicultural Growth and Witness (MGW)**

This staff group develops resources and structures to foster the engagement of congregations and communities in partnerships to counter systems of power, privilege and oppression. The staff group accomplishes this primarily through Standing on the Side of Love (SSL) and our Witness Ministries.

The second major priority of this office is developing and curating resources for congregations and communities to be intentionally inclusive, multigenerational and multicultural. They uphold best practices and engage congregations in mutual learning. Mosaic Makers is a prime example of this work.

The budget for MGW was reduced slightly as we are searching for ways to make our work more sustainable by combining events such as Mosaic Makers with the Middle Collegiate Multicultural Experience.

### **International Office**

The International Office engages Unitarians, Universalists and Unitarian Universalists across the globe to promote UU values and advance the cause of justice. The Office works through international partners such as the Partner Church Council, Religions for Peace, and the International Council of Unitarians and Universalists. It also includes the UU United Nations Office that represents UU values before representatives of the world

## MEMORANDUM

community. The Holdeen India Program (HIP) is in partnership with Indian organizations working for justice and countering systems of power, privilege, and oppression.

Funding for this office comes largely through endowment funds.

### **Congregational Life**

Congregational Life consists of the UUA's field staff and the Office of Congregational Stewardship. These staff provide direct guidance and resources for congregations to assist them in being covenanted, accountable, healthy and mission driven and financially sustainable. They assist congregations to grow in strength, vitality, and numbers. They foster covenanted networks through districts, regions and cluster events and trainings. They design innovative learning programs such as Leap of Faith. The resources of this office have been shifted recently from supporting national staff group meetings, to helping support robust regional staff structures.



### **Ministries and Faith Development**

A strong professional ministry (including parish ministers, religious educators, musicians, and community ministers) are essential to achieving all of the Ends. Ministries and Faith Development supports all our professional credentialing processes, provides an infrastructure for ministerial transitions, trains interim ministers and provides pastoral care and support for religious professionals. They develop programming based on analysis of growth and healthy congregational opportunities and challenges, and collaborate heavily with our Professional organizations.

The Faith Development Office provides resources for lifespan religious education, worship, advocacy, and social action that nurture Unitarian Universalist identity, spiritual growth, a transforming faith, and vital communities of justice and love.

The Youth and Young Adult Ministries Office supports all Unitarian Universalist youth and young adults through advocacy, education, training, and resource development.



## MEMORANDUM

This Office includes the Church Staff Finance Team which provides health insurance, retirement and benefit plans for our constituents. This office is financially self-sustaining.

### Communications

The Communications staff group is the primary in-house publisher of UU resources and communication vehicles (Skinner House and the UU World magazine), oversees the UUA Bookstore which features key congregational resources, plays a leadership role in the helping us determine priorities in public witness and advocacy, and provides the primary interface between the UUA and media outlets, including training congregational leaders in best practices in media relations.



### Administration

The Human Resources department develops and nurtures the staff and creates policies and structures that fulfill our covenantal values and model the diversity we encourage in others.

The Administration develops efficient systems to support staff groups.

### Stewardship and Development

The Stewardship and Development staff group are the chief fundraisers for the Association, structuring opportunities for generous giving by congregations and individuals. They are actively exploring new platforms for fundraising and long-term financial sustainability. Their mission is encouraging stewardship of the Association at the national level and in our regions, districts and congregations. Approximately 30% of the staff group's resources are devoted to direct congregational services including legacy giving, umbrella giving, and processing gifts of securities.

### Information Technology Services

## MEMORANDUM

The move to Farnsworth Street has enabled the ITS staff group to develop an upgraded voice and data network to enhance the ability of the national staff to provide resources to congregations. The many meeting rooms are outfitted for web conferencing. The budget also reflects a new content management system that will make the website more agile, engaging and interactive.

### Internal Services

This part of the budget includes financial services and facilities, which are dedicated to enabling work of the program staff groups. Approximately 35% of Financial Services' resources are devoted to direct services to congregations and social justice work – specifically, the Common Endowment, building loan program, and shareholder advocacy.



### Budget Detail

The transmittal memo is appended as a separate document.

# **UUA Strategic Plan**

Our Strategic Vision and the FY 2014 Budget

April, 2013

## Introduction

### **Our shared vision—the Ends of the Association**

Our shared vision is an image of a religious people who are deeply relational: connected to our traditions, to our sources, to one another in congregations, and among one another as a larger movement.

Our [Global Ends](#) statement begins, “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.” The draft revised statement affirms “A healthy network of covenanted Unitarian Universalist congregations and communities, in accountable relationships and alive with transforming power, moving our local communities and the world towards more love, justice, and peace at a justifiable cost that does not undermine long term sustainability.” The existing Ends and the draft Ends are not in conflict. Quite the opposite is true; they are two ways of describing the same shared values and aspirations. Both statements of ends lift up that our faith is ultimately *relational*. Our covenantal tradition affirms interconnection, wholeness and interdependence as lying at the core of our theology. Spiritual deepening, covenanted vibrant religious community and collective action for justice are inseparable from one another.

### **Structure of this report**

In this report we will present a proposal for a new headquarters in the context of implementing our larger vision expressed in the Ends. While there are practical reasons for a move, there are also compelling religious and symbolic reasons. Our faith has always been about embracing new possibilities, openness to change and trusting the future. We are a faith that honors the past, but we are called to be faithful to our aspirations.

This report moves from the general to the specific, the strategic to the tactical. The presentation is in the following order:

- Our strategic environment
- Core convictions
- Overarching strategies for realizing the Ends
- Five and ten year plans—programs to reach the Ends
- How the strategy shaped budget choices
- Concluding remarks

## Our strategic environment

### **The need for spiritual community is constant**

With all the changes in the religious landscape of America, we must remember that the need for spiritual community is a constant of the human condition. Indeed, we live in an era of unprecedented social isolation and lack of intimacy. In this context, the need for religious community is greater than ever.

### **“Church” is a declining part of American life**

The decline in both mainline and evangelical churches is accelerating. The “nones”—the number of young adults expressing no religious identity—has doubled in a decade. It went from three percent to 12 percent in 50 years—then leaped from 12 to 33 percent since the year 2000. Going to church is simply not the social norm that it was a generation or two generations ago. This presents enormous challenges and opportunities for Unitarian Universalism.

### **The future is multicultural and multi-faith**

The majority of Americans will soon be of ancestry that is not European. In particular, there continues to be a rise of Hispanic and Asian Americans. Many “interracial” marriages are producing millions of children who fit no easy racial or ethnic category. The mixing of cultural traditions includes a mixing of religious traditions.

## Core convictions

### **Unitarian Universalists aspire to be a deep and engaged religious movement**

The most thorough expression of the aspirations of our people came through the ["Gathered Here"](#) initiative that invited people into Appreciative Inquiry conversations. Gathered Here showed clearly that we aspire to a faith in which our spirituality is deep, experiential, relational, and moves us to action. Below are the [main themes](#) the Gathered Here leadership team identified. We are at our best when we:

- Grow into our best selves and honor the divine in each person.
- Practice “spiritual justice”: justice making grounded in faith and worship.
- Embrace fellow travelers within and beyond our faith, building community together.
- Proactively invite people to share themselves and their gifts.
- Have such a strong sense of our religious purpose and identity that we must act on it.
- Covenant together to create sustained relationships across all ages and cultures.
- Transcend geographic, national and language barriers.
- Experience spiritual depth, individually and collectively.

## **Unitarian Universalism has enormous potential**

Our potential is not theoretical. It is demonstrated by hundreds of thriving and growing congregations across the nation. Our theology is open to the wisdom of all traditions. We are committed to multiculturalism and anti-racism. Our advocacy for the inclusion of LGBTQ people is consistent with the direction of the larger culture. Our uniting of spirituality with work for justice is what millions seek. We have a new generation of ministerial leadership that is passionate and brilliant. Our lay people are committed, skilled and creative. *No other religious group has the positive potential of Unitarian Universalism.*

## **Collaboration is essential to our success**

All organizations succeed to the extent that they make use of the talents of their people. The UUA staff is committed to working in collaboration with all constituencies to shape our work. For example, the [Leap of Faith](#) initiative that seeks to build learning communities among congregations was largely designed by ministers of our fastest growing churches. The new [“Congregations and Beyond”](#) effort is being “crowdsourced” by cutting edge UUs working in non traditional settings. The [Strategic Review of Professional Ministries](#) was a collaborative effort drawing on input from a number of groups and individuals. We are at historic high levels of collaboration with the [UUMA](#), the [UUSC](#) (the College of Social Justice joint venture), our identity seminaries and the United Church of Christ.

## **The UUA has a critical role to play in leading change**

The UUA staff must play a central role in helping our movement adapt to a rapidly changing environment. Just as collaboration is essential, so is leadership and coordination.

# **Overarching strategies for realizing the Ends**

## **Engage the religious affections and aspirations of our people**

We must ground all of our work—outreach, worship, public witness, faith development—in our religious values and our spiritual tradition.

## **Unleash, guide and resource our people**

The UUA fills a complex role. At one level, we develop resources. At another level, we also lead by expressing our common vision and by being advocates for new directions. Our staff is already in the process of shifting from content creation to “curation.” Curation refers to the role of vetting and sharing resources as opposed to creating them.

### **Develop leadership that is entrepreneurial, courageous and grounded**

The task of helping to grow lay and professional leaders is a collective responsibility. Congregations play a critical role. Our seminaries and professional associations have an essential part to play. In addition, the UUA has a role in casting a vision and providing resources.

### **UUA must be a prophet of the possible**

Organizations adapt to a changing world only when they can create and sustain a sense of urgency. Urgency is not panic. Urgency is a sense that what we need to do is important and that we have the capacity to do it. A critical part that the UUA must play is to be an advocate for realistic, ambitious, doable changes.

### **Help our movement cross the borders of race, class and culture**

Just as the UUA has provided leadership in the area of anti-racism, we must also lead change to help our people cross the borders of class and culture. This is best accomplished through providing experiential learning and volunteer opportunities in combination with education and spiritual reflection.

### **UUA should be a national and international voice for compassion, peace, justice and equality**

The UUA has long had the role of being the voice for our movement at the national and international levels. Indeed, many of the great issues before us (immigration, economic justice, environmental justice) are inherently international in scope.

## **Five and ten year plans—programs to reach the Ends**

We live in a period of rapid and unpredictable cultural upheaval. Just a decade ago no one was predicting the meteoric rise of the “nones” in American culture. Ten years ago we could not foresee the impact of social media or the pervasive effects of mobile computing.

The rate and unpredictability of change put a premium on flexibility and adaptability. This means that bold, entrepreneurial leadership and collaboration will be key.

### **The next five years: strategies**

The UUA is going to have to do two critically important things both in the short term and over the next generation.

Partner with our member congregations as they face the cultural and demographic shifts that are under way.

Explore ways that Unitarian Universalism can expand beyond its base of traditional congregations. In actual practice, supporting our congregations and reaching beyond our base converge and are interdependent.

### **Nurture congregational vitality and connections among congregations**

The overwhelming majority of the UUA staff's efforts support the vitality of our member congregations. These efforts span a broad spectrum that includes: consultation with congregations through our field staff, credentialing and continuing development of religious professionals, financial services such as health insurance and retirement fund management, development and dissemination of resources for worship and faith development, General Assembly, settlement services for ministers and religious educators, and more. In addition, the staff takes an active role in expressing our shared values in public witness and initiatives like Standing on the Side of Love and our efforts to expand diversity.

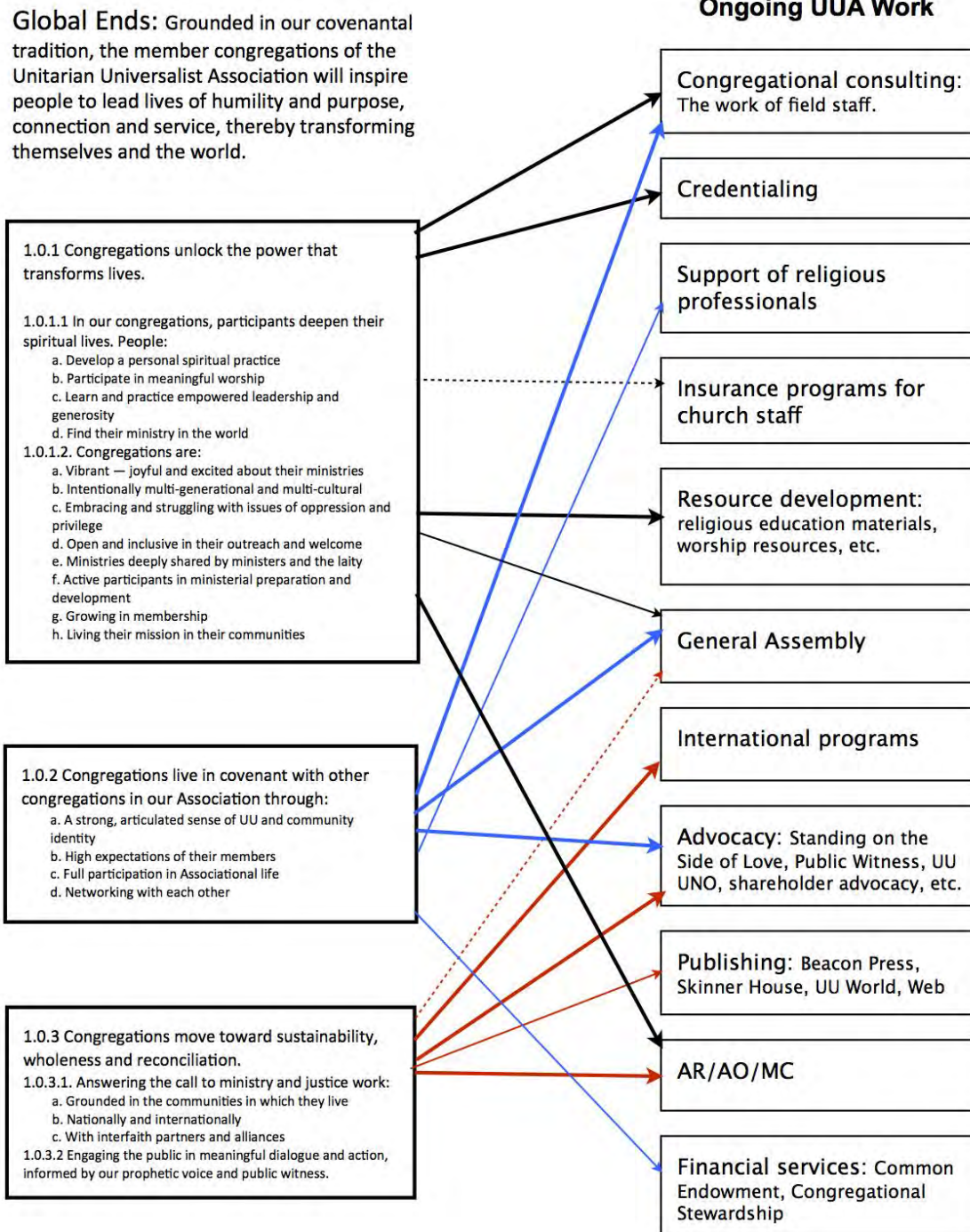
All of the work of UUA staff is intended to realize the shared Ends of the Association. Both the major areas of ongoing work and the new initiatives of the last three and a half years support more than one of the sub Ends.

The following charts illustrate the connections between major areas of staff effort and both the current and the draft global Ends.



## Global Ends and the ongoing work of the UUA staff

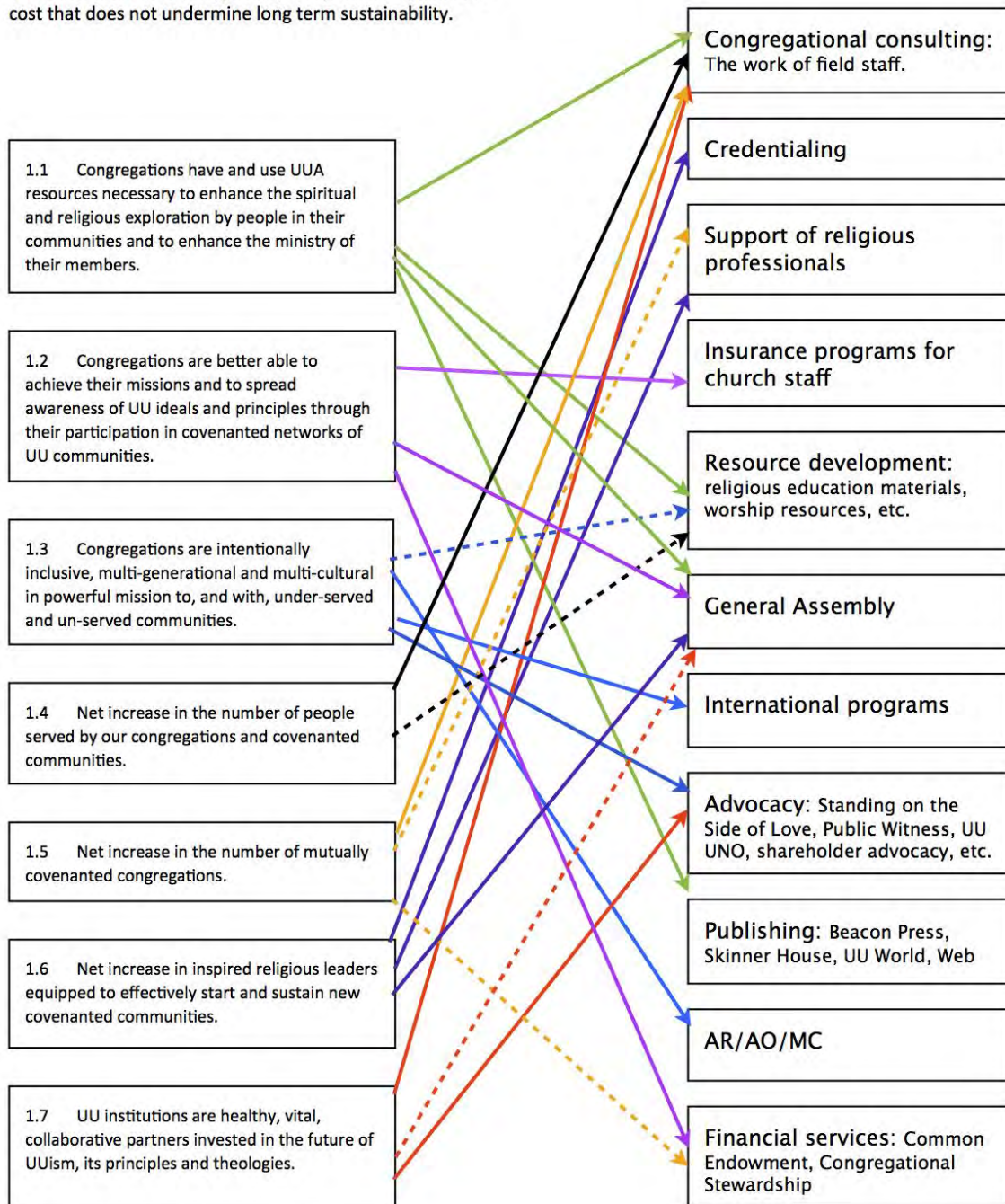
[Thin and dotted lines represent connections that are less strong.]



## Draft Global Ends and the ongoing work of the UUA staff

**Draft Global Ends:** A healthy network of covenanted Unitarian Universalist congregations and communities, in accountable relationships and alive with transforming power, moving our local communities and the world towards more love, justice, and peace at a justifiable cost that does not undermine long term sustainability.

### Ongoing UUA Work

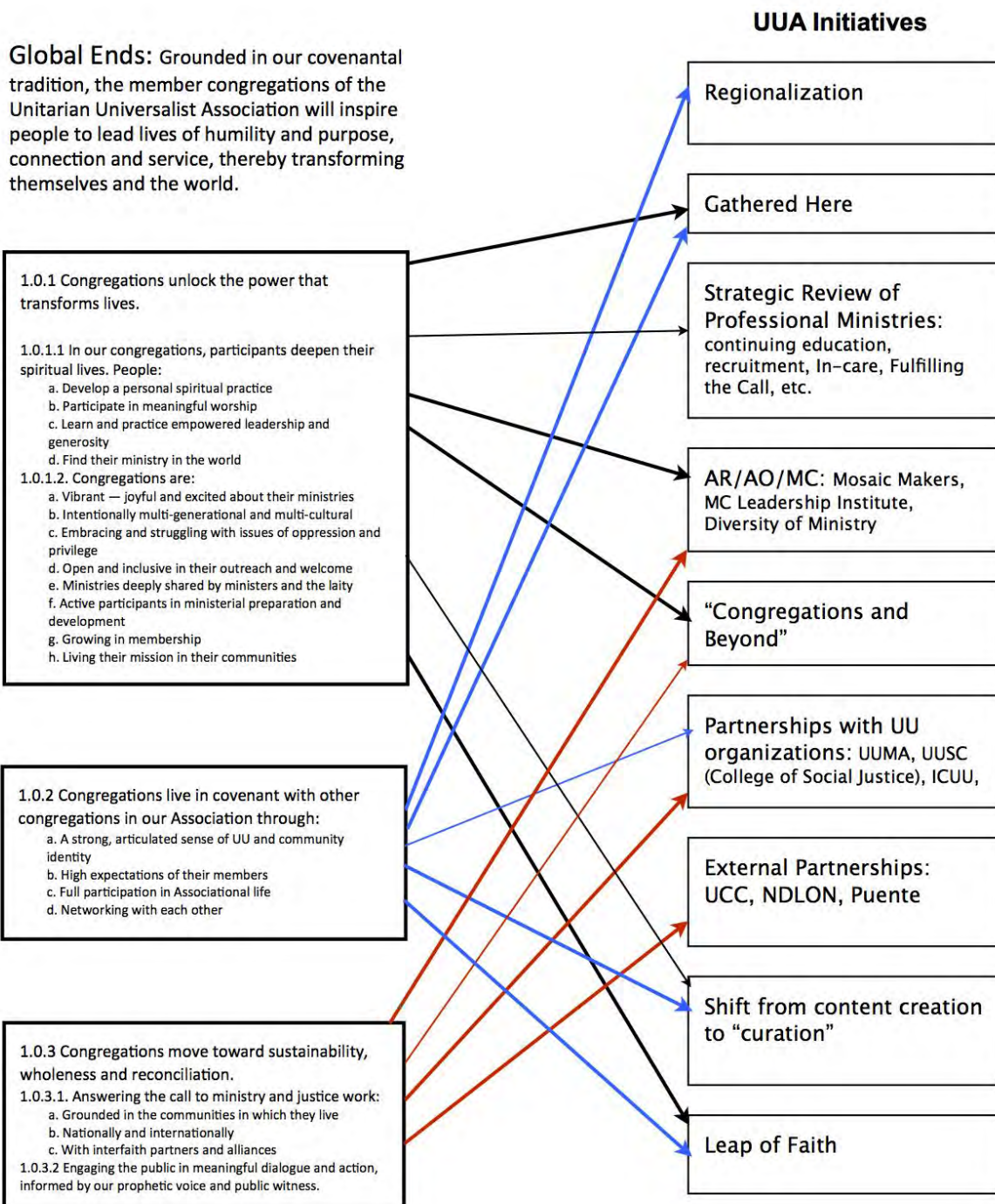


In addition to our ongoing core activities and programs, this administration has undertaken a several strategic initiatives. These, too, are in support of the current and draft revised Ends. The major initiatives include [regionalization](#), the [Strategic Plan for Professional Ministries](#), [Leap of Faith](#) (partnering congregations with growth potential), [Gathered Here](#) (Appreciative Inquiry conversations throughout the Association), new programs to promote diversity and, most recently, the [“Congregations and Beyond”](#) focus on reaching out beyond our current base. Each one of these efforts was designed as a broad collaboration between headquarters staff and a variety of stakeholders.

The following charts illustrate some of our recent initiatives and shows how they support current and draft revised Ends of the Association.

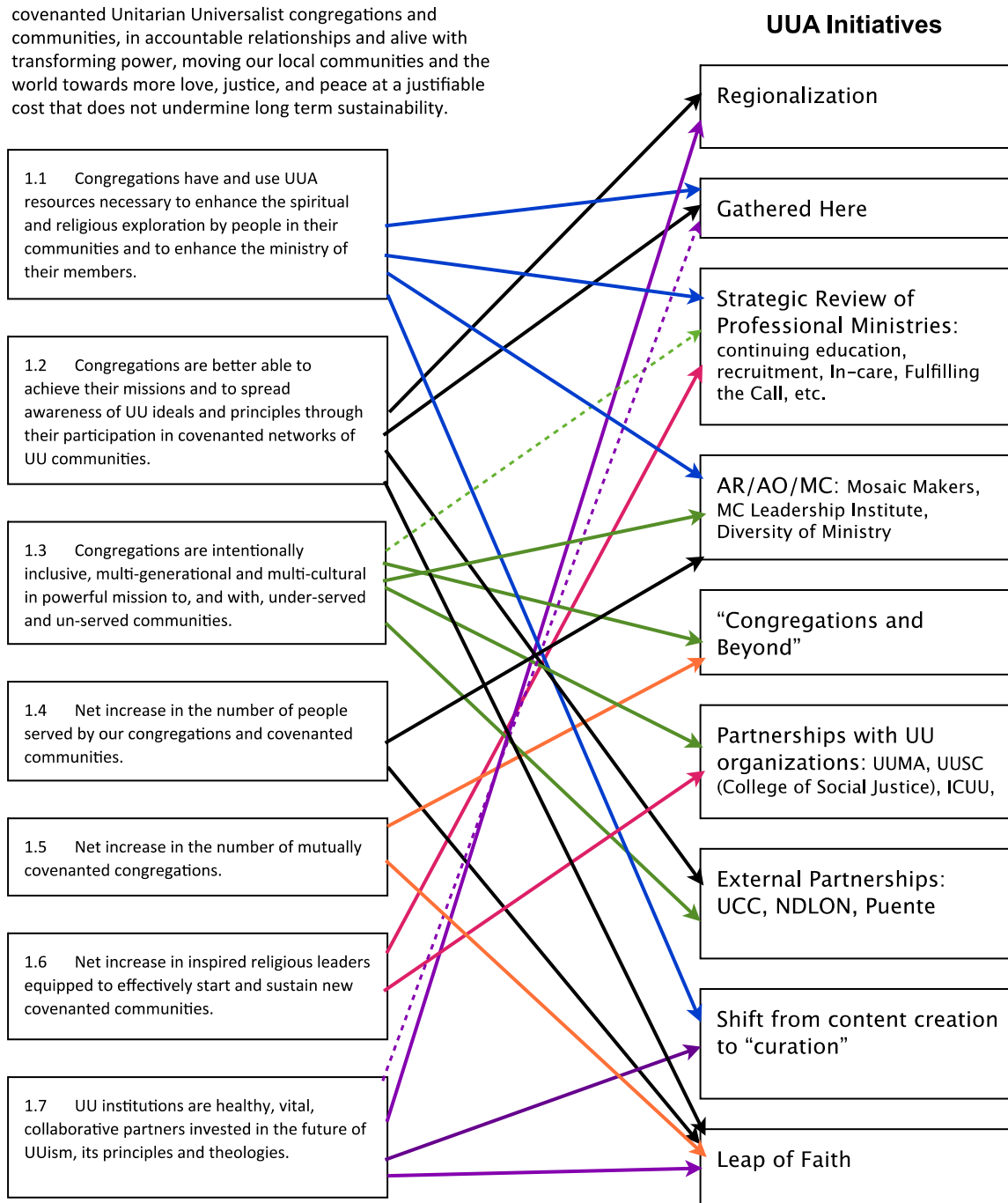


## Global Ends and the recent initiatives of the UUA staff



## Draft Global Ends and the recent initiatives of the UUA staff

**Draft Global Ends:** A healthy network of covenanted Unitarian Universalist congregations and communities, in accountable relationships and alive with transforming power, moving our local communities and the world towards more love, justice, and peace at a justifiable cost that does not undermine long term sustainability.



## Reach beyond our current membership

The second part of our overall strategy, beyond our efforts to nurture congregational vitality, is to realize the enormous potential of Unitarian Universalism by engaging people who are not now part of our Association. This includes the hundreds of thousands who identify as UU but are not members of congregations and the literally *millions* of people who share our values and perspective but who are wary of organized religion. We have called this initiative “Congregations and Beyond.” The new developments in our culture can be a historic opportunity for Unitarian Universalism.

In actual practice, this work of reaching beyond our walls must be done in close collaboration among Association headquarters staff, field staff and our congregations. Work in this area will include expanding our use of social media and support of new forms of congregational formation such as online communities and multi-campus congregations.

## The next five years: tactics

In the next five years we will initiate new efforts to seize our historic opportunity. In addition, we will carry forward the implementation of key initiatives that are currently under way.

### **Implementation of Strategic Plan for Professional Ministries**

**recommendations:** We will expand our implementation of [the recommendations](#) that came from the Strategic Review of Professional Ministries. This will include development of a program for entrepreneurial ministerial leadership, a new program for recruitment of the next generation of ministers, full implementation of the “Fulfilling the Call” initiative on assessment of ministers.

**Diversity in ministry:** With respect to increasing diversity of religious professionals, we will continue a shift from a concentration on initial settlement to the nurturing and support of the increasing number of people of color who serve our congregations.

**Create a new image for Unitarian Universalism:** As part of our determination to reach those outside our membership, we intend to position the UUA as a key leader in progressive religion in the United States. This will require a new communications strategy, a new web presence, and expanded use of electronic media.

**Nurture new forms of congregational organization:** We will support outreach by helping form new congregations and new forms of congregational organization. This will include such diverse initiatives as on line communities and multi-campus congregations.

**Regionalization:** We will complete the process of regionalization of field staff. This is well under way now.

**From content creation to curation:** Implement the shift from a focus on content creation to “curation.” This is aimed at harnessing the creativity and initiative throughout our movement. We should also mention that the number of field staff has increased over

the last decade. The UUA has a higher percent of its human resources in the field than ever before.

**Public Witness and Social Justice:** We will expand our social justice and public witness efforts in close collaboration with individual congregations, clusters, and statewide advocacy networks. We will also build on the precedent of having UCC leadership at Justice GA and build new alliances with other religious progressives.

**Stewardship:** We will develop and implement new models of stewardship and support for our Association. The pilot program [“GIFT”](#) (Generously Investing for Tomorrow) in the Southern Region will serve as a model and testing ground. We will also conduct a new comprehensive fundraising campaign.

## The next ten years and beyond

It would be arrogant and unwise to believe we can predict with any precision what cultural shifts will affect Unitarian Universalism a decade out. One major change is certain, however. The ethnic and cultural diversity of Americans will continue to increase. All of the people who will enter young adulthood in the next generation are already born, and they include large increases in Latinos and Asians, as well as children whose racial and ethnic backgrounds are so mixed that current categories are becoming less and less descriptive.

Similarly, it is harder than ever to predict the size and configuration of our Association. The rapid increase in the number of unchurched may affect us in significant ways. So far we have avoided the large declines that have affected mainline congregations. On the other hand, the rapid growth in numbers and diversity in many of our congregations shows that we have tremendous growth potential. Our best estimate is that the number of staff will change slightly (probably plus or minus ten percent), but that the work that they do will change significantly.

While our work will change in some ways we cannot predict, the two main strategic directions will continue for a long time. In ten or twenty years we will still devote much of our effort to supporting our member congregations. We will also be exploring new ways of engaging millions of people who share our values, who long for spiritual community and who want to join with others to heal the world.

## How the strategy shaped budget choices

This strategic vision was circulated to the Leadership Council in advance of our budget meetings and discussed at the outset of our deliberations. Throughout the process we were clear that the difficult budget decisions we had to make needed to be shaped by our strategic vision.

The strategic vision that calls for partnering with our congregations and also exploring ways to reach beyond our current membership, as well as the tactics listed above, shaped our budget decisions in a number of ways. Below is a list of major budget priorities driven by our strategy:

- **Direct service to congregations:** We protected our field operations that consult directly with our congregations. In spite of the fact that 10 positions were cut from the staff, we maintained the staffing level in the field. In addition, we are committed to proceeding with the regionalization of services throughout the Association.
- **Reaching beyond our membership:** While we had to find economies in a number of areas, we preserved our efforts to create a communications strategy designed to reach beyond the walls of our current congregations.
- **Strategic Review of Professional Ministries:** We are in the process of implementing the recommendations of this review. Further implementation this year involves dissemination of the “Beyond the Call” professional development initiative, completing design of a program for developing entrepreneurial ministry, and the Panel on Theological Education’s work to develop a recruitment program.
- **Comprehensive Campaign:** We will launch a comprehensive fundraising campaign in this budget year.

## Concluding remarks

This is a time filled with challenges and opportunities for our faith.

The challenges include a rapid rise in Americans who have rejected all religious institutions and rapidly growing ethnic and cultural diversity. We simply cannot continue to practice Unitarian Universalism the way we did a generation or two generations ago.

Yet this is also a time of historic opportunity. We see UU congregations that have excellent leadership and sense of mission thriving and growing. These congregations are proof that our liberal religion can feed the human hunger for spiritual community. The generation that is rejecting religion is not so much against religion as it is against hypocrisy and narrow-mindedness. They are hungry for spiritual community that is liberating, deep and engaging. Our challenge is to help our faith feed that hunger.



**UUA FY15 FY16 Consolidating Budgets**  
**Statement of Unrestricted Operating Income and Expense**

(in \$000s)

Fiscal Year 2015	General								UUA Total
	Current Operations	Beacon Press	Insurance Program	Building Loan Fund	UUCEF	General Assembly	Farnsworth Bldg	Eliminations	
<b>Support and Revenue</b>									
Income for general support	16,604	-	1,466	35	-	1,411	776	(4,754)	15,538
Income for designated purposes	8,287	100	-	-	-	-	-	(1,544)	6,843
New sales form publishing	-	5,689	-	-	-	-	-	-	5,689
Interest income	-	-	-	354	-	-	-	-	354
Investment income, gains/losses	-	15	-	-	6,555	-	-	-	6,570
	<u>24,891</u>	<u>5,804</u>	<u>1,466</u>	<u>389</u>	<u>6,555</u>	<u>1,411</u>	<u>776</u>	<u>(6,298)</u>	<u>34,994</u>
<b>Expenses</b>									
Programs	16,136	-	978	50	-	1,411	-	-	18,575
General and administrative	9,506	-	473	244	-	-	686	(1,251)	9,658
Cost of goods sold and publishing	-	5,795	-	-	-	-	-	-	5,795
Expenses associated with investments	-	-	-	-	897	-	-	-	897
	<u>25,641</u>	<u>5,795</u>	<u>1,451</u>	<u>294</u>	<u>897</u>	<u>1,411</u>	<u>686</u>	<u>(1,251)</u>	<u>34,925</u>
<b>Transition Funding</b>	<u>750</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>750</u>
<b>Surplus (deficit)</b>	<u>0</u>	<u>9</u>	<u>14</u>	<u>95</u>	<u>5,657</u>	<u>-</u>	<u>90</u>	<u>(5,047)</u>	<u>819</u>

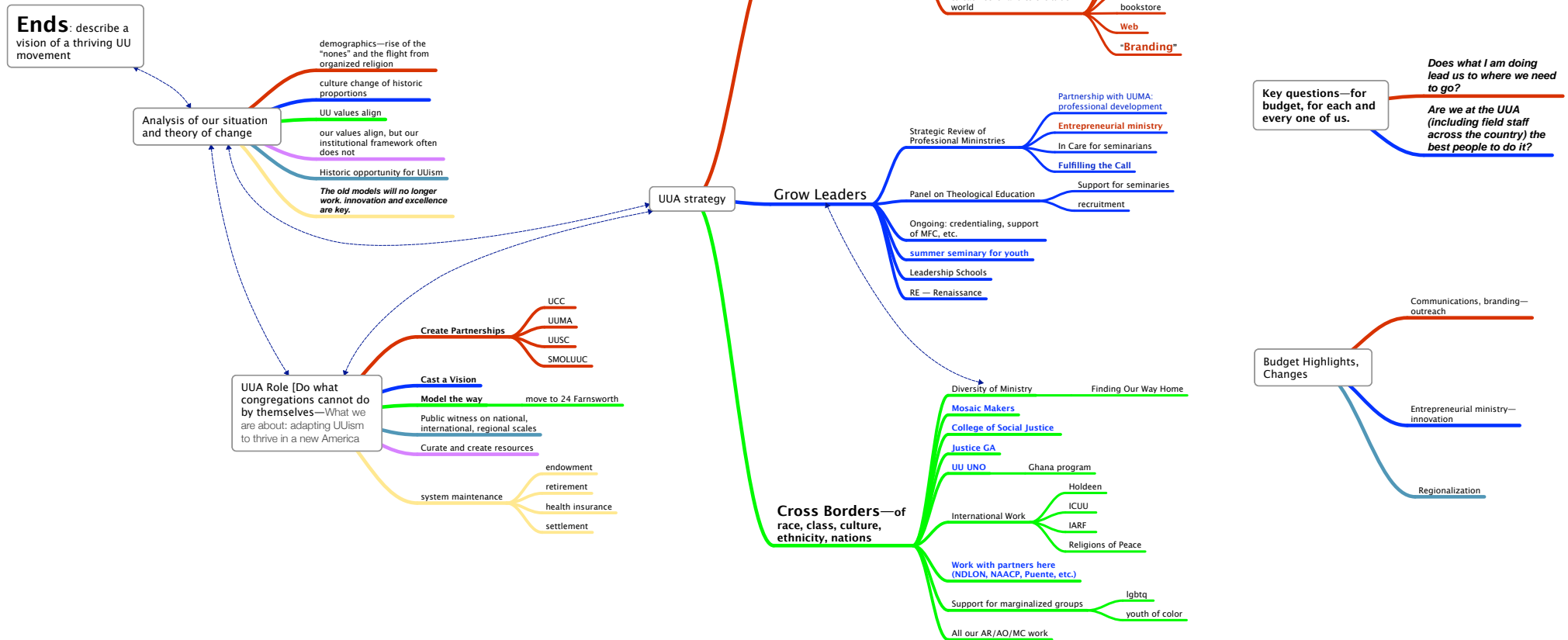
Fiscal Year 2016	General								UUA Total
	Current Operations	Beacon Press	Insurance Program	Building Loan Fund	UUCEF	General Assembly	Farnsworth Bldg	Eliminations	
<b>Support and Revenue</b>									
Income for general support	17,334	-	1,466	35	-	1,411	1,523	(5,384)	16,385
Income for designated purposes	8,358	100	-	-	-	-	-	(1,604)	6,854
New sales form publishing	-	5,759	-	-	-	-	-	-	5,759
Interest income	-	-	-	354	-	-	-	-	354
Investment income, gains/losses	-	25	-	-	6,608	-	-	-	6,633
	<u>25,692</u>	<u>5,884</u>	<u>1,466</u>	<u>389</u>	<u>6,608</u>	<u>1,411</u>	<u>1,523</u>	<u>(6,988)</u>	<u>35,985</u>
<b>Expenses</b>									
Programs	16,278	-	978	50	-	1,411	-	-	18,717
General and administrative	9,414	-	473	244	-	-	1,105	(1,409)	9,827
Cost of goods sold and publishing	-	5,882	-	-	-	-	-	-	5,882
Expenses associated with investments	-	-	-	-	903	-	-	-	903
	<u>25,692</u>	<u>5,882</u>	<u>1,451</u>	<u>294</u>	<u>903</u>	<u>1,411</u>	<u>1,105</u>	<u>(1,409)</u>	<u>35,330</u>
<b>Surplus (deficit)</b>	<u>(0)</u>	<u>2</u>	<u>14</u>	<u>95</u>	<u>5,705</u>	<u>-</u>	<u>418</u>	<u>(5,579)</u>	<u>655</u>

	C	D	E	F	G	H	I
2	<b>Unitarian Universalist Association</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</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>2Q14 Fcst</b>	<b>3Q14 Fcst</b>	<b>Inc/(Dec)</b>
4	<b>Current Operations</b>						<b>G to H</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	6,800	0.7%
10	Friends of the UUA	1,183	1,095	1,200	1,100	1,000	-9.1%
11	Unrestricted Gifts	0	139	250	350	351	0.2%
12	Bequest Income	1,050	936	450	450	500	11.1%
13	Administrative Fees	1,290	1,868	2,009	2,019	2,042	1.1%
14	Endowment Income	2,085	2,216	2,257	2,903	2,394	-17.6%
15	Other Current Fund Income	2,541	2,652	2,804	2,796	2,686	-3.9%
16	Total Income for General Support	14,905	15,629	15,870	16,368	15,773	-3.6%
17							
18	<b>Income for Designated Purposes</b>						
19	Handing on the Future Income	360	634	305	305	312	2.5%
20	Campaign for Unitarian Universalism	41	46	47	47	47	0.0%
21	Now is the Time Campaign	2,037	1,523	1,748	1,811	1,815	0.2%
22	UUCSR Veatch Grants	2,212	2,307	2,237	2,237	2,239	0.1%
23	Grants and Scholarships	914	884	924	924	924	0.0%
24	Ministerial Aid Funds	435	454	467	467	467	0.0%
25	Holdeen and International Trusts	1,523	1,412	1,431	1,462	1,548	5.9%
26	Income for Other Purposes	2,538	724	836	887	880	-0.8%
27	Total Inc for Designated Purposes	10,060	7,983	7,995	8,140	8,233	1.1%
28	<b>Total Income</b>	<b>24,965</b>	<b>23,612</b>	<b>23,865</b>	<b>24,509</b>	<b>24,006</b>	<b>-2.1%</b>
29							
30	<b>Expenses:</b>						
31	<b>Board &amp; Volunteer Leadership</b>	<b>497</b>	<b>613</b>	<b>495</b>	<b>503</b>	<b>495</b>	<b>-1.7%</b>
32							
33	<b>Programs:</b>						
34	Program and Strategy	205	248	311	835	906	8.4%
35	Multicultural Growth and Witness	1,391	1,406	1,262	1,264	1,266	0.1%
36	International	1,606	1,473	1,405	1,394	1,423	2.0%
37	Congregational Life	3,625	3,673	3,625	3,170	3,070	-3.2%
38	Ministries and Faith Development	5,807	4,895	4,832	4,856	4,856	0.0%
39	UU Funding Program	1,200	1,298	1,237	1,236	1,239	0.2%
40	Crisis Relief & Misc. Programs	678	417	364	396	398	0.6%
41	Communications	2,652	2,676	2,800	2,835	2,817	-0.6%
42							
43	<b>Total Programs</b>	<b>17,164</b>	<b>16,085</b>	<b>15,836</b>	<b>15,986</b>	<b>15,973</b>	<b>-0.1%</b>
44							
45	<b>Administration</b>	<b>1,667</b>	<b>1,591</b>	<b>1,987</b>	<b>1,930</b>	<b>1,738</b>	<b>-9.9%</b>
46							
47	<b>Infrastructure</b>						
48	Stewardship and Development	1,946	2,030	2,217	2,293	2,451	6.9%
49	Information Technology Services	1,331	1,415	1,597	1,548	1,489	-3.8%
50	Internal Services	1,656	1,833	1,733	2,249	1,860	-17.3%
51	<b>Total Infrastructure</b>	<b>4,933</b>	<b>5,278</b>	<b>5,547</b>	<b>6,090</b>	<b>5,800</b>	<b>-4.8%</b>
52							
53	<b>Total Expenses</b>	<b>24,261</b>	<b>23,567</b>	<b>23,865</b>	<b>24,509</b>	<b>24,006</b>	<b>-2.1%</b>
54							
55	<b>Current Section Excess/(Deficit)</b>	<b>705</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	
56							

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY12	FY13	FY14	FY14	FY14	Percent
2	Forecast Summary	Results	Results	Budget	2Q14 Fcst	3Q14 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
4							
5	\$ in Thousands						
6	Income:						
7	Income for UUA General Support						
8	Annual Program Fund	6,757	6,724	6,900	6,750	6,800	0.7%
9	Friends of the UUA	1,183	1,095	1,200	1,100	1,000	-9.1%
10	Unrestricted Gifts	0	139	250	350	351	0.2%
11	Bequest Income	1,050	936	450	450	500	11.1%
12	Administrative Fees	1,290	1,868	2,009	2,019	2,042	1.1%
13	Endowment Income	2,085	2,216	2,257	2,903	2,394	-17.6%
14	Other Current Income	2,541	2,652	2,804	2,796	2,686	-3.9%
15		14,905	15,629	15,870	16,368	15,773	-3.6%
16	Income for Designated Purposes						
17	Handing on the Future Income	360	634	305	305	312	2.5%
18	Campaign for Unitarian Universalism	41	46	47	47	47	0.0%
19	Now is the Time Campaign	2,037	1,523	1,748	1,811	1,815	0.2%
20	Veatch Grants	2,212	2,307	2,237	2,237	2,239	0.1%
21	Grants and Scholarships	914	884	924	924	924	0.0%
22	Ministerial Aid Funds	435	454	467	467	467	0.0%
23	Holdeen & International Trusts	1,523	1,412	1,431	1,462	1,548	5.9%
24	Income for Other Purposes	2,538	724	836	887	880	-0.8%
25		10,060	7,983	7,995	8,140	8,233	1.1%
26	Total Income	24,965	23,612	23,865	24,509	24,006	-2.1%
27							
28	Board & Volunteer Leadership						
29	Board of Trustees	228	325	151	151	151	0.1%
30	Board Committees	63	53	98	108	101	-6.5%
31	Board Task Forces	21	11	9	9	9	-1.3%
32	Moderator	18	17	31	30	30	-1.9%
33	Nominating Committee	23	31	24	23	21	-8.0%
34	Commission on Appraisal	16	23	20	20	21	5.7%
35	Ministerial Fellowship Committee	102	122	138	138	138	0.0%
36	Commission on Social Witness	26	31	25	25	25	-1.3%
37	Total Board & Volunteer Leadership	497	613	495	503	495	-1.7%
38							
39	Programs:						
40	Program Strategy Office (former Growth Strategies)	205	248	311	835	906	8.4%
41							
42	Multicultural Growth and Witness	1,391	1,406	1,262	1,264	1,266	0.1%
43							
44	International Office	219	228	230	228	231	1.3%
45	Holdeen International Partners	133	209	140	140	141	0.7%
46	Holdeen India Program	863	707	715	714	739	3.4%
47	UU-UNO	391	328	320	312	312	-0.1%
48	Total International	1,606	1,473	1,405	1,394	1,423	2.0%
49							
50	Congregational Life						
51	Congregational Life	3,145	3,293	3,177	2,740	2,681	-2.2%
52	Office of Congregational Stewardship Services	480	380	448	430	389	-9.6%
53	Total Congregational Life	3,625	3,673	3,625	3,170	3,070	-3.2%
54							
55	Ministries and Faith Development						
56	Resource Development Director	216	264	122	97	170	76.3%
57	Resource Development Office	552	629	636	723	642	-11.2%
58	Youth and Young Adult Ministries	468	466	528	478	482	0.8%
59	Director of Ministries and Faith Development	729	564	543	565	572	1.2%
60	Director of RE Credentialing	88	89	95	94	97	3.9%
61	Director of Ministerial Credentialing	242	190	209	208	211	1.4%
62	Director of Transitions	344	344	308	308	311	1.1%
63	Office of Church Staff Finances	1,364	563	506	488	496	1.5%
64	Office of UUA Health Plan	163	192	186	219	201	-8.0%
65	Director of Professional Development	197	185	193	172	169	-1.5%
66	Scholarships and Ministerial Ed Grants	331	323	332	332	366	10.4%
67	Continuing Education	76	50	83	83	83	0.0%
68	Aid Funds	512	521	534	534	499	-6.4%
69	Panel on Theological Education	525	514	555	555	555	0.0%
70	Total Ministries and Faith Development	5,807	4,895	4,832	4,856	4,856	0.0%

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY12	FY13	FY14	FY14	FY14	Percent
2	Forecast Summary	Results	Results	Budget	2Q14 Fcst	3Q14 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
71							
72	UU Funding Program	1,200	1,298	1,237	1,236	1,239	0.2%
73	Crisis Relief & Misc. Programs	678	417	364	396	398	0.6%
74							
75	Communications						
76	IPW Office	506	477	526	538	523	-2.7%
77	Periodicals Office	885	946	963	963	951	-1.3%
78	Publications Administration	559	553	537	536	542	1.1%
79	UUA Bookstore	702	699	774	798	802	0.4%
80	Total Communications	2,652	2,676	2,800	2,835	2,817	-0.6%
81							
82	Total Programs	17,164	16,085	15,836	15,986	15,973	-0.1%
83							
84	Administration						
85	Office of the President	602	535	542	514	511	-0.6%
86	Office of the Executive Vice President	511	485	440	708	697	-1.5%
87	Contingency Expense	60	66	365	63	22	-64.8%
88	Human Resources	494	505	639	645	508	-21.3%
89	Total Administration	1,667	1,591	1,987	1,930	1,738	-9.9%
90							
91	Infrastructure:						
92	Stewardship and Development						
93	Vice President, Development	162	183	151	153	194	26.8%
94	APF Campaign	186	226	309	315	317	0.6%
95	APF Continental Committee	20	0	0	0	0	N/A
96	Friends Campaign	331	326	360	357	356	-0.2%
97	Charitable Gift and Estate Planning	147	125	161	160	165	2.6%
98	Comprehensive Campaign	1,099	1,169	1,236	1,307	1,419	8.6%
99	Total Stewardship and Development	1,946	2,030	2,217	2,293	2,451	6.9%
100							
101	Information Technology Services	1331	1415	1597	1548	1489	-3.8%
102							
103	Internal Services:						
104	Finance						
105	Treasurer and Vice President of Finance	493	524	619	634	523	-17.5%
106	Financial Services	623	714	638	594	600	1.0%
107	Total Finance	1,117	1,238	1,257	1,228	1,123	-8.5%
108							
109	Facilities						
110	Facilities - General	68	60	48	59	61	3.1%
111	25 Beacon Street	55	56	0	(0)	(25)	N/A
112	41 Mt Vernon Street	(12)	3	0	0	-10	N/A
113	Eliot & Pickett House	429	469	427	426	425	-0.3%
114	24 Farnworth Street	0	8	0	536	285	N/A
115	Total Operations Services	540	596	476	1,021	737	-27.8%
116							
117	Total Internal Services	1,656	1,833	1,733	2,249	1,860	-17.3%
118							
119	Total Infrastructure	6,600	6,869	7,534	8,019	7,538	-6.0%
120	Total Expenses	24,261	23,567	23,865	24,509	24,006	-2.1%
121							
122	Current Section Excess/(Deficit)	705	45	0	0	0	
123							

## UUA Strategic Vision—A visual layout



	C	D	E	F	G	H
2	<b>Unitarian Universalist Association</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
3	<b>Budget Overview</b>	<b>Actual</b>	<b>3Q14 Fcst</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Budget</b>
4	<b>Current Operations</b>				<b>E to F</b>	
5						
6	\$ in Thousands					
7	<b>Income:</b>					
8	<b>Income for General Support</b>					
9	Annual Program Fund	6,724	6,800	7,000	2.9%	7,100
10	Friends of the UUA	1,095	1,000	1,100	10.0%	1,100
11	Unrestricted Gifts	139	351	265	-24.5%	265
12	Bequest Income	936	500	450	-10.0%	400
13	Administrative Fees	1,868	2,042	2,124	4.0%	2,134
14	Endowment Income	2,216	2,394	3,687	54.0%	4,297
15	Other Current Fund Income	2,652	2,686	1,978	-26.4%	2,038
16	Total Income for General Support	15,629	15,773	16,604	5.3%	17,334
17						
18	<b>Income for Designated Purposes</b>					
19	Campaign Income	2,202	2,174	2,209	1.6%	2,216
20	UUCSR Veatch Grants	2,307	2,239	2,241	0.1%	2,240
21	Grants and Scholarships	884	924	1,038	12.3%	1,075
22	Ministerial Aid Funds	454	467	506	8.3%	529
23	Holdeen and International Trusts	1,412	1,548	1,516	-2.1%	1,509
24	Income for Other Purposes	724	880	777	-11.7%	788
25	Total Inc for Designated Purposes	7,983	8,233	8,287	0.7%	8,358
26	<b>Total Income</b>	23,612	24,006	24,891	3.7%	25,692
27						
28	<b>Expenses:</b>					
29	<b>Board &amp; Volunteer Leadership</b>	613	495	522	5.5%	522
30						
31	<b>Programs:</b>					
32	Program and Strategy Office	248	906	991	9.4%	1,038
33	Multicultural Growth and Witness	1,406	1,266	1,214	-4.1%	1,188
34	International	1,473	1,423	1,451	2.0%	1,453
35	Congregational Life	3,673	3,070	3,076	0.2%	3,097
36	Ministries and Faith Development	4,895	4,856	4,892	0.8%	4,952
37	UU Funding Program	1,298	1,239	1,241	0.2%	1,240
38	Crisis Relief & Misc. Programs	417	398	47	-88.2%	47
39	Communications	2,676	2,817	2,702	-4.1%	2,739
40						
41	<b>Total Programs</b>	16,085	15,973	15,614	-2.3%	15,756
42						
43	<b>Administration</b>	1,525	1,716	1,501	-12.5%	1,587
44	<b>Contingency/Salary Increase</b>	66	22	552	2409.1%	721
45						
46	<b>Infrastructure</b>					
47	Stewardship and Development	2,030	2,451	2,126	-13.3%	2,486
48	Information Technology Services	1,415	1,489	1,477	-0.8%	1,463
49	Internal Services	1,833	1,860	3,850	107.0%	3,157
50	<b>Total Infrastructure</b>	5,278	5,800	7,452	28.5%	7,106
51						
52	<b>Total Expenses</b>	23,567	24,006	25,641	6.8%	25,692
53						
54	<b>Transition Funding</b>	-	-	750		-
55						
56	<b>Current Section Excess/(Deficit)</b>	45	0	0		(0)
57						

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY13	FY14	FY15	FY15	FY16
2	Budget Summary	Actual	3Q14 Fcst	Budget	Inc/(Dec)	Budget
3	Current Operations Expenses				F to G	
4	\$ in Thousands					
5	Income:					
6	Income for UUA General Support					
7	Annual Program Fund	6,724	6,800	7,000	2.9%	7,100
8	Friends of the UUA	1,095	1,000	1,100	10.0%	1,100
9	Unrestricted Gifts	139	351	265	-24.5%	265
10	Bequest Income	936	500	450	-10.0%	400
11	Administrative Fees	1,868	2,042	2,124	4.0%	2,134
12	Endowment Income	2,216	2,394	3,687	54.0%	4,297
13	Other Current Income	2,652	2,686	1,978	-26.4%	2,038
14		15,629	15,773	16,604	5.3%	17,334
15	Income for Designated Purposes					
16	Campaign Income	2,202	2,174	2,209	1.6%	2,216
17	Veatch Grants	2,307	2,239	2,241	0.1%	2,240
18	Grants and Scholarships	884	924	1,038	12.3%	1,075
19	Ministerial Aid Funds	454	467	506	8.3%	529
20	Holdeen & International Trusts	1,412	1,548	1,516	-2.1%	1,509
21	Income for Other Purposes	724	880	777	-11.7%	788
22		7,983	8,233	8,287	0.7%	8,358
23	Total Income	23,612	24,006	24,891	3.7%	25,692
24						
25	Board & Volunteer Leadership					
26	Board of Trustees	325	151	150	-0.7%	150
27	Board Committees	53	101	113	11.5%	113
28	Board Task Forces	11	9	6	-32.5%	6
29	Moderator	17	30	30	2.6%	30
30	Nominating Committee	31	21	23	12.5%	23
31	Commission on Appraisal	23	21	20	-5.4%	20
32	Ministerial Fellowship Committee	122	138	155	12.4%	155
33	Commission on Social Witness	31	25	25	1.8%	25
34	Total Board & Volunteer Leadership	613	495	522	5.5%	522
35						
36	Programs:					
37	Program Strategy Office (former Growth Strategies)	248	906	991	9.4%	1,038
38						
39	Multicultural Growth and Witness	1,406	1,266	1,214	-4.1%	1,188
40						
41	International Office	228	231	202	-12.4%	196
42	Holdeen International Partners	209	141	151	7.0%	161
43	Holdeen India Program	707	739	782	5.9%	782
44	UU-UNO	328	312	316	1.1%	315
45	Total International	1,473	1,423	1,451	2.0%	1,453
46						
47	Congregational Life					
48	Congregational Life	3,293	2,681	2,670	-0.4%	2,745
49	Office of Congregational Stewardship Services	380	389	405	4.2%	352
50	Total Congregational Life	3,673	3,070	3,076	0.2%	3,097
51						
52	Ministries and Faith Development					
53	Resource Development Director	264	170	141	-17.1%	141
54	Resource Development Office	629	642	588	-8.3%	587
55	Youth and Young Adult Ministries	466	482	500	3.8%	500
56	Director of Ministries and Faith Development	564	572	372	-34.8%	372
57	Director of RE Credentialing	89	97	99	1.1%	98
58	Director of Ministerial Credentialing	190	211	215	1.6%	214
59	Director of Transitions	344	311	313	0.8%	313
60	Office of Church Staff Finances	563	496	580	16.9%	579
61	Office of UUA Health Plan	192	201	226	12.3%	226
62	Director of Professional Development	185	169	198	17.3%	198
63	Scholarships and Ministerial Ed Grants	323	366	350	-4.4%	368
64	Continuing Education	50	83	85	1.7%	85
65	Aid Funds	521	499	573	14.9%	596
66	Panel on Theological Education	514	555	651	17.1%	675

	D	E	F	G	H	I
1	<b>Unitarian Universalist Association</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY15</b>	<b>FY16</b>
2	<b>Budget Summary</b>	<b>Actual</b>	<b>3Q14 Fcst</b>	<b>Budget</b>	<b>Inc/(Dec)</b>	<b>Budget</b>
3	<b>Current Operations Expenses</b>				<b>F to G</b>	
67	<b>Total Ministries and Faith Development</b>	4,895	4,856	4,892	0.8%	4,952
68						
69	UU Funding Program	1,298	1,239	1,241	0.2%	1,240
70	Crisis Relief & Misc. Programs	417	398	47	-88.2%	47
71						
72	<b>Communications</b>					
73	IPW Office	477	523	372	-28.8%	372
74	Periodicals Office	946	951	984	3.5%	983
75	Publications Administration	553	542	541	-0.1%	548
76	UUA Bookstore	699	802	805	0.4%	836
77	<b>Total Communications</b>	2,676	2,817	2,702	-4.1%	2,739
78						
79	<b>Total Programs</b>	16,085	15,973	15,614	-2.3%	15,756
80						
81	<b>Administration</b>					
82	Office of the President	535	511	531	4.1%	562
83	Office of the Executive Vice President	485	697	418	-40.0%	421
84	Contingency Expense	66	22	392	1675.9%	400
85	Salary Increase	0	0	160	#DIV/0!	321
86	Human Resources	505	508	551	8.5%	604
87	<b>Total Administration</b>	1,591	1,738	2,053	18.1%	2,308
88						
89	<b>Infrastructure:</b>					
90	<b>Stewardship and Development</b>					
91	Vice President, Development	183	194	61	-68.3%	71
92	APF Campaign	226	317	303	-4.4%	319
93	Friends Campaign	326	356	368	3.2%	393
94	Charitable Gift and Estate Planning	125	165	171	3.9%	179
95	Comprehensive Campaign	1,169	1,419	1,223	-13.8%	1,525
96	<b>Total Stewardship and Development</b>	2,030	2,451	2,126	-13.3%	2,486
97						
98	<b>Information Technology Services</b>					
99	Information Technology Services	1,081	1,489	1,477	-0.8%	1,463
100	ITS Web Team	333	0	0	#DIV/0!	0
101	<b>Total Information Technology Services</b>	1,415	1,489	1,477	-0.8%	1,463
102						
103	<b>Internal Services:</b>					
104	<b>Finance</b>					
105	Treasurer and Vice President of Finance	524	523	373	-28.6%	376
106	Financial Services	714	600	627	4.6%	626
107	<b>Total Finance</b>	1,238	1,123	1,001	-10.9%	1,002
108						
109	<b>Facilities</b>					
110	Facilities - General	60	61	950	1452.2%	948
111	25 Beacon Street	56	(25)	0	-100.0%	0
112	41 Mt Vernon Street	3	(10)	0	-100.0%	0
113	Eliot & Pickett House	469	425	25	-94.2%	0
114	24 Farnsworth Street	8	285	1,875	556.9%	1,207
115	<b>Total Operations Services</b>	596	737	2,849	286.6%	2,155
116						
117	<b>Total Internal Services</b>	1,833	1,860	3,850	107.0%	3,157
118						
119	<b>Total Infrastructure</b>	6,869	7,538	9,506	26.1%	9,414
120	<b>Total Expenses</b>	23,567	24,006	25,641	6.8%	25,692
121						
122	<b>Transition Funding</b>	0	0	750		0
123						
124	<b>Current Section Excess/(Deficit)</b>	45	0	0		(0)
125						



## Variance Analysis

### Overall income – up 3.7%

#### Annual Program Fund – up 2.9%

APF performance in FY14 has been strong in all regions except the Southern Region. The third quarter forecast is tracking towards \$6.8 million, \$50,000 higher than the second quarter. The FY 15 budget compared to the revised forecast shows a 3.0% increase. Further, the performance in the Southern Region has strengthened throughout the year. Our expectation for FY15 is that the GIFT program in the Southern Region will be improved and that the other four regions will continue to perform well. Finally, the leadership of the program has been strengthened with the addition of Rev. Vail Weller as the director of the APF program.

#### Friends of the UUA – up 10% (flat vs. FY13)

The 3<sup>rd</sup> quarter revised forecast for the Friends program is \$1.0 million, or \$100,000 less than budget. The FY 15 forecast of \$1.1 million includes support from the President's Council, which this year went to the Join the Move Campaign. Further, this year's program was hurt by calendar year-end giving through UUSC to support victims of the typhoon in the Philippines. Because of these factors, Friends is likely to return to or exceed the level of giving in FY 13.

#### Unrestricted Gifts – down \$86K

The direct appeal to congregations – this year called Join the Move, and in previous years called Association Sunday – is conservatively budgeted at \$250,000. Association Sunday consistently has exceeded \$250,000 in total giving from congregations. In FY 15 this will likely be framed as a warm-up to the comprehensive campaign.

#### Bequest Income – down 10%

The long-term average for unrestricted bequests is over \$600,000 per year. Bequests for FY 13 were \$936,000 and in this fiscal year have already exceeded the budget of \$450,000 seven months into the year. Bequest income in excess of the budget would be counted as current income under generally accepted accounting principles, but the cash would go into the unrestricted endowment.

#### Endowment Income – up 54%

This is the spending from the unrestricted portion of the endowment. The UUA's spending policy is based on the current year's spending increased by inflation, weighted 70%, and 5.5% of the average asset value for the four quarters ending December 31, weighted 30%. So while the endowment fund was up significantly in 2013, spending from existing assets increased modestly due to the weighting of the inflation factor at 1.5% for calendar year 2013. In addition, the budget assumes two significant additions to the endowment corpus: approximately \$9.7 million from the Liberal Religious Charitable Society and approximately \$9.0 million from the net proceeds of the sale of our Beacon Hill properties. Allowable spending from new funds added to the endowment is calculated at the effective spending rate from the previous year, in this case approximately 5%.

#### Other Current Fund Income – down 26.4%

The decline is due primarily to the closing of Pickett & Elliot House, which represented \$375,000 in the FY 14 budget, and the elimination of the \$330,000 grant from LRCS. The

elimination of the LRCS grant is more than offset by additional endowment income (see above).

**Campaign Income – up 1.6%**

FY 15 will mark the beginning of the silent phase of a new comprehensive campaign, which we believe will stimulate generosity from major donors. Large gifts are targeted to specific projects, including Standing on the Side of Love, the UU College for Social Justice, and the new Heritage and Vision Center. The budget for FY 15 includes \$1.975 million in new gifts that will be expended in FY 15 and \$234,000 in temporarily restricted funds that will be released for spending in FY 15. The latter represents purpose-restricted gifts that were received in this or a previous fiscal year for projects taking place next year. Note that Campaign Income included in the operating budget includes funds that will be expended during the fiscal year, not the total amounts pledged or collected.

**Grants and Scholarships – up 12.3%**

Revenue for grants and scholarships is primarily from endowment funds restricted to scholarships and theological education. In addition, the Administration has dedicated approximately \$100,000 of the allowable spending from the LRCS fund to theological education.

**Ministerial Aid Funds – up 8.3%**

This represents income from restricted endowed funds and an outside trust, plus donations to the Living Tradition Fund. The increase came about because income from an outside trust was mistakenly omitted from the FY14 budget.

**Holdeen and International Trusts – down 2.1%**

This represents the payout from the Holdeen Trusts, managed by Wells Fargo. The decrease represents a conservative projection of the market performance of the trust fund. Most of this income is used for international programs, such as the Holdeen India Program.

**Income for Other Purposes – down 11.7%**

The decrease is a result of shifting Beacon Press' \$100,000 occupancy payment to the building management business unit.

**Overall Expenses – up 4.8%**

**Occupancy Allocation – throughout**

In FY 14 and prior years, the costs of operating our physical plant have been allocated to each staff group based on the square footage occupied. In this budget these charges have been moved from the staff groups into the Facilities Department. These allocations, while useful to display the full costs of our programmatic activities, were not useful to program managers since these costs are out of their control. Our plan is to reflect fully allocated occupancy costs in the final audited financial statements for the year. There is no net effect on the budget.

**Board and Volunteer Leadership – up 5.5%**

The increase is driven primarily by higher lodging costs. Note that the charges for Pickett & Eliot House covered only the direct operating expenses, but not depreciation or the opportunity cost of devoting significant capital assets to this use.

**Program and Strategy Office – up 9.4%**

Reflects the creation of a new position to oversee communications, including the new branding effort.

**Multicultural growth and witness – down 4.1%**

Primarily the effect of eliminating the occupancy allocation.

**International – up by 2.0%**

Additional grants through the Holdeen India Program enabled by additional payout from the Holdeen Trusts.

**Congregational Life – up 0.2%**

Primarily the effect of eliminating the occupancy allocation.

**Ministries and faith development – up 0.8%**

The elimination of the occupancy allocation is offset by increases in the Office of Church Staff Finance for support staff and research materials. Reallocation of resources within the staff group budget include:

- In Transitions we shifted \$10K from "Beyond Categorical Thinking" (BCT) to help fund a training for Developmental Ministry (5 year model for working with seriously fractured/declining congregations). We were able to do this by making strategic use of a hybrid model (virtual and in person) for delivering the BCT trainings, which help prepare congregations in search to consider issues of race, sexual orientation, gender orientation, physical ability etc. in ministerial searches.
- In Youth and Young Adult Ministries we shifted some funds (about \$10K) for scholarships for GA and grants to youth groups for special projects into a project called "Next Generation Ministries" which will support young adults particularly those who are doing entrepreneurial ministry.

**UU Funding Program – up by 0.2%**

All of the UUFP's expenses, including grants and administration, are entirely covered by a grant from the Veatch Fund.

**Beacon Press & Crisis Relief – down by 88.2%**

In FY 14 the Beacon Press occupancy allocation was carried in this section of the budget but is now eliminated.

**Communications – down by 4.1%**

Most of the reduction is due to the elimination of the occupancy allocation. Reallocation of resources within the staff group budget include:

- Shifting some funds to create a digital edition of *UU World* (i.e., a version of the print mag that can easily be read on a tablet).
- And while it doesn't have any budget implications for FY15 expenses, the staff group is spending a lot of time and staff effort to develop and design new sale non-book products for the Bookstore.

#### **Administration – down 12.5%**

Budget reflects the addition of part-time Human Resources Coordinator (0.57 FTE) = \$25,140, increase in medical premiums of \$115,000, and a reduction in Post-Retirement Benefit Cost from \$111,000 (FY2014) to \$66,823.

#### **Contingency/Salary Increase**

Contingency is set in the by-laws as 3% of unrestricted income. FY 14 contingency is almost entirely committed, so the percentage increase appears large. The salary increase from FY14 has been distributed into the staff group budgets.

Salary increase assumes:

- 2% cost of living salary increase in January 2015, 12 months after the previous increase.
- 2% pool for staff pay rate increases effective 1/1/2015 = \$110,000
- Pool for grade and job changes = \$25,000
- Salary in lieu of FICA for ministers hired post 3/1/2007 = \$25,000

#### **Stewardship and Development – down by 13.3%**

Reflects the reduction in transition funding for GIFT program and elimination of occupancy allocation, lower software costs, and the occupancy charge.

#### **Information Technology Services – down 0.8%**

In addition to the change in occupancy, the budget reflects:

- Increase in cost of Internet access to add a fiber link. (+\$14K)
- Increase in cost of maintenance for new phone, network, and cellular systems. (+\$32K)
- Decrease in cost of operating the cloud-based disaster recovery system. (-\$20K)
- Decrease in cost of operating the website publishing system. (-\$16K)
- Decrease in cost of operating the staff Intranet. (-\$7K)

#### **Internal Services – up 107.0%**

Most of the change is the elimination of the occupancy allocation, which in prior budgets was a reduction to facilities expense. In addition, depreciation on furniture and fixtures is included in this budget.

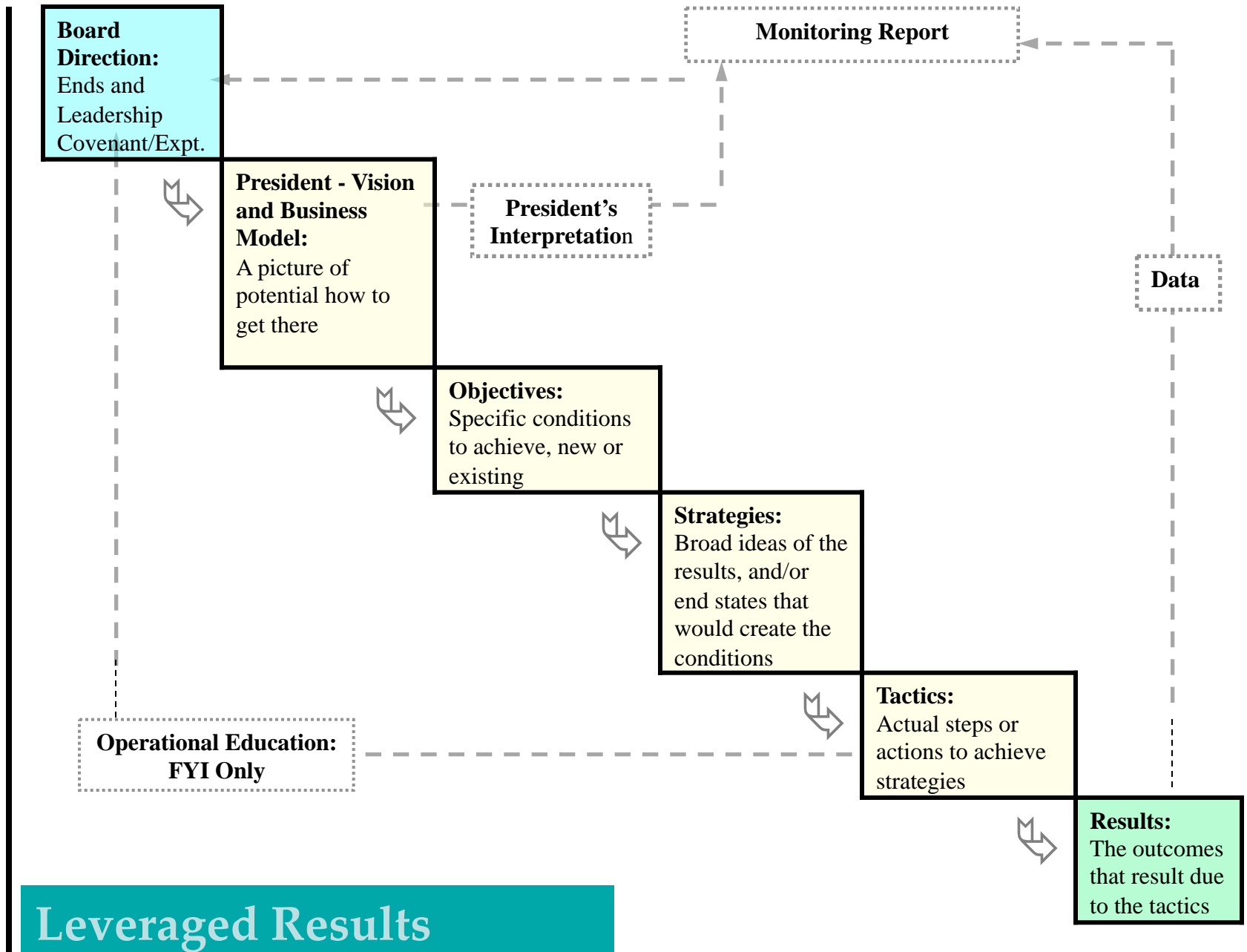
#### **Transition Funding**

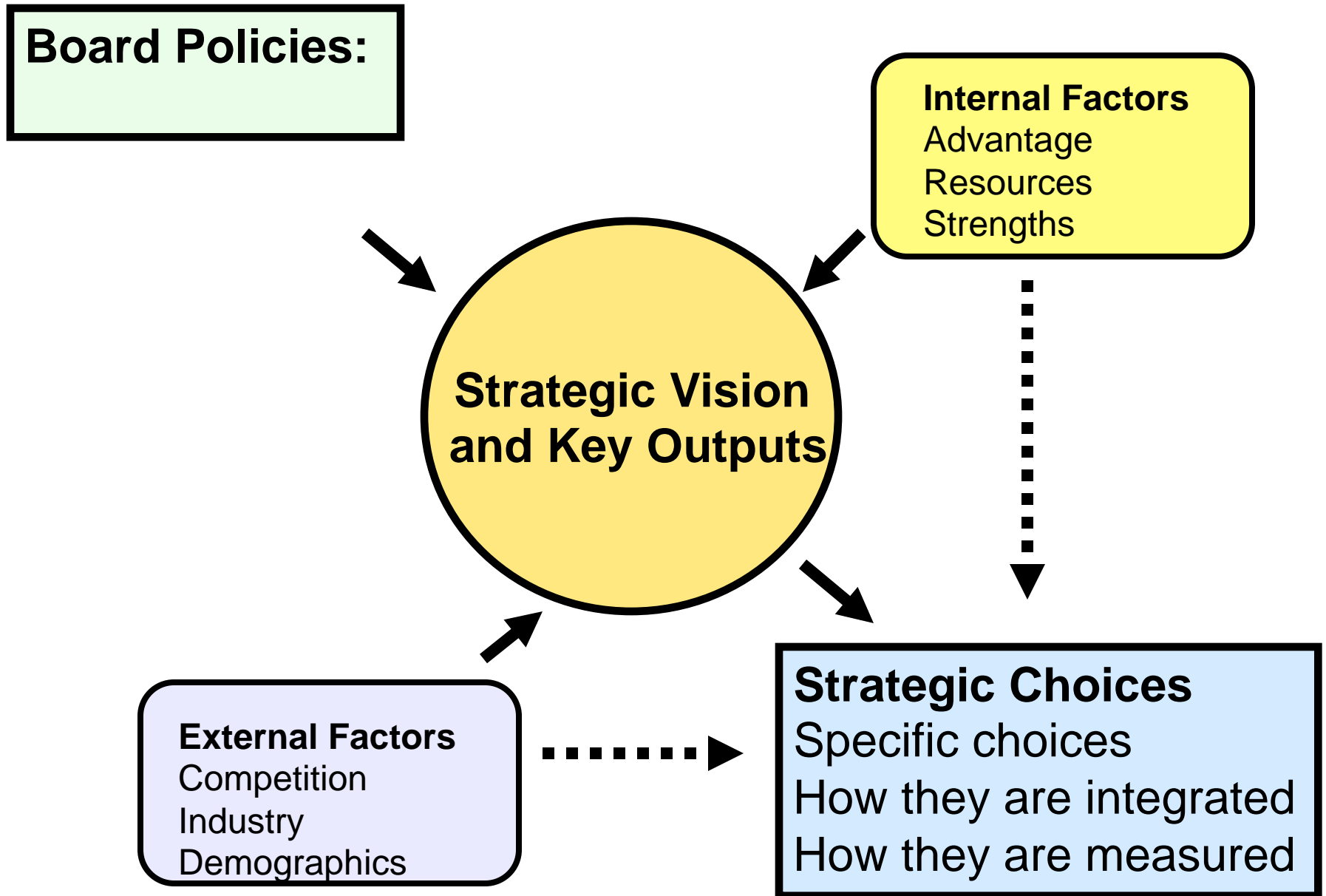
In the transition to the new facility, we have known for some time that FY15 would require some additional funding. For the first six months of the year, the UUA will be leasing space from the Davis companies. Then, starting in January 2015, these expenses will be eliminated, and the UUA will begin receiving lease income from the tenant on the upper three floors as the owner of the building. Therefore, in the capital budget passed by the board of trustees in October 2013, \$750,000 was allocated from the proceeds of the sale of our Beacon Hill properties to cover these additional transition costs. In FY16,

when there are no longer lease payments and the UUA is the landlord of the building for the entire year, the deficit is eliminated and the operation turns cash positive.

# UUA Ends Interpretations

April 2014







# Operational Definitions

- Includes:
  - Definition of broad variables specific enough as to be sufficient to make decisions using the definition. (aspirational  $\Rightarrow$  actionable)
- and...
- A measurement method and standard that seems appropriate for an interpretation that would show performance against the criteria in the “reasonable” interpretation.

# Mutual Learning and Creation

- Reflections
  - What resonated with you? Why or how?
  - Was anything missing based on your viewpoint?
- Implications for process
  - Did it feel right?
  - What might have been done differently?
  - Any formal implications for the process going forward?

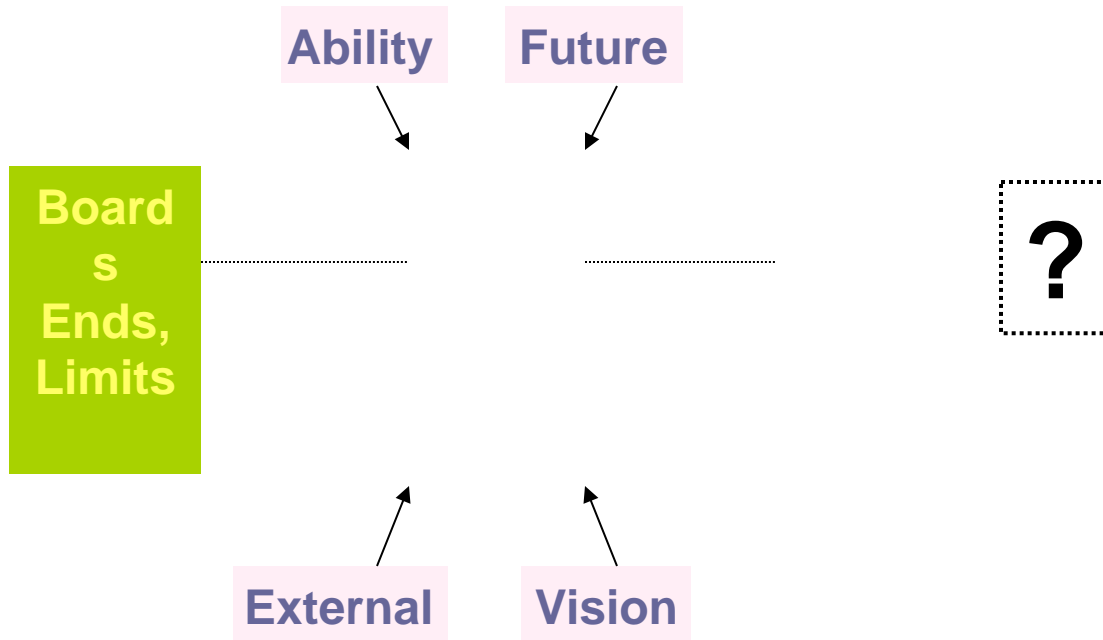
# UUA Ends Alignment Process

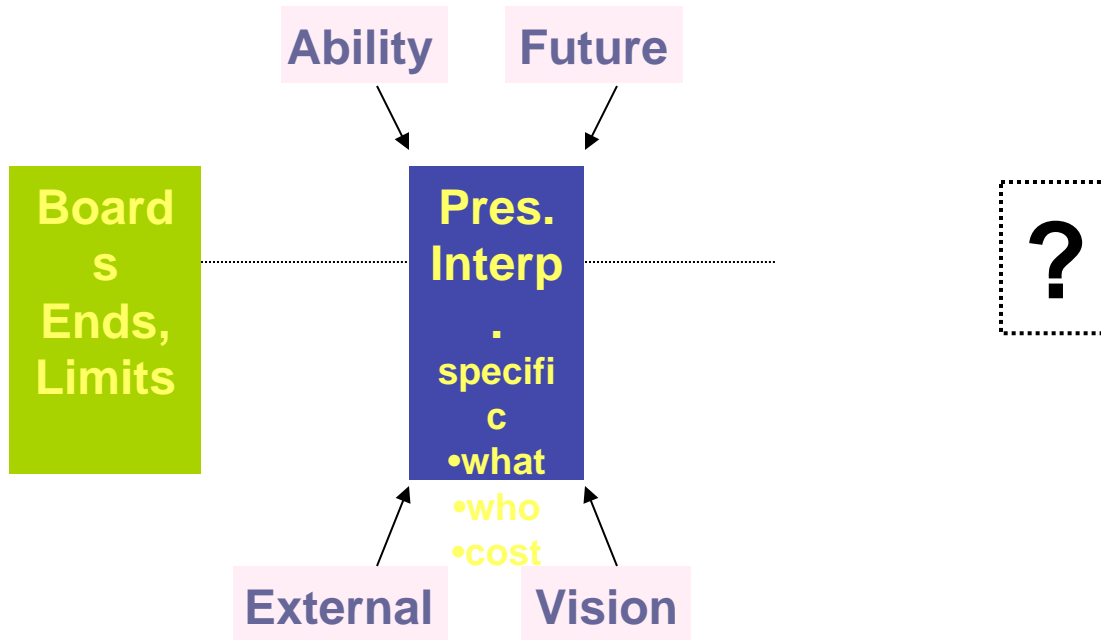
April 2014

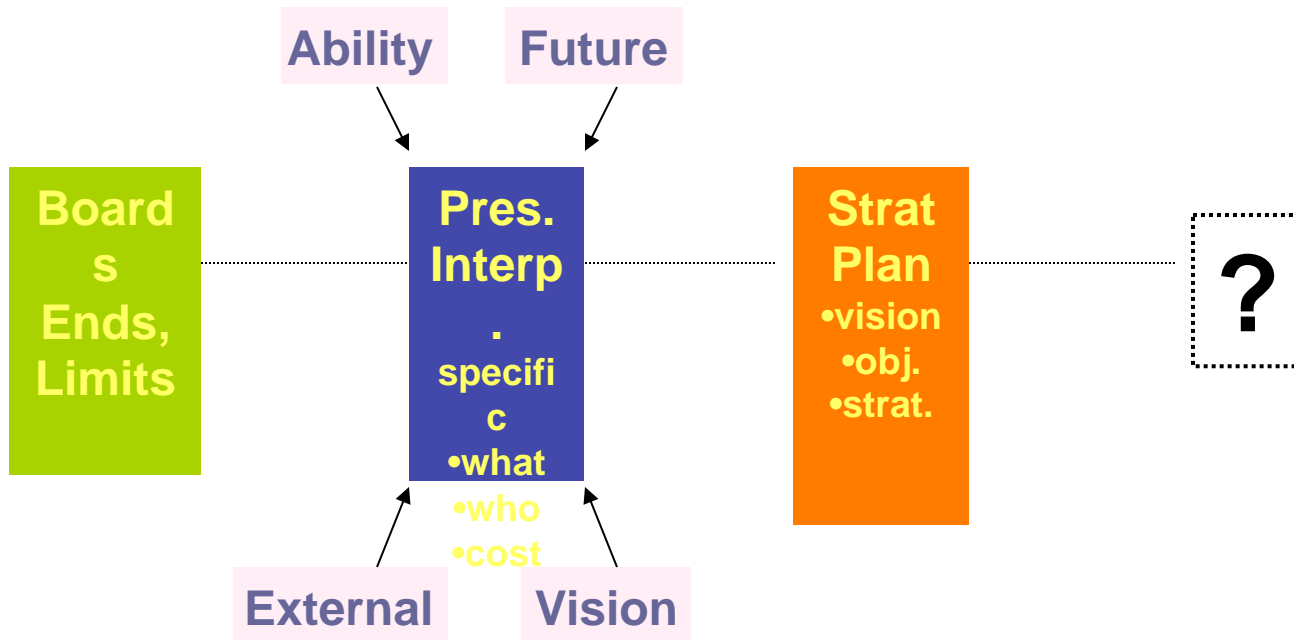
**Boards  
Ends,  
Limits**

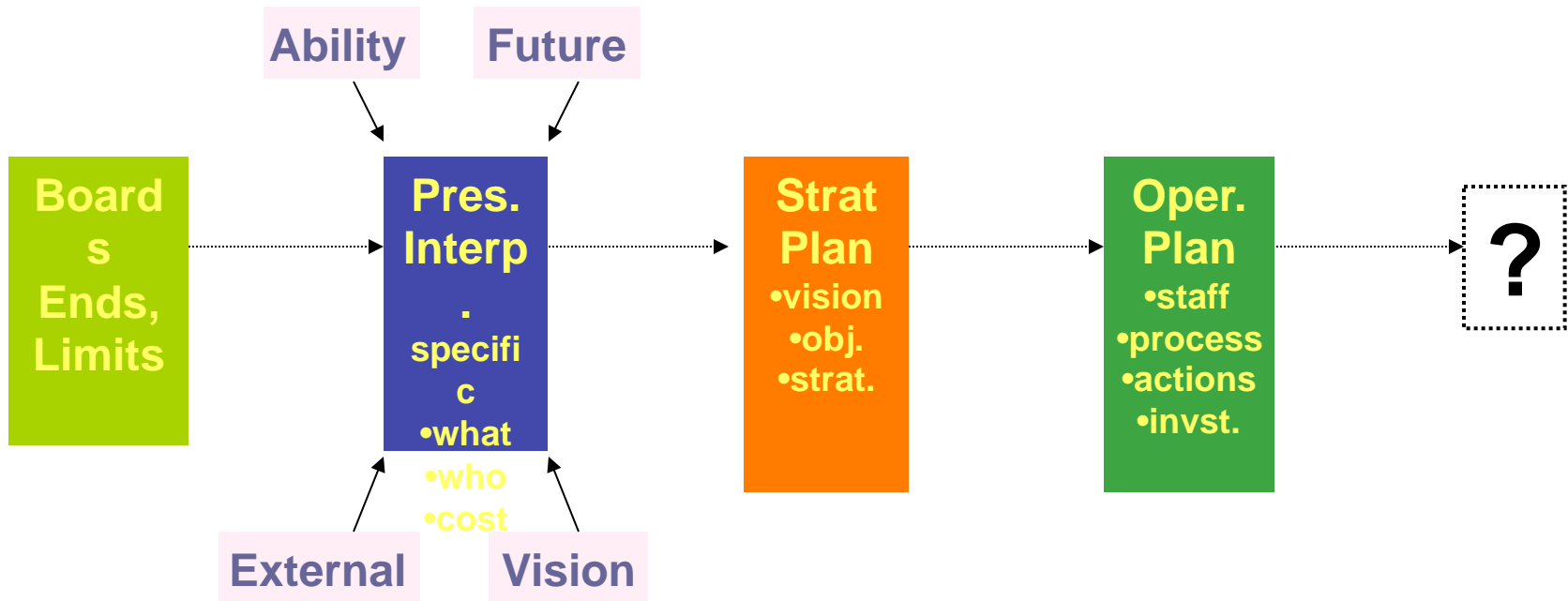


**Budget**  
•item  
•item  
•item

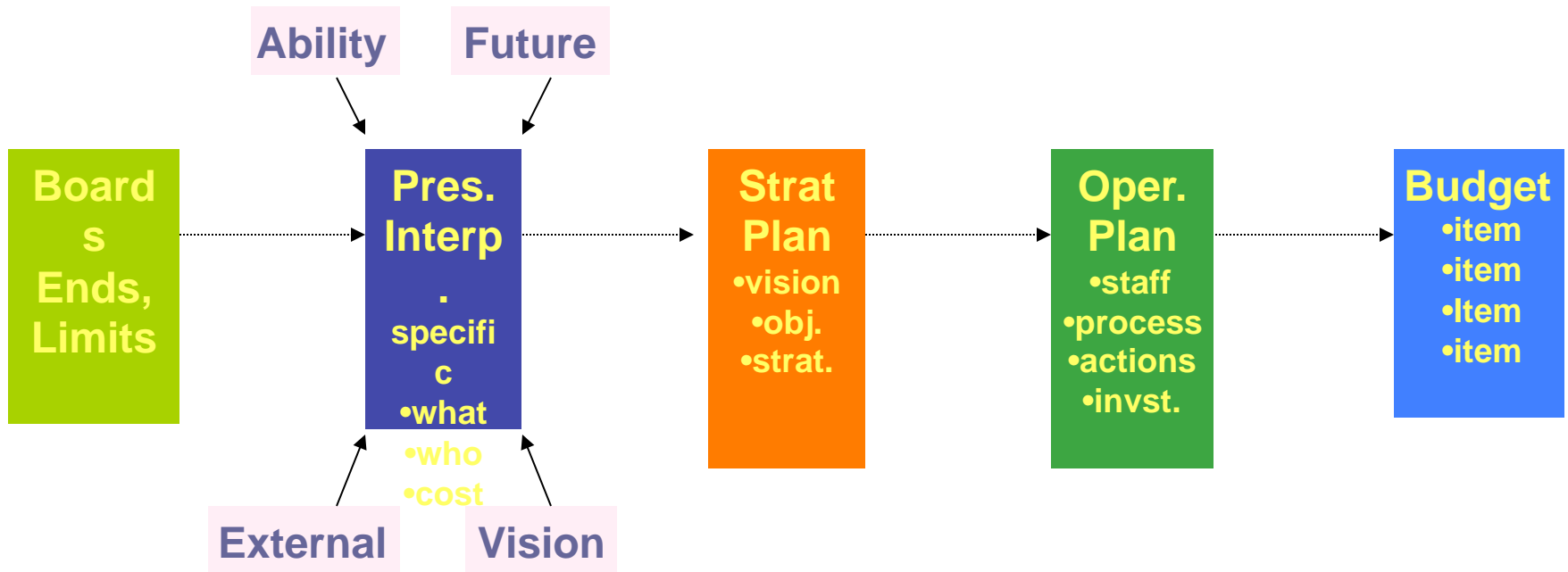


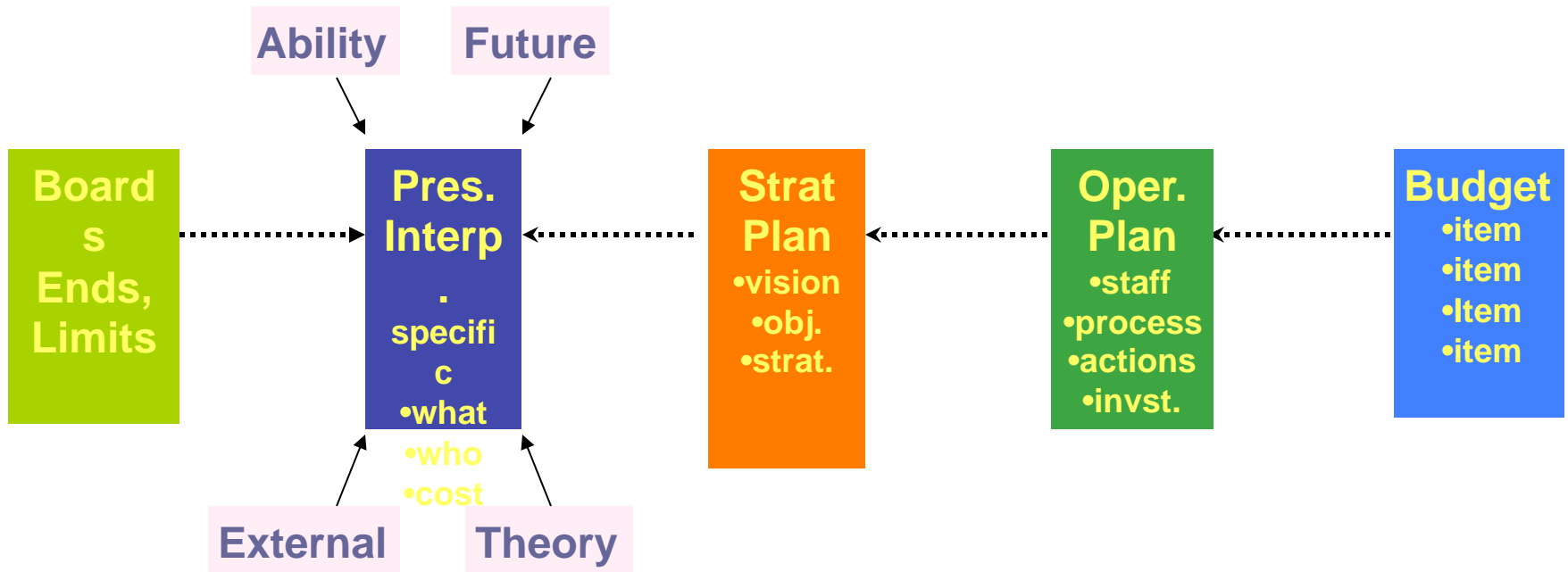












# Mutual Learning and Creation

- Reflections
  - What resonated with you? Why or how?
  - Was anything missing based on your viewpoint?
- Implications for process
  - Did it feel right?
  - What might have been done differently?
  - Any formal implications for the process going forward?

**Presenter :** Jim Key

**Start Time :** 12:15 PM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 3/25/2014

**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 :** Sarah Stewart

**Start Time :** 1:15 PM

**Item No :** 6

**Proposed By :** Stephanie Carey Maron

**Time Req :** 105

**Proposed :** 3/25/2014

**Item Type :** Information Items

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

**Description :** Finance Committee - Budget

**Details :** with Sarah Stewart, Tim Brennan, and Larry Ladd

**Attachments :**

Title	Created	Filename
Generosity Themes - Congregational Giving	Apr 09, 2014	Generosity themes - Congregational Giving.pdf
Finance Committee Agenda	Apr 09, 2014	FC agenda April 2014.pdf
UUA Board Expenses	Apr 09, 2014	UUA Board Exp .xls
San Diego 2014 Meeting Expenses	Apr 09, 2014	San Diego 2014 Mtg Exp.xls
Treasurer's Report	Apr 10, 2014	Treasurer Board Report 4-11-14.pdf
Financial Advisor's Report	Apr 14, 2014	Financial Advisor's Report 4-2014.pdf

Question One themes: How do you approach generosity as a spiritual practice in your congregation?

Ministers are thinking, preaching, writing and working with their lay leadership about this. It's hard work, and to incorporate generosity into the church's spiritual life requires time, energy and courage from the minister and lay leadership. It's not about using this or that program for stewardship; it is about breaking through reluctance to talk about money and connecting money to the church's mission and ministries.

There are things that make this hard. It's hard if the minister wants to do more but feels out of step with the congregation. And these have been hard times. One minister said his church was facing cost overruns this year, and two said that their budgets and/or staff salaries have been flat for four to five years.

Question Two: What might inspire your congregation to see giving to the UUA as a spiritual practice:

### EVOCATIVE RESPONSES

"Join the Move" not seen as a compelling ask. Wishes there was a way of acknowledging congregations for giving even if not "Fair Share."

To have brand identity as a national movement. Must overcome resistance to central decision making. We have to move beyond the forms. But must overcome the clinging and Inertia. Building national identity might help. He hopes we can find a way of tapping into the religious energy that exists beyond our congregations. In [our community], e.g., there are hundreds of people outside our membership that appreciate what we do, that are glad that we exist. We need to build on those relationships.

"I have no idea."

Some members went to GA 2006 and came back unenthused--they said, "These aren't my people. These people are weird." The language is different, the attitude is different. They give out of a sense of, "These are the rules, we follow the rules."

I don't think we are at the point of seeing additional donations to the UUA as an aspiration.

There is no real reason to give to the UUA other than the value received. Giving to the association doesn't seem spiritual so much as administrative.

### COMMON THEMES

Need experiences, opportunities and connections with the UUA.

Name and quantify resources and services received from the UUA.

Need stronger communications and clear statement of purposes.

Paying UUA dues seen as an obligation or duty. Not inspired.

Question Three: What stands in the way of greater generosity to the UUA?

1. Lack of Financial Generosity in the Congregation. One minister noted there was “scarcity thinking” among congregants, and another noted an early congregational history of receiving financial assistance from the AUA, that contributed to a cultural lack of financial responsibility. However, the much broader concern was “economic reality.” Ministers noted that many congregants were “financially marginal” and that “the middle class is getting more and more squeezed.” Another reported cutting Fair Share giving deeply in the past to balance the budget. There was a sense of taking care of the congregation first before giving to the larger movement, and the inability to inspire spiritual generosity when congregations are already challenged to simply maintain bricks and mortar or are making hard choices of choosing Fair Share or cutting staff. One minister serving a congregation committed to Fair Share could at least imagine that what could get in the way of continued generosity would be a conflicting need to attend to local needs and growth.

2. Lack of Connection to UUA and Lack of Clarity and Understanding of Its Programs and Resources. Congregants feel more connected to their congregations than to the UUA and it is “harder work” to inspire interest in and giving to the UUA. Can make it tangible by pointing out resources such as RE programs and saying “it’s your responsibility,” but many “just don’t get it.” There has been a lack of clarity about recent UUA systemic and program changes (such as GIFT) that may stand in the way. One minister pointed out that recent experiences with UUA and District advisors on a ministerial transition strengthened culture of maintaining Fair Share. Another minister stressed the need for greater “relational linkage” to that congregations know UUA is listening and that engenders congregations to listen to the UUA, and noted that an influential congregant and lay leader on Presidents Council was helpful in connecting the congregation with the UUA. Still, even with more connection and use of services, when financial times are hard, the inspiration to greater generosity is missing.

3. Awareness of Inequity in Giving. One minister noted a congregation that felt taken advantage of once it realized the other churches that weren’t Fair Share. There is a lack of incentive to give generously when others aren’t doing their part. There was a suggestion to give regions bonuses for meeting goals in terms of giving.

4. Lack of Confidence in UUA. One minister stated that the UUA is not starting new churches, is not providing significant resources to existing churches to grow, and provides limited high quality worship resources. The minister viewed the UUA as

basically an administrative agent for funds for certain initiatives, and that much of what the UUA is spending on is irrelevant and extraneous to the Association's existence, purpose and expertise.



Finance Committee Agenda  
April 2014 UUA Board of Trustees

Total time: 1:15 to 3, 3:15 to 4:30

1. Gathering remarks (**Sarah--5 mins.**)
2. Budget tracking for the board (**Susan--5 mins.**)
3. Financial Advisor's report with questions (**Larry--20 mins.**)
4. Budget overview (**Peter--15 mins.**)
5. Treasurer's report (**Tim--20 mins.**)
5. Approval of the FY2015 UUA Budget (**Tim to present, Sarah to moderate--40 mins.**)

BREAK

6. Finish budget discussion if necessary (**15 minutes**)
7. Continuing conversation on the Board's role in monitoring APF. Analysis of data gathered from conversations with ministers, input from Stewardship/Development staff, and consideration of whether or not the Board should return to setting the APF rate. We will also receive an update on Board support for Friends of the UUA and the Comprehensive Campaign. (**Sarah/Susan/James/Vail--60 mins.**)



UNITARIAN  
UNIVERSALIST  
ASSOCIATION OF  
CONGREGATIONS

# **Treasurer's Report to the Board of Trustees**

April 11, 2014

Tim Brennan  
Treasurer & Chief Financial Officer



# Outline

- “Dashboard” of financial indicators



# **FY14 Actual Results**

## **Current Operations (in \$000s)**

Through 12/31/13	YTD Actual	YTD Budget	Prior Year Actual
Total revenue	9,852	11,451	9,172
Total expenses	11,022	11,398	11,588
Surplus (deficit)	(1,170)	53	(2,416)



## **Assets, Liabilities, Current Ratio Current Operations (in \$000s)**

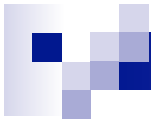
<b>At 12/31/13</b>	<b>Current Month</b>	<b>Prior Year Current Month</b>
Current Assets	8,026	6,007
Current Liabilities	10,213	7,468
Current Ratio	.79 : 1	.80 : 1



# FY13 Annual Program Fund

(in \$000s)

<b>FY</b>	<b>Through</b>	<b>Actual</b>	<b>Goal</b>	<b>% of Goal</b>	<b>vs. Prev FY</b>
FY 14	04/07/14	748	1,100	68.0%	-7.9%
FY 13	04/07/13	812	1,100	73.8%	-10.3%



## UU Organizations Retirement Plan

(\$millions)	Dec13	Dec12
Retirement Plan	265	218



# UU Organizations Retirement Plan

at 12/31/13

## Fund Performance vs. Benchmark

	1 Year	3 Years	5 Years
Total funds*	29	29	29
Bottom 25%	3	1	3
Bottom half	7	7	5

## Fund Watch Status†

*Ratings by Fiduciary Investment Advisors*

Total*	Maintain	Watch	Terminate
29	26	3	0

\* Includes 12 life cycle funds

† Two funds have been replaced





# UUCEF Investment Performance

Periods ending 12/31/13

	1 Year	3 Years	5 Years
Gross return	12.3%	8.1%	13.3%
Net return	11.2%	7.1%	12.2%
Benchmark*	12.1%	6.9%	11.8%

*\* Weighted average of underlying benchmarks for each asset class*

## Performance compared to like-sized endowments

Periods ending 12/31/13

	1 Year	3 Years	5 Years
Percentile rank #	74	70	11

*# 1 = highest 1%    100 = lowest 1%*



## **UU Common Endowment Fund**

- So far in FY14, 22 new congregations invested, 1 withdrew; several in pipeline
- \$6,283,084 in new investments from congregations
- Separate entity structure for UUCEF in process



## Top Priorities

- New legal entity for UUCEF
- Real estate

# Financial Advisor's Report to the UUA Board of Trustees



Larry Ladd





# Topics

- Activities
- Measuring and messaging growth



The opening  
history story



# Ethelred Brown

## 1875-1956

Minister, Harlem Unitarian  
Church 1920-1956

# Ethelred Brown



- 7<sup>th</sup> black man to attend Meadville
- Ordained in 1912
- Unitarian missionary to Jamaica (his native land) starting in 1912 (and initially supported by the AUA)
- Rev. Hilary Barnes, who had been sent to Jamaica by the AUA to assess Brown's progress, wrote:



*"The Rev. E.E. Brown is pronouncedly black, which is somewhat of a handicap to him in his work, since those of his race who are fortunate enough to approach absolute whiteness are too proud to 'sit under' any minister save a 'a white gentlemen.'"*

-Rev. Hilary Barnes



# Ethelred Brown



- Established Harlem Unitarian Church in 1920 without AUA support; church closed upon his death
- Always had a second job, including six years as an elevator operator
- Socialist candidate for Congress in 1928

At the 25th  
anniversary  
of ordination

# Ethelred Brown



"One milestone reached. Twenty-five years ago! What dreams then! What disappointment since! And yet, for not one moment have I regretted the step I took in 1907, which ended in the ordination we today celebrate."

At the 25th  
anniversary  
of ordination

# Ethelred Brown



"Twenty five years as a Unitarian minister!  
As you celebrate this anniversary with me, I  
may with slight changes say in the memorable  
words of Abraham Lincoln – 'I have not won  
but I tried to be true. I have not succeeded but  
I have lived up to the light which I have, and I  
have plucked a thistle here and there and  
planted a flower or two where I believed a  
flower would grow.'"

At the 25th  
anniversary  
of ordination

# Ethelred Brown



"I believe in man. At home [Jamaica] this would be enough. Here in America I must add – I believe in the Negro. I believe that he himself will...destroy the insane prejudice which now prevails to his hurt, and I believe that ultimately...he will leave the windows of his soul open to the winds of heaven, which are the winds of truth. In spite of all I see and hear...I today have faith."



# Activities

- Recruitment for business committees
- Enterprise risk assessment
- Financial policies review
- Coaching on FY2015 budget narrative
- Paper on "Ecology and Economics of Theological Schools" (copy on request)

# Growth or Not

Will we be  
distracted  
by shiny  
things?

- *UU World* article (3-24-2014)
- Main headline: "Emerging, alternative groups at UUA's growing edge"
- Sub-headline: "Total membership falls 1.2%; UUA counts 51 emerging groups"
- Article talks more about emerging groups than membership
- Article gives partial explanations for membership changes



# Growth or Not

- Membership has been declining for five years
- RE enrollments have been declining for seven years
- But the total numbers, at least for membership, mask large swaths of growth and hope **in our congregations**

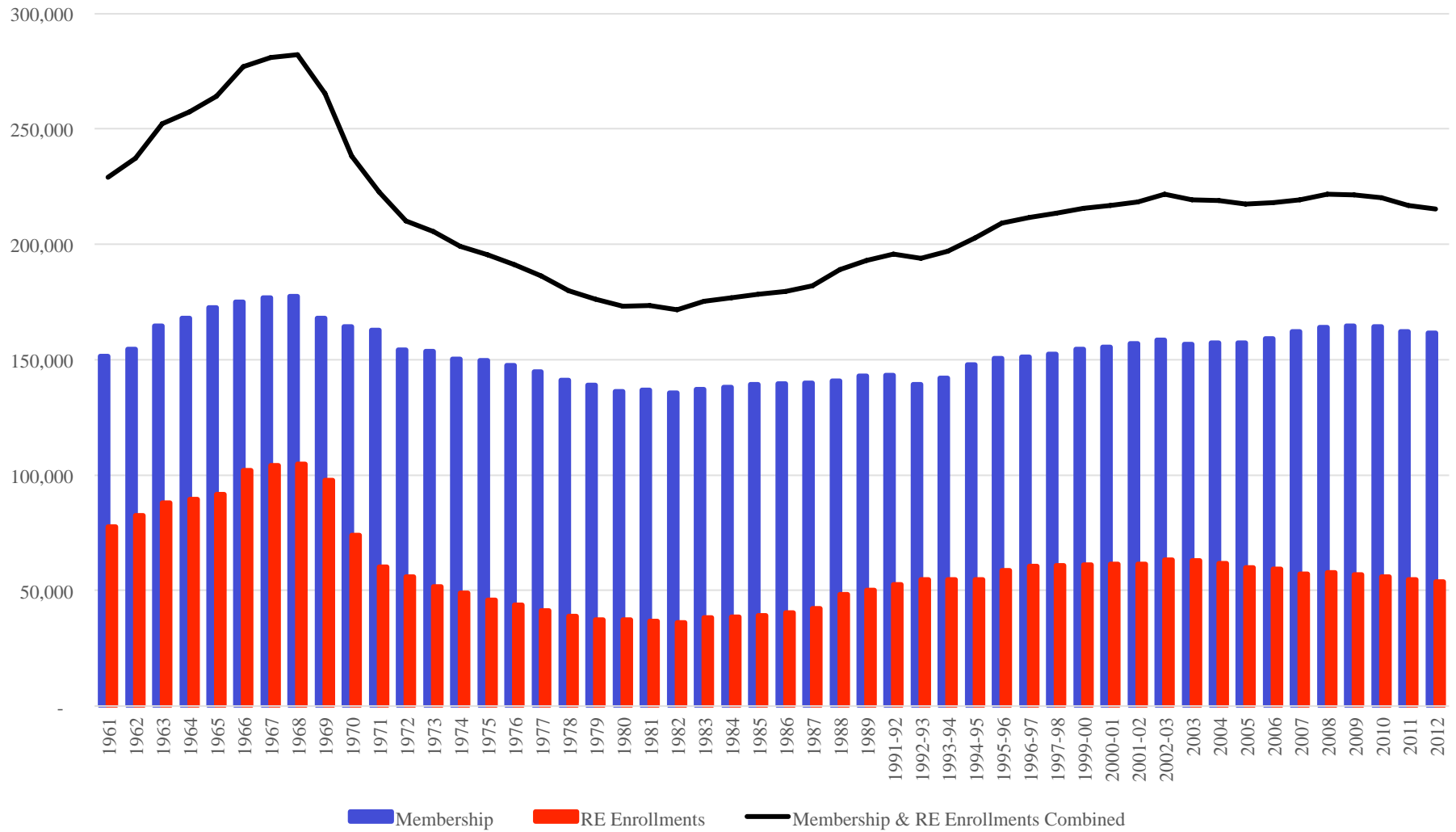
# Growth or Not

We need to report so that we convey

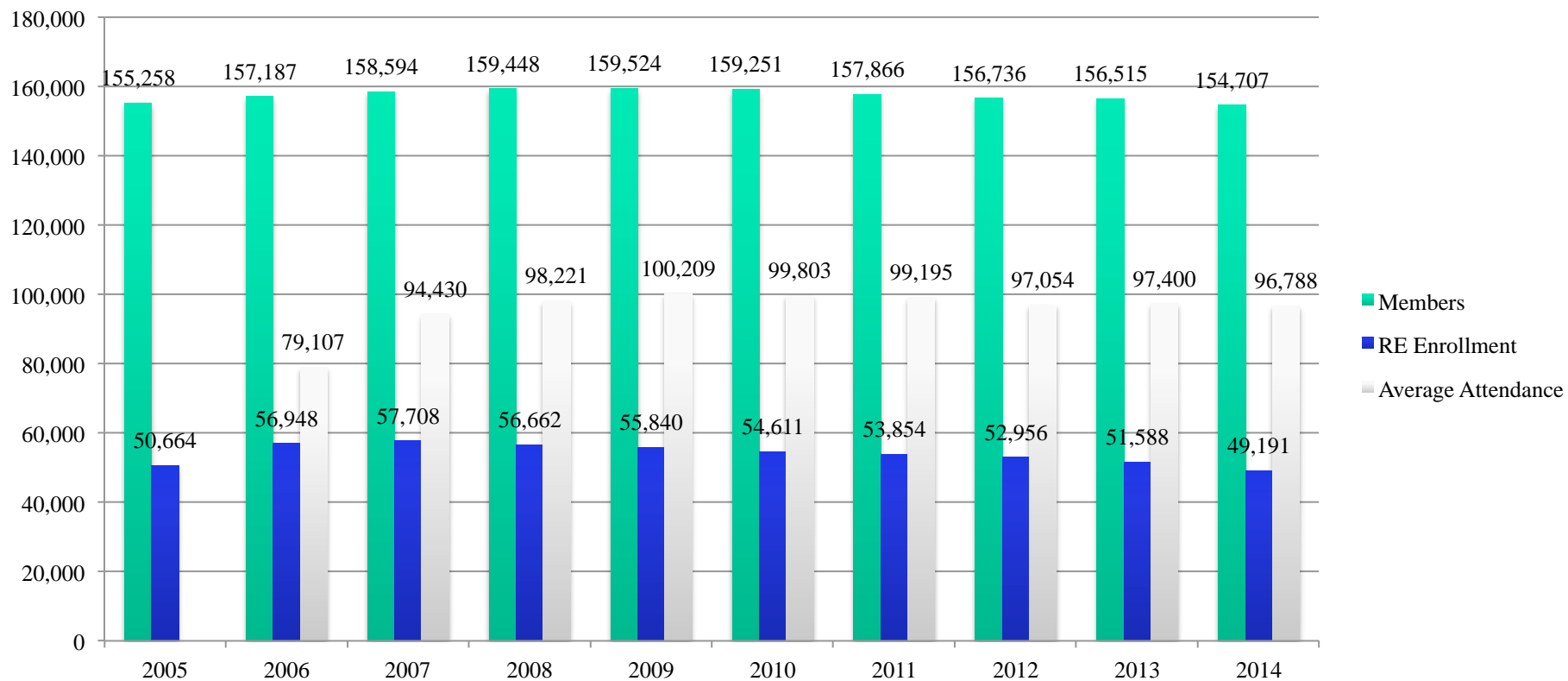
- A willingness to face facts
- A sense of **urgency**
- A nuanced understanding of growth trends  
(there good news and bad news)



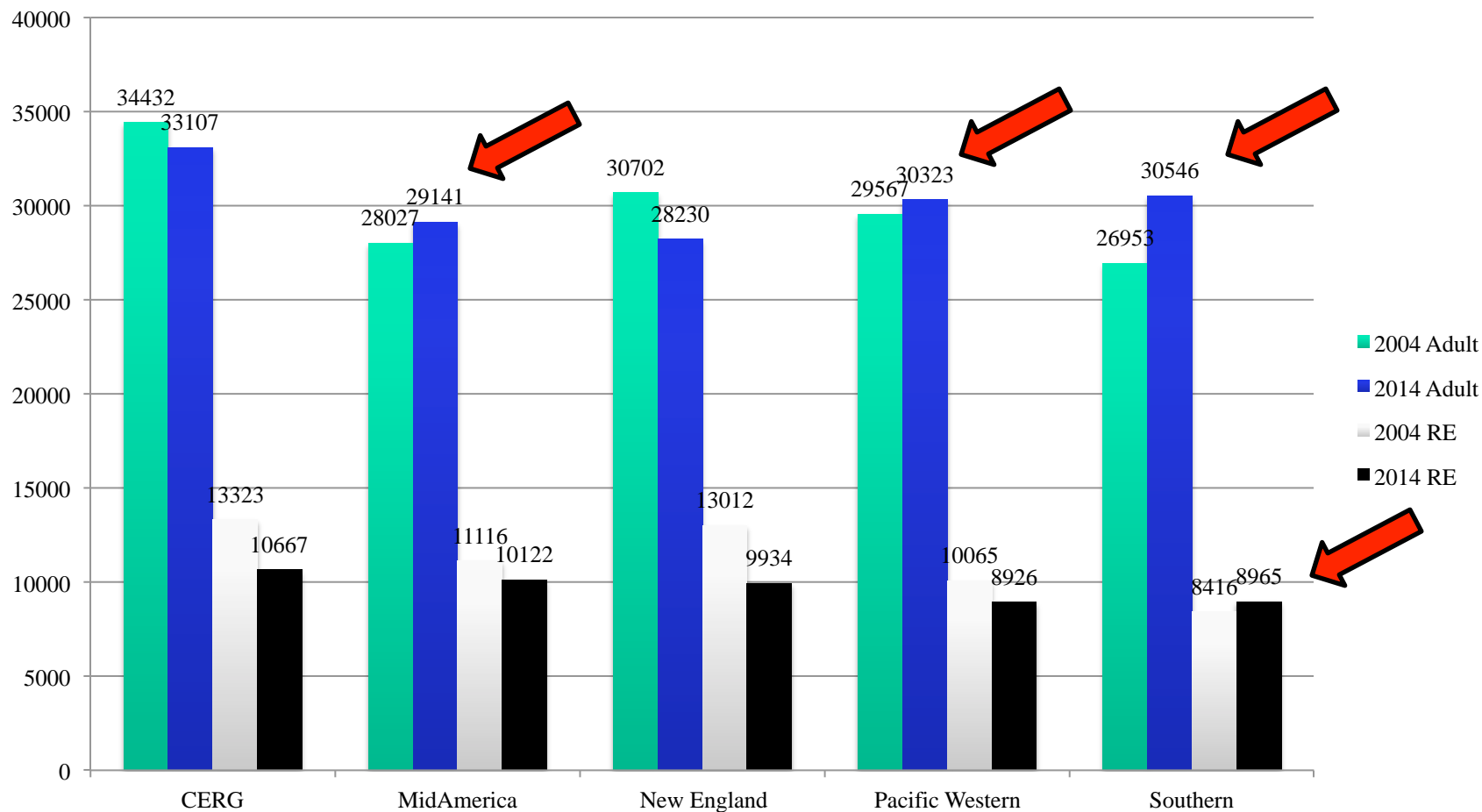
## Membership & RE Since 1961



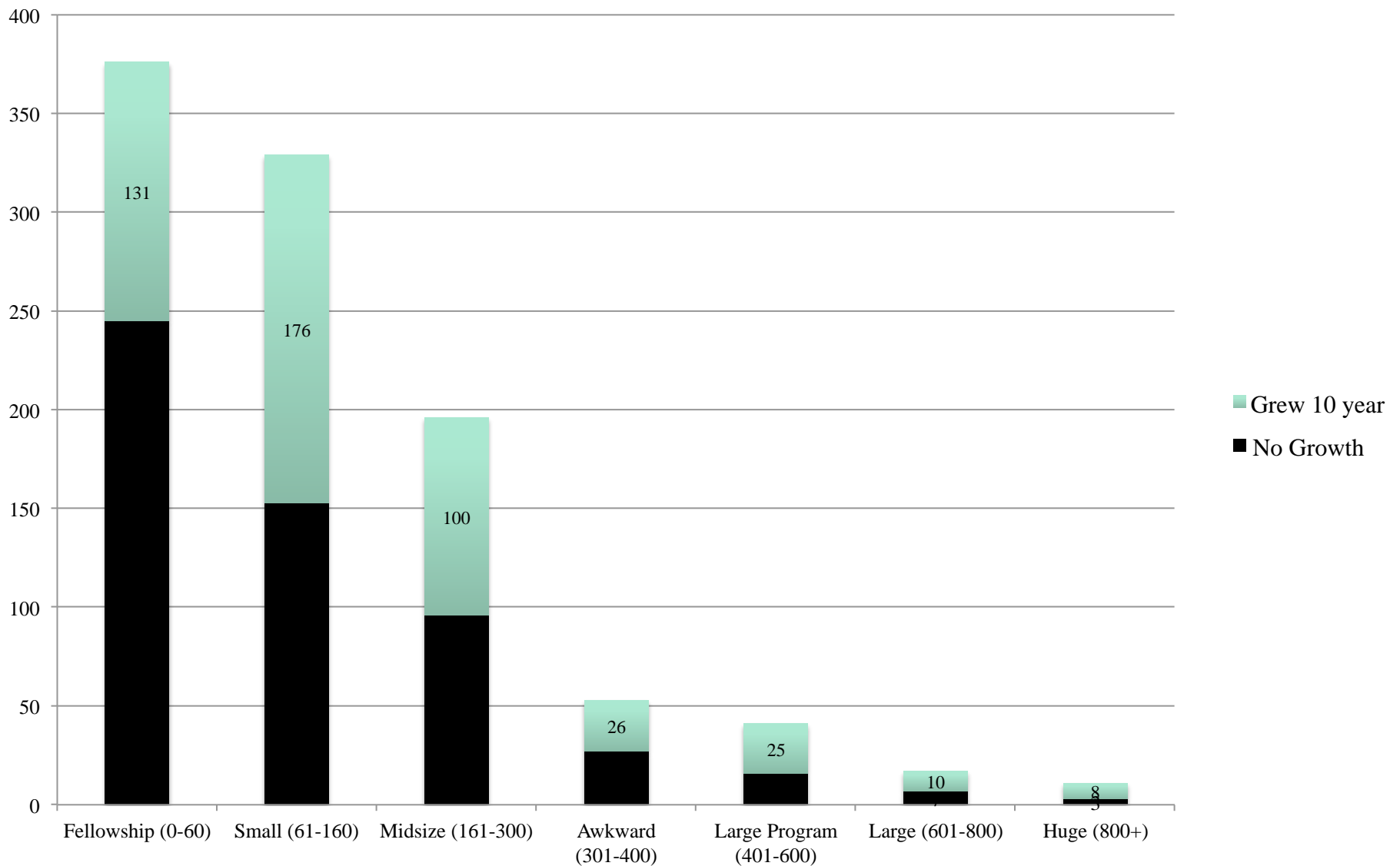
## UUA in the USA Total: Adult Members, RE Enrollment, Average Sunday Attendance



## 10 Year Comparison by Region Adult Membership & RE Enrollment



# Congregational Growth by Adult Membership by Size Catagory -- 10 years

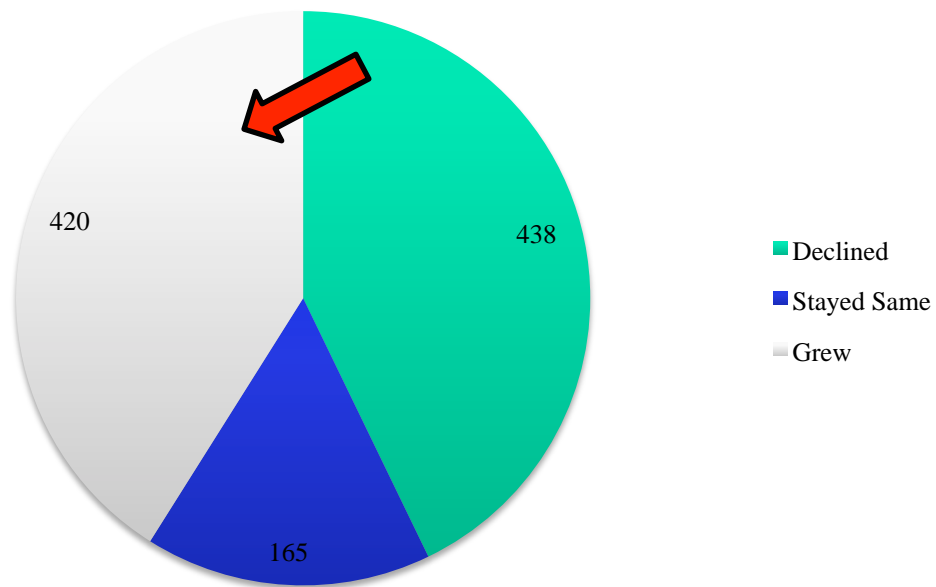


# Top 25 Growers – 10 Years



Congregation	City	State	# added	%	Members
All Souls Unitarian Church	Tulsa	OK	727	64.8%	1,849
All Souls Church Unitarian	Washington	DC	474	93.3%	982
First Unitarian Church	Rochester	NY	316	42.9%	1,053
Fox Valley UU Fellowship Inc.	Appleton	WI	296	77.5%	678
White Bear UU Church	Mahtomedi	MN	287	62.0%	750
Unity Temple UU Congregation	Oak Park	IL	221	58.8%	597
First Unitarian Church	Des Moines	IA	216	74.0%	508
UU Congregation of Fairfax	Oakton	VA	215	40.2%	750
Jefferson Unitarian Church	Golden	CO	199	35.3%	762
First Universalist Church	Minneapolis	MN	194	22.8%	1,046
UU Church of Asheville	Asheville	NC	192	50.8%	570
First Unitarian Church	Albuquerque	NM	186	30.5%	796
University Unitarian Church	Seattle	WA	166	21.3%	945
First Unitarian Society	Milwaukee	WI	160	25.0%	800
UU Church of Bloomington Inc.	Bloomington	IN	140	39.8%	492
Westside UU Congregation	Seattle	WA	133	133.0%	233
First Unitarian Church	Oklahoma City	OK	129	35.6%	491
UU Church West	Brookfield	WI	126	37.1%	466
UU Congregation of Phoenix	Paradise Valley	AZ	126	40.8%	435
Quimper UU Fellowship	Port Townsend	WA	124	58.2%	337
Westside UU Church	Fort Worth	TX	123	129.5%	218
UU Church	Charlotte	NC	118	21.5%	668
First Unitarian Society	Madison	WI	116	8.8%	1,431
UU Congregation	Columbia	MD	116	36.0%	438
UU Area Church at First Parish	Sherborn	MA	113	73.4%	267

## UUA in the USA Adult Membership





# Growth Is Happening

- In congregations (close to half of them)
- In three of five regions
- We need to speak of congregations
- We need to address the decline in RE enrollments
- We need to be blunt about the facts of decline and nuanced about the facts of growth

## Statement of Purpose, Harlem Unitarian Church



"This church is an institution of religion dedicated to the service of humanity. Seeking the truth in freedom, it strives to apply it in love for the cultivation of character, the fostering of fellowship in work and worship, and the establishment of a righteous social order which shall bring abundance of life to man. Knowing not sect, class, nation or race it welcomes each to the service of all."





**Presenter : Jim Key****Start Time : 3:00 PM****Item No : 7****Proposed By : Stephanie Carey Maron****Time Req : 15****Proposed : 3/25/2014****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 : 3:15 PM****Item No : 8****Proposed By : Stephanie Carey Maron****Time Req : 75****Proposed : 3/25/2014****Item Type : Information Items**

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

**Description : Finance Committee continued****Details : with Sarah Stewart, Tim Brennan, and Larry Ladd****Attachments :**

Title	Created	Filename
Generosity Conversations: Themes and Evocative Responses	Apr 08, 2014	Generosity themes - Congregational Giving.pdf

Question One themes: How do you approach generosity as a spiritual practice in your congregation?

Ministers are thinking, preaching, writing and working with their lay leadership about this. It's hard work, and to incorporate generosity into the church's spiritual life requires time, energy and courage from the minister and lay leadership. It's not about using this or that program for stewardship; it is about breaking through reluctance to talk about money and connecting money to the church's mission and ministries.

There are things that make this hard. It's hard if the minister wants to do more but feels out of step with the congregation. And these have been hard times. One minister said his church was facing cost overruns this year, and two said that their budgets and/or staff salaries have been flat for four to five years.

Question Two: What might inspire your congregation to see giving to the UUA as a spiritual practice:

### EVOCATIVE RESPONSES

"Join the Move" not seen as a compelling ask. Wishes there was a way of acknowledging congregations for giving even if not "Fair Share."

To have brand identity as a national movement. Must overcome resistance to central decision making. We have to move beyond the forms. But must overcome the clinging and Inertia. Building national identity might help. He hopes we can find a way of tapping into the religious energy that exists beyond our congregations. In [our community], e.g., there are hundreds of people outside our membership that appreciate what we do, that are glad that we exist. We need to build on those relationships.

"I have no idea."

Some members went to GA 2006 and came back unenthused--they said, "These aren't my people. These people are weird." The language is different, the attitude is different. They give out of a sense of, "These are the rules, we follow the rules."

I don't think we are at the point of seeing additional donations to the UUA as an aspiration.

There is no real reason to give to the UUA other than the value received. Giving to the association doesn't seem spiritual so much as administrative.

### COMMON THEMES

Need experiences, opportunities and connections with the UUA.

Name and quantify resources and services received from the UUA.

Need stronger communications and clear statement of purposes.

Paying UUA dues seen as an obligation or duty. Not inspired.

Question Three: What stands in the way of greater generosity to the UUA?

1. Lack of Financial Generosity in the Congregation. One minister noted there was “scarcity thinking” among congregants, and another noted an early congregational history of receiving financial assistance from the AUA, that contributed to a cultural lack of financial responsibility. However, the much broader concern was “economic reality.” Ministers noted that many congregants were “financially marginal” and that “the middle class is getting more and more squeezed.” Another reported cutting Fair Share giving deeply in the past to balance the budget. There was a sense of taking care of the congregation first before giving to the larger movement, and the inability to inspire spiritual generosity when congregations are already challenged to simply maintain bricks and mortar or are making hard choices of choosing Fair Share or cutting staff. One minister serving a congregation committed to Fair Share could at least imagine that what could get in the way of continued generosity would be a conflicting need to attend to local needs and growth.

2. Lack of Connection to UUA and Lack of Clarity and Understanding of Its Programs and Resources. Congregants feel more connected to their congregations than to the UUA and it is “harder work” to inspire interest in and giving to the UUA. Can make it tangible by pointing out resources such as RE programs and saying “it’s your responsibility,” but many “just don’t get it.” There has been a lack of clarity about recent UUA systemic and program changes (such as GIFT) that may stand in the way. One minister pointed out that recent experiences with UUA and District advisors on a ministerial transition strengthened culture of maintaining Fair Share. Another minister stressed the need for greater “relational linkage” to that congregations know UUA is listening and that engenders congregations to listen to the UUA, and noted that an influential congregant and lay leader on Presidents Council was helpful in connecting the congregation with the UUA. Still, even with more connection and use of services, when financial times are hard, the inspiration to greater generosity is missing.

3. Awareness of Inequity in Giving. One minister noted a congregation that felt taken advantage of once it realized the other churches that weren’t Fair Share. There is a lack of incentive to give generously when others aren’t doing their part. There was a suggestion to give regions bonuses for meeting goals in terms of giving.

4. Lack of Confidence in UUA. One minister stated that the UUA is not starting new churches, is not providing significant resources to existing churches to grow, and provides limited high quality worship resources. The minister viewed the UUA as

basically an administrative agent for funds for certain initiatives, and that much of what the UUA is spending on is irrelevant and extraneous to the Association's existence, purpose and expertise.

**Presenter :** Susan Weaver**Start Time :** 4:30 PM**Item No :** 9**Proposed By :** Stephanie Carey Maron**Time Req :** 30**Proposed :** 3/25/2014**Item Type :** Information 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
3.2.1	<p>Create and maintain linkage between the Board and the Sources of Authority and Accountability defined in Policy 3.0.</p> <p>Linkage shall mean:</p>	403441

**Description :** Linkage Working Group**Details :****Attachments :**

Title	Created	Filename
Linkage Working Group Agenda	Mar 25, 2014	LWG Agenda.pdf
Strengthening the Conversation Meeting	Apr 11, 2014	Strengthening the Conversation Mtg.pdf

Linkage Working Group Agenda  
April 2014 UUA Board of Trustees Meeting

1. Review and discussion of “Strengthening the Conversation” Interviews  
*(Report will be available early April)*
2. Youth World Cafe/Young Adult Drop-in Dialogues at General Assembly
3. Planning for Webinar prior to GA
4. Outline of Fall linkage efforts

# Strengthening the Conversation at General Assembly





# Purpose of Linkage Conversations:

- bring to April 2014 Board meeting perspectives about the role of delegates in the democratic process, as we plan conversations for GA 2014 about creating a more robust and inclusive democratic process at GA.

# Participants:

- Board members, Executive Director and Administrator of UUMA (9 participants)
- Board members, active member of EqUual Access (4 participants)
- Transition team members and participants in Faith Architects (3 young adults)
- Steering Committee of Allies for Racial Equity (8 participants)
- TRUUST (transgendered persons and allies --5 participants)
- Officers and former officer of Interweave Continental (3 participants)
- Journey Toward Wholeness Transformation Committee

# 1. If you have ever attended the business session of General Assembly as a delegate, think of a time you recently attended. How did you decide to attend? To who or what did you feel accountable when participating and making decisions?

- many religious professionals attended because role required it; one stated feeling responsible as an automatic delegate; 2 religious educators noted attending to make connections and sharpen professional skills.
- young adult attended to bring an underrepresented YA perspective; to help UUA be more welcoming to young adults
- “Who wants to be a delegate? Here’s your yellow card!”
- several participants described wanting to represent congregation as a delegate

# Differing experiences of accountability:

- Some religious professionals felt *primarily* accountable to congregations
- Some religious professionals felt *primarily* accountable to best interests of Unitarian Universalism
- Many participants felt accountable to whoever funds attendance
- Two participants recounted experiences when congregations did not have process for delegate preparation and input from congregation. One participant tried to discern what congregation would likely say. The other acted out of self-guidance and self-education. Even with preparation, “things are heard in the moment”; delegates had a duty to “understand and interpret and do the best that we could.” One participant noted, that even when advised to “just use her conscience”, she tried to vote in ways consistent with the social justice group and how the congregation operated.
- One reported only feeling accountable to own conscience when there was lack of funding

- one participant felt accountable to congregation and also to the interests of the UUA and other congregations
- congregation, to DRUUMM, and to “future seekers”
- One participant reported not feeling any accountability, and much later worrying that congregation didn’t know what was going on.
- One felt accountable to congregation and future of Unitarian Universalism.
- Several that felt accountable to congregation also felt accountable to own conscience.
- One DRE felt accountable to faith, institution, profession and identity group.
- One seminarian, while knowing the culture of the congregation well enough to make decisions, and having personal views in line with congregation, also felt responsibility to congregation to “shepherd it to the best possible version of itself.”

- The more energy and support from congregation, the more accountability to congregation.
- Accountable to larger faith, identity group members (DRUUMM, TRUUST), ministerial colleagues, early on to own concerns, later to faith and colleagues

## 2. To who or what do you feel a delegate should be accountable when participating in the business sessions and making decisions?

- Many of the religious professionals agreed delegates should be accountable to mission of Association. Balance is needed between mission and particular decisions in which delegates have interest. They spoke of a 3-tiered understanding of accountability to (1) their own conscience, (2) those who sent them, and (3) the prophetic intent of Unitarian Universalism (in ascending order).
- Some participants noted that in a clear up-and-down vote, it is important to know where the congregation is and vote the direction given. Yet when delegate acts in other ways--in speaking on issues, then one's conscience and the future of faith may come into play more.
- Several noted that as we are becoming more than an association of congregations, but of other kinds of communities, accountability becomes more complex.
- One noted accountability to personal experience, and importance of bringing personal stories to the discussion (such as buying food with food stamps during a discussion of ethical eating).

- Young adult noted a hierarchy of accountabilities: the 7 principles and the movement as a whole; the congregation; and personal judgment/personal ethic.
- Several voiced basic accountability to congregation but additional answers were:
- “UU principles. Own values. Wider denomination. Religious movement.”
- “Accountable to prophetic leadership, to explain my vote.”
- “Accountable to the vision of Unitarian Universalism, not just the mission. Accountable to congregations.”
- “A strong sense of accountability to people of color, historically marginalized communities, youth and young adults.”
- “Self, others, larger UU purpose.”



- Future generations of UU”
- “Would be nice if more delegates were accountable to RE programs and children’s interests and concerns.”
- Delegates are representative of his or her congregation, and should act in accord with the values and priorities of that community. Also need to vote with personal integrity and accountability to the Association as a whole--to make it a stronger, more energetic association that bears witness to the seven principles”
- “Representation of the congregation would be very important because of the large privilege of having expenses paid. Second accountability would be that as a member of a subgroup of the congregation...All the ways of describing accountability are important.”
- “Delegate is accountable to the church sending them--and the church is accountable to the moral bent of the universe or God--whatever concept makes you comfortable in describing the best version of the congregation.”

### 3. If delegates were expected to make a greater commitment to their delegate role--such as making a two-year commitment to serve, staying engaged with the UUA Board through webinars before or between Assemblies, communicating to their congregations on issues before the General Assembly and actions taken--how would that affect your willingness to serve?

- Concern raised by religious professionals that people are just not interested in governance. Suggest making GA a time for linkage and learning and “end the old assumption that it is an essential opportunity for direct democracy.”
- Several noted that an opportunity to be in conversation would make them more willing to serve; one noted increased willingness if delegates were willing to spend the time and effort to be informed.
- One noted willingness to serve was related to current high level of volunteering.
- “People step up when you expect more from them” v. concern with setting expectations high.
- Increased time commitment would affect willingness.
- If it was not enough of a 2-way conversation, and it just a marketing tool of UUA--not interested.

- If it is a true dialogue with delegates invited to equally respond with their best thinking--that's interesting. Important that delegates have an equal role in input. Would love that we make exciting discussions.
- Two-year commitment would be more interesting--the follow-through and continuity and expression of view over longer period would be interesting.
- “Would be excited by it. Would want to serve more.”
- Concern about the impact devoting a leader for two years to GA will have on congregational leadership development path. Like the idea of engaging congregations in the preparation.

## 4. How would it affect your ability to serve?

- It sounds good in theory but there are doubts that there is time and money enough, especially in smaller congregations. More effective use of technology will be essential but that open the gap further between haves and have-nots. Would require a significant financial commitment on the part of both the UUA and the congregations.
- Those with disabilities already have higher costs to travel to GA--greater financial commitment may disproportionately affect them.
- Longer-term commitment could be problem for young adults in transition.
- Funding needs to be provided.
- “It would be impossible for me financially.”
- A few said it would not affect ability to serve.

## 5. Who do you think then would most likely serve as delegates?

- Retired people with an interest in governance which would directly undermine our efforts at greater inclusion in decision making and vision casting
- Persons with even more financial, class and professional resources than we have now would be delegates.
- Those with personal resources or those from a congregation that has resources. Or someone that has passion.
- Older, retired members without commitments to young children or jobs.
- Those who are already active in the congregation and who have already made commitment

- to extra time--so would not drastically change who represents the congregation now.
- People who have other kinds of institutional commitments, such as RE's and those who are in organizations that have meetings at GA.
- Those passionately dedicated to the faith with most time and resources. The wealthy or retired. People who feel called to the culture or the way we do business. People who are drawn to the process of Robert's Rules of Order.

**6. To promote a more diverse and inclusive delegate body at General Assembly, in what new ways could individuals be encouraged to serve?  
How could they be supported in that role?**

- Financial assistance was mentioned most.
- Technology for on-line participation with appropriate platforms and necessary tutorials. Invitations keyed to programs, young families, activists. Technology may gravitate against greater inclusivity. Real inclusion is hard work that requires face-to-face contact.
- Need to build trust in delegated authority. Need visible feedback loops that assure people that they are being heard, their ideas considered and that involvement has a definite impact.
- One participant noted he has seen congregations achieve diversity in delegates when their governing boards or leadership took ownership and made it a priority, rather than let delegates be self-selecting.
- Support other than financial is important. Example: GA has done more to have programs

- available for children, and to make it more interesting for families.
- would like to see not only congregational delegates but regional at-large delegates charged to answer to the larger movement. Feels that DRUUMM need specific representation, representing people of color. Those not members of congregations still need to be represented.
- Give congregations more resources for understanding how to choose and inform delegates. Help congregations understand how to look for marginalized identities in their own delegate selection process.



- More education and training together for delegates.
- More conscious outreach to underrepresented communities. UUA needs to incentivize and encourage dialogue in congregations on discernment of who should represent the congregation. Provide a structure or set of guidelines that would produce a more diverse pool of delegates.
- Description of delegate roles should include requirement of interaction with congregation--so input is broader than delegates themselves and there is conscious representation of a broader base. There should be uniformity among delegates about how they are accountable to groups.
- Need more intentional selection of delegates. More marginalized identities (accountability to those groups, representing MC concerns)

- Reach out to congregations not normally represented. There is a cultural element--have a way to move forward that isn't so "Robert's Rules of Order" driven.
- Ask whether there are congregations that can sponsor those that cannot go. Now, churches with the most resources have the biggest voice.
- We need education on congregational polity and how the UUA serves congregations.
- Cluster representation of congregations in covenanted association.
- Would I be willing to give up GA every year if we could better support people of color and young people? The answer is YES.

**The UUA continues to explore how technological advances can improve accessibility to General Assembly and diversify the delegate body. Do you have suggestions for improving off-site participation to accomplish those goals?**

- Two groups had a sense that reliance on online access to GA proceedings would reduce inclusion. One group felt it better to strengthen the conversation at the local and regional levels so as to establish a credible conduit that informs an empowered board. Equal Access participants noted that GA has gone far in making onsite GA accessible. Trend could reverse if off-site participation through technology is seen as the best means to accommodate people with disabilities. Technology could re-segregate people with disabilities.
- One participant noted that years ago she would have said we can do all our business virtually. Then she went to GA in Minneapolis, was presented with the idea of boycotting Phoenix, and came out with the idea to bear witness. “Being together affects our ethics.”
- Many comments around need to be more fully included and participating as an offsite delegate. Add a dial-in voice chat room? Create a sense of community with other offsite delegates; be able to see faces of delegates; a roving reporter engaging with offsite delegates; allow ability to chat with offsite delegates.

- That face to face contact is necessary is not true for anyone under 30 years of age. Yet in using technology, need to balance needs of older and younger. Linking single individuals to an event from offsite is a bad idea--one is more likely to participate if engaged as part of a community.
- Offsite delegates need opportunity to interact in person, particularly if delegates' involvement onsite will include conferences and group discussions.

**Presenter :** Susan Ritchie

**Start Time :** 5:00 PM

**Item No :** 10

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Process Observation

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 5:15 PM

**Item No :** 11

**Proposed By :** Stephanie Carey Maron

**Time Req :** 45

**Proposed :** 3/25/2014

**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 :** 6:00 PM

**Item No :** 12

**Proposed By :** Stephanie Carey Maron

**Time Req :** 90

**Proposed :** 3/25/2014

**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

**Details :**

**Attachments :**

No Attachments



**Board Meeting  
Agenda Summary  
Saturday, April 12, 2014  
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	504206
2	GA Proposal Working Group	75	9:15 AM	504207
3	Break	15	10:30 AM	504208
4	GA Proposal Working Group continued	30	10:45 AM	504209
5	Policy Review Working Group	30	11:15 AM	504210
6	Article II Follow Up	15	11:45 AM	504211
7	Lunch	60	12:00 PM	504212
8	Executive Session	45	1:00 PM	504213
9	Fossil Fuel Divestment	60	1:45 PM	504216
10	Break	15	2:45 PM	504217
11	Board Discussion on Business Resolution	60	3:00 PM	504218
12	Committee Working Group	30	4:00 PM	504219
13	Appointments Committee Proposal	30	4:30 PM	504220
14	Process Observation	15	5:00 PM	504221



**Presenter :** Clyde Grubbs

**Start Time :** 9:00 AM

**Item No : 1**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Donna Harrison

**Start Time :** 9:15 AM

**Item No : 2**

**Proposed By :** Stephanie Carey Maron

**Time Req :** 75

**Proposed :** 3/25/2014

**Item Type :** Information Items

Policy No.	Description	Ref No
3.10	<p>Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.</p>	403369

**Description :** GA Proposal Working Group

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 10:30 AM

**Item No :** 3

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Break

**Details :**

**Attachments :**

No Attachments

**Presenter :** Donna Harrison

**Start Time :** 10:45 AM

**Item No :** 4

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 3/25/2014

**Item Type :** Information Items

Policy No.	Description	Ref No
3.10	Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.	403369

**Description :** GA Proposal Working Group continued

**Details :**

**Attachments :**

No Attachments

**Presenter :** Rob Eller-Isaacs

**Start Time :** 11:15 AM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 3/25/2014

**Item Type :** Information 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 :** Policy Review Working Group

**Details :**

**Attachments :**

Title	Created	Filename
Section 3 Procedural	Apr 12, 2014	Section 3 Procedural.pdf

# Procedural Elements for Execution of Policy 3.0

---

(Note that policy is in **bold**; procedures are in *italics*.)

## **3.0 Global Governance Commitment [Governance Process]**

**Policy:** 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

**Policy:** 3.1 Governing Style. The Board will govern with an emphasis on (a) outward vision, (b) encouragement of diversity in viewpoints, (c) strategic leadership, (d) clear distinction of Board and President roles, (e) collective, (f) future, (g) pro-activity, and (h) an open and transparent process.

*Procedural elements for Policy 3.1:*

1. *Continual Board development will include orientation of new Trustees in the Board's governance process.*
2. *The Board will select, from among ministers serving on the Board, one or more Trustees to serve as chaplains to the Board.*

3. *The Board will monitor and discuss the Board's processes and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-President Linkage categories, following the established monitoring schedule.*
4. *The work of the Board of Trustees on matters of public witness will be guided by the actions made by the General Assembly. This shall not preclude the Board from choosing to bear witness in a time of extraordinary circumstances. Accordingly, on matters of public witness regarding social concern, the Board will:*
  - A. *Call upon the elected leadership of our congregations to provide and safeguard the sacred space where Unitarian Universalists may discuss, better understand, and explore public policy in the light of our UU principles and the individual's conscience.*
  - B. *Encourage our congregations to take a responsible role in bearing witness publicly to their faith in matters of social concern.*
  - C. *Support the work of the UUA President and staff to bear witness publicly, expressing the historic and theological grounding of UU positions on matters of public social concern.*
  - D. *Encourage the President of the UUA to provide prophetic leadership.*
  - E. *Encourage congregations to make use of the Social Witness process, which refers issues for study and statements of conscience to the larger Association, through the authority of the congregations meeting at the General Assembly.*
  - F. *Speak as the Board of Trustees of the UUA on matters of witness in our own work as an Association.*
5. *To be consistent with our commitment to the right of conscience and the democratic process and achieve a transparent and open process, the Board will:*
  - A. *Provide advance notice of dates and locations of regular business meetings, and making agendas, reports, and the previous meeting minutes available prior to the meeting;*
  - B. *Provide avenues for comment on issues on the meetings' agendas;*
  - C. *Accommodate observers at regular business meetings, and notify all participants of recording and archiving policies.*
  - D. *Make documents submitted for consideration to the Board of trustees publicly available, with the exception of documents distributed during executive sessions and documents that for legal, personnel or real estate transaction reasons must*

*not be publicly available.*

*E. 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 and staff personnel matters that are of a delicate nature*
  - *legal matters of which public discussion could be legally injurious*
  - *budget matters that involve such legal or personnel matters*
  - *property acquisition or disposition*
  - *business of the above nature involving a member society if the society requests an Executive Session.*
- 6. Any officer or trustee may initiate a request for an Executive Session. The first item of business in any Executive Session shall be an explanation of the reason for the request, after which the Board shall vote whether or not to remain in Executive Session.*
- 7. Participants in Executive Session will be limited to Board Members, the Youth Observer, and others that the Board determines should be present.*
- 8. All meetings in executive session will close with a determination as to whether the material is confidential and needs to be remain confidential.*
- 9. The Executive Session may be ended at any time by majority vote.*
- 10. Executive Sessions will be held to the minimum necessary under these guidelines.*

*Record and archive audio of business proceedings of the UUA Board, with the exception of executive sessions, to be available to members of UUA congregations upon request.*

*Regularly hold meetings in sites other than Boston, to strengthen relationships with the Association's Member Congregations and other Sources of Authority and Accountability, and also to learn first-hand about vital interests of the Association.*

*The Board will authorize a Site Selection Team.*

- a. Proposals to the Site Selection Team must come from Trustees.*

*b. Proposals must contain the following:*

- i. At least two preferred dates for hosting the Board (from the scheduled list of upcoming dates on the Board's calendar);*
- ii. An identified contact person, who will represent the host site as a liaison with the Board;*
- iii. Evidence of strategic importance (how will the Board's exposure to the host site serve the strategic interests of the Association?)*
- iv. Evidence of wise stewardship of Association resources*
- v. Evidence of support of a group of related Congregations (for example, a Cluster) and other Sources of Authority and Accountability (how will the Board link with local Congregations; how will the Board link with other Sources of Authority and Accountability).*

*The Site Selection Team will authorize a spokesperson as a single point of contact on meeting logistics with the Administration. Within parameters established by the Site Selection Team, the spokesperson may make meeting logistics decisions on behalf of the Board.*

*To be in healthy relationship with the Administration, and to ensure lowest cost, the Board will select meeting geographic areas no less than eleven months prior to the meeting. If a geographic area is not chosen, the default choice is to meet in Boston*

**Policy 3.2 Board Job Description.** **As informed and elected leaders of our Association of member congregations, the UUA Board of Trustees assures organizational performance by creating, communicating, and monitoring organizational systems and performance, in accord with established Board policy.**

*Procedural elements for Policy 3.2:*

- 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. ↓  
c.

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.*

2. *Write policies that address organizational decisions and situations at the broadest levels:*

1. *Shared Vision (ENDS): Statements that express values identifying what benefit to whom and at what cost.*

2. *Leadership Covenant and Expectations: Established boundaries around both ethics and prudence within which all executive activity and decisions must take place.*

3. *Governance Process: How the Board conceives, carries out and monitors its own task.*

4. *Board-President Linkage: Promote right relationship between the President and the Board by defining the president's role, authority, and accountability.*

*Assure operational performance through systematic monitoring of systems and performance of the organization in relation to established policy and examining and approving the operating and capital budgets before they are implemented.*

*Act as faithful stewards of the resources of the UUA.*

*Obtain an annual audit of the Association's financial reports by a certified public accounting firm with experience conducting audits of organizations of comparable size, as overseen by the Audit Committee. 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.*

*Promote and actively engage in the work of building an anti-racist/anti-oppressive/multicultural institution.*

Lew 3/14/14 11:59 AM

Comment [1]: This is a nice thought, but we are legally required to make our fiduciary responsibilities our highest priority. Our attention to linkage with our sources of authority is vital, but it can't be above fiduciary responsibility.

Lew 3/14/14 11:12 AM

Deleted: No task shall have a higher priority.



- *Act in direct relationship with the General Assembly (GA).  
Approve the GA site, participating in GA programs, and responding, as appropriate, to motions adopted by GA.*
- *Review and affirm adoption of UUA Public Policy Statements, based on actions of previous General Assemblies.*
- *In consultation with the General Assembly Planning Committee, make decisions about the allocation of excess funds generated from General Assembly activities.*

*Vote to accept into membership or to terminate association membership of a congregation in accordance with UUA By-laws.*

*Appoint and empower Board committees and Board liaisons.*

*Ensure continuity of governance capability.*

**Policy 3.3 Board and Board Member Code Of Conduct. The Board commits itself and its members to act in adherence with the UUA bylaws, to conduct themselves ethically, businesslike, and lawfully, and to act with respect for others, with proper use of authority and appropriate decorum when serving as Trustees.**

*Procedural elements for Policy 3.3:*

*Board members must act in accordance with our covenant with each other.*

*This covenant shall be read at the beginning of each board meeting.*

1. *Board Members must act in accordance with our covenant with member congregations. As Board members, our primary purpose is to serve our member congregations regardless of personal relationships with staff, affiliations with other organizations, or any personal interest.*
2. *Board Members must comply with Conflict of Interest and Whistleblower policies*
3. *Member Trustees covenant with each other to follow a practice of "Speaking with one voice". This requires that each Trustee has had reasonable opportunity to participate in the debate of the issues and opportunities before the committee or Board. The Trustee may have disagreed with the Board's decision, and consistent with the right of conscience may say so publicly. However, once the Board makes a policy decision, and even if an individual Trustee does not fully support the Board's position, each Trustee agrees to do their best to act in alignment with that policy in the spirit of moving our organization ahead in accordance with our democratic principles.*

Lew 3/14/14 11:59 AM

Comment [2]: Need the new covenant here.

Lew 3/14/14 11:54 AM

Deleted: We promise to: ..

01

*If a Trustee finds that they cannot in good conscience adhere to this policy and covenant, then that Trustee bears the responsibility to consult with the Moderator or First Vice-Moderator and determine an acceptable course of action.*

4. *Board Members may not attempt to exercise individual authority over all or any part of the organization.*

1. *A Board Member's interaction with the President or with staff must recognize that an individual Board member has no authority except when explicitly Board authorized.*

2. *Board Members will not express individual judgments of performance of employees of the President, except during participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the President.*

*Board Members will respect the confidentiality appropriate to issues of a sensitive nature.*

*Board Members will be properly prepared for Board deliberation.*

*Board Members will model UU [Unitarian Universalist] values in our lives and in our roles as Trustees.*

*Board Members will provide leadership for UUA's stewardship and development efforts. Each Board Member is encouraged to:*

0. *Support the financial well being of the Association, including: pledges to his or her congregation, an annual contribution to the Friends of the UUA, and participation in capital campaigns.*

1. *Submit names of potential donors to the Stewardship and Development staff group;*

2. *Encourage his or her own congregation to attain the fair share contribution to the Annual Program Fund.*

3. *Promote testamentary giving through legacies and bequests.*

4. *Be knowledgeable about Association funding.*

*Board Members are expected to have completed anti-racism training that includes analysis and systems theory components prior to the January meeting of their first year as a Trustee. Participation in such training will be paid for, or reimbursed by the UUA, with prior approval of the CGO.*

*Individual Board Members will not engage in fundraising or public support of any candidate for national UUA office except within twelve months of the date of the election.*

*Each Board Member will annually certify in writing their knowledge of, and their agreement to honor, the contents of these Governance Process policies.*

**Policy: 3.4 External Relations. 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.**

*Procedural elements for Policy 3.4:*

*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.*

- 1. The Chief Governance Officer and President are the customary spokespersons for the UUA. Trustee's interaction with the public, press or other entities must recognize that no Trustee may speak for the Board except to repeat explicitly stated Board decisions.*
- 2. Any Board member may be empowered and charged by the Board to be a Board representative in relationship with any group, and such empowerment, the charge and its responsibilities will be defined by the Board at the time of the assignment.*
- 3. Board members may represent the Board or the Association at meetings and events where such representation is deemed desirable and where the CGO has agreed to the representation. Board members are entitled to represent themselves as UUA Trustees at ceremonial events where the Board member deems such representation desirable. Board members are responsible and accountable for avoiding any ambiguity about their representative role or authorization to speak for the Board of Trustees or the UUA.*
- 4. For special electronic communications (e.g., the Board Blog, the Board Face Book page), the CGO may appoint an individual trustee to write inputs in areas in which she/he has knowledge or expertise.*
- 5. The Chief Governance Officer will appoint a trustee or trustees to write a brief letter to UU ministers and congregational presidents following each quarterly board meeting, to apprise them of important decisions the Board made at that meeting and vital issues it discussed. Such a letter will be signed by the Secretary on behalf of the Board.*

**Policy: 3.5 Agenda Planning.** 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.

*Procedural elements for Policy 3.5:*

- 1. Agenda planning will be completed during the first meeting of each fiscal year, and the agenda published with the minutes of that meeting. The agenda or work plan should look out at least 24 months.*
- 2. Agenda planning will include:*

- A. *Consultations with selected groups in the member congregations, or other methods of gaining member congregations input.*
  - B. *Governance education, and education related to Shared Vision (ENDS) determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.)*
  - C. *A consent agenda to help the Board deal with routine items as expeditiously as possible.*
- 3. *The agenda is to be prepared by the Chief Governance Officer (Moderator). Suggestions for agenda items are solicited from Working Group conveners and committee chairs. Any Trustee may suggest items for the agenda. The tentative agenda will be sent to Trustees and posted on UUA.org at least two weeks prior to the meeting with all available supporting documents.*
- 4. *All monitoring events will be included on the agenda as reflected in the monitoring schedule in Appendix 3.A.*
- 5. *All recurring calendar events will be included on the agenda as reflected in the Recurring Events schedule shown in Appendix 3.B.*
- 6. *Individual meeting agendas will generally follow the format below:*
  - A. *Welcoming and recognizing guests*
  - B. *Chalice Lighting*
  - C. *Approve agenda*
  - D. *Reading of the Board Covenant*
  - E. *Consent Agenda*
    - 1. *Operational (President constructs).*
    - 2. *May include accepted Monitoring Reports.*
  - F. *Linkage to Member congregations and Board Communications*
    - 1. *Member congregation communication*

2. *Communication with the stakeholders and selected interested groups or constituencies in regard to Board's Annual Agenda.*

*G. Board Education*

1. *President's Report*
2. *Moderator's Report*
3. *Financial Advisor's Report.*
4. *Special topics in accord with the annual agenda to assist the Board in its work and governing capacity.*

*H. Policy Discussion, based and focused upon the annual plan of Board work.*

*I. Assurance of Operational Performance*

1. *Receipt of Monitoring Reports; Review of Trustee's personal analysis of the reports; Discussion of interpretations; Challenges to interpretation; Vote on compliance.*
2. *New Operational Worries (if submitted prior to the meeting)*
3. *Next monitoring assignment*
4. *Board self-assessment against Board means policies (according to the monitoring schedule)*

*J. Executive Session (if required)*

*K. Process Observations*

*L. Announcements*

*M. Adjournment*

**Policy 3.6 Election Of Officers And Officer Roles.** The General Assembly elects the Moderator (CGO) and Financial Advisor. The Board elects the First, the Secretary. The Board also appoints the Recording Secretary and the Treasurer of the UUA.

*Procedural elements for Policy 3.6*

*Elected Officials from General Assembly*

1. *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:*
2. *Ensuring that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.*
3. *Ensuring that the Board discusses only those issues that, according to Board policy, clearly belong to the Board to decide, not the President.*
4. *Ensuring that deliberation is fair, open, and thorough, but also timely, orderly, and kept to the point.*
5. *Nomination of Candidates for Moderator/CGO*
6. *Not later than 24 months before the beginning of a General Assembly at which an election for Moderator will be held, the Moderator Nominating Committee (MNC) shall issue a call for nominations, which must be received within two months.*
7. *Not later than 19 months before the beginning of a General Assembly at which an election for Moderator will be held, the committee shall recommend to the board two or more possible candidates for Moderator. No member of the committee may be recommended as a candidate. Each candidate must give written consent prior to being recommended. The names of recommended candidates who are not nominated by the board shall not be made public. The committee shall submit to the board background information on each recommended candidate, which shall be received by the board in confidence. No board member who is a recommended candidate shall receive the background information on any candidate. Individuals who normally attend executive sessions, per policy 3.1.9.E, shall be entitled to receive the MNC recommendations and background information, and to attend all sessions concerning the nomination of candidates for Moderator.*
8. *The board shall interview one or more of the recommended candidates in executive session. No candidate who was recommended by the MNC or who intends to run by petition may be present during the interview of any other candidate, or in any other executive session held to discuss candidates for Moderator.*
9. *As required by Section 9.5 of the Bylaws, the board shall nominate one or more candidates no later than February 1 of the year before the General Assembly at which there is to be an election for Moderator.*
10. *The following individuals may participate in Board deliberations but shall not be eligible to vote: the Secretary of the Board, the Trustees who serve on the Election Campaign Practices Committee, the President, and the Youth Observer.*

- 11. The following individuals may participate in Board deliberations and shall be eligible to vote: the Moderator, and any Trustee who served as a voting member of or non-voting board liaison to the MNC.*
- 12. Voting shall be by secret ballot in executive session, with procedures for voting and vote counting to be determined by the Secretary.*
- 13. Voting shall be conducted using the “single transferable vote” method, with a ballot designed to permit the designation of first, second, third, etc. choice. At the conclusion of the vote counting, the two candidates with the highest number of votes shall be declared the nominees. However, if one candidate receives more than 75% of the first choice votes, then only that candidate shall be the nominee of the board. Furthermore, if two or more candidates for nomination are separated by less than one full vote, they shall be considered tied and the board shall take a second vote to break the tie.*
- 14. The minutes of the executive session shall report only the names of the nominee(s).*
- 15. If a special election is to be held to fill a vacancy in the office of Moderator, the procedures in this section shall be followed to the extent possible. The Moderator Nominating Committee shall make its recommendations to the Board no later than November 1 of the year before the election.*
- 16. The CGO is authorized to use any reasonable interpretation of the provisions in these policies. The CGO may make decisions that fall within topics covered by Board policies on Governance Process and Board-President Linkage, with the exception of employment or termination of a President and situations where the Board specifically delegates portions of this authority to others.*
- 17. The CGO is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).*
- 18. The CGO has no authority to make decisions about policies created by the Board within Shared Vision (ENDS) and Leadership Covenant and Expectations policy areas. Therefore, the CGO has no authority to supervise or direct the President.*
- 19. The CGO may represent the Board to outside parties in announcing Board stated positions and in stating chair decisions and interpretations within the area delegated to her or him.*
- 20. The CGO may delegate CGO authority, but remains accountable for its use.*
- 21. In special circumstances, the CGO may create task forces or special committees to address or explore issues of concern to the Association.*
- 22. In the event of a vacancy, the CGO shall inform congregations of the vacancy.*

## **23. Other Elected Positions**

### **24. Youth Observer**

*The Youth Observer is the primary liaison between GA Youth Caucus and the Board, but represents a larger youth voice on the Board. In collaboration with the Youth Trustee At-Large, the Youth Observer is charged with:*

- 25. Informing GA Youth Caucus and Youth Caucus staff of relevant Board issues at the Youth Observer's discretion*
- 26. Staying informed about the planning and activities of GA Youth Caucus*
- 27. Keeping abreast of national issues that are of interest to Unitarian Universalist youth in districts and congregations*
- 28. Linking and nurturing relationships between youth leaders in districts and congregations across the nation*
- 29. Seeking out qualified youth candidates as future Youth Observers and for other UUA volunteer positions*
- 30. The Youth Observer shall serve their term without vote.*
- 31. Excluding matters of voting, The Youth Observer shall bear the same responsibilities and accountabilities as defined for trustees.*
- 32. With consent of the Board, the enumerated tasks of the observer may evolve as the structures of denominational youth leadership evolve.*

## **33. Board-Elected Roles and Positions**

### **34. Vice Moderator (Board Coordinator)**

*The role of the Vice Moderator/Board Coordinator is to:*

- 35. Assist with Board of Trustees agenda planning and scheduling of Board work.*
- 36. Participate in leading Board of Trustees meetings.*
- 37. Assumes the CGO role when needed.*

*38.*

### **39. Secretary**

*The responsibilities of the Secretary of the Association are defined in the Bylaws and in various sections of the Rules*

*In addition to these responsibilities, the Secretary shall:*



40. *Maintain the UUA Governance Manual, assuring that all policies will be reviewed at least once in five years.*

41.

42. *The process for selection of the **Vice Moderator**, the **Secretary** shall be:*

43. *Each Board member shall be given the opportunity to stand for election as Vice Moderator/Board Coordinator. A vote shall then be conducted to choose the Vice Moderator.*

44.

#### **45. Board-appointed Positions and Appointment Procedures**

##### **46. Recording Secretary**

*The recording secretary has various duties defined in the Bylaws.*

##### **47. Treasurer**

*The responsibilities of the Treasurer are defined in the*

48. *Appointment of the **Recording Secretary** and **Treasurer** of UUA shall be done as follows:*

49. *President recommends to the Board at least one candidate for each position.*

50. *Board discusses in Executive Session, and votes to affirm or reject.*

51. *Appointments announced.*

**Policy 3.7 Board Committee Principles.** Board committees, when used, will be chartered to reinforce the wholeness of the Board's job and to never interfere with delegation from Board to President.

*Procedural elements for Policy 3.7:*

1. *Board committees are established by the Board to help the Board do its job, and in general, not to help or advise the staff. Committees will assist the Board by preparing policy alternatives and implications for Board deliberation.*
2. *Board members may serve on committees outside the Board, but only in their capacity as private individuals, and do not carry any Board authority in these roles.*
  - A. *Board members may serve on staff operational committees at the invitation of the President.*

- B. Board members may serve on General Assembly operational committees, at the invitation of those committees established by the General Assembly.*
3. *Except as specified by the By-laws, Board committees may not exercise authority over staff.*
  4. *Special committees will be used sparingly and ordinarily in an ad hoc capacity for specific short-term objectives or to carry out special tasks that will facilitate the work of the Board.*
  5. *Committees will not be reimbursed for expenditures beyond their approved budget, without prior approval by the Chief Finance Officer and the Chair of the Finance Committee.*

Lew 3/15/14 7:48 AM

Comment [3]: Does anyone know of instances where this is the case?

**Policy 3.9 Cost Of Governance. Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.**

*Procedural elements for Policy 3.?*

- 1.
2. *Costs will be prudently incurred. The Board will develop its budget to coordinate with the budget cycle each year to assure its inclusion in the overall budget. The Board budget shall include:*
  - A. Board training, including attendance at conferences and workshops.*
  - B. An annual external financial audit and other third-party monitoring of organizational performance.*
  - C. Surveys, focus groups, opinion analyses,*
  - D. Operating and meeting costs of the Board, Board committees, Board appointed committees, and the elected Committees of the Association.*
3. *Only prudently incurred expenses related to volunteer service on behalf of the Board are reimbursable from the Association budget. The Board shall comply with all provisions of the Association's expense reimbursement policies that are applicable to volunteers who serve on committees. The staff may ask the Moderator to review and approve any reimbursement request from a Board or committee member. The Audit Committee shall designate a committee member to review the Moderator's expense reimbursements at least twice a year, to ensure that they are in compliance with the Association's reimbursement policies.*

4. *Candidates for President or Moderator who have been duly nominated in accordance with the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for registration, travel, meals and lodging for attending the General Assemblies held one year prior to the election and in the year of the election, and for regular meetings of the Board of Trustees held during the period between the two General Assemblies, provided they remain candidates as of the time of the General Assembly(ies) and the quarterly meeting(s) for which they seek reimbursement. Each such candidate shall be provided a single booth space in the Exhibit Hall at the General Assemblies held one year prior to the election and in the year of the election. In no case is a candidate eligible for reimbursement for expenses incurred prior to being nominated.*
5. *Candidates for Financial Advisor who have been duly nominated in accordance with the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for travel, meals and lodging for attending the regular meetings of the Board of Trustees held in April and June of the year during which the election of a Financial Advisor will be held.*

**Policy 3.10 Board / General Assembly Relations.** Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.

**Policy 3.11 Board Need for General Assembly Plenary Time.** The Board shall define its needs for General Assembly General Session time .

**Presenter :** Lew Phinney

**Start Time :** 11:45 AM

**Item No :** 6

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**Item Type :** Information 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 :** Article II Follow Up

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 12:00 PM

**Item No :** 7

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 3/25/2014

**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 :** Jim Key

**Start Time :** 1:00 PM

**Item No :** 8

**Proposed By :** Stephanie Carey Maron

**Time Req :** 45

**Proposed :** 3/25/2014

**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 :** 1:45 PM

**Item No :** 9

**Proposed By :** Stephanie Carey Maron

**Time Req :** 60

**Proposed :** 3/25/2014

**Item Type :** Information 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 :** Fossil Fuel Divestment

**Details :** with IC, SRIC

**Attachments :**

Title	Created	Filename
Generosity Conversations: Themes and Evocative Responses	Apr 14, 2014	Trillium UUA April 2014.pdf

# Fossil Fuel Investment and Divestment: Choices for a Responsible Investor

---

APRIL 2014

Stephanie R. Leighton, CFA  
Portfolio Manager  
617-532-6667  
[sleighton@trilliuminvest.com](mailto:sleighton@trilliuminvest.com)



**TRILLIUM ASSET MANAGEMENT®**

Two Financial Center | 60 South Street, Suite 1100 | Boston, MA 02111 | 617-423-6655



# FIRM OVERVIEW

---

- Oldest investment advisor focused exclusively on sustainable and responsible investment (SRI)
- \$1.4 billion in assets as of 12/31/2013\*
- 60% individual/40% institutional
- Deep expertise in domestic equities
- Employee owned, with broad distribution of shares

\*This figure contains assets from both wrap and non-wrap accounts and is provided as supplemental information. Please see GIPS compliant composite presentation in an appendix for firm definition.

# ENERGY SECTOR RECENT PERFORMANCE

---

# ENERGY SECTOR PERFORMANCE COMPARED TO MARKET

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>Out-performing</u>	19.0% Energy*	34.8% Energy	-37.0% Market	26.5% Market	21.1% Energy	2.8% Energy	16.0% Market	32.4% Market
<u>Under-performing</u>	15.8% Market^	5.5% Market	-39.3% Energy	24.9% Energy	15.1% Market	2.1% Market	3.4% Energy	25.8% Energy

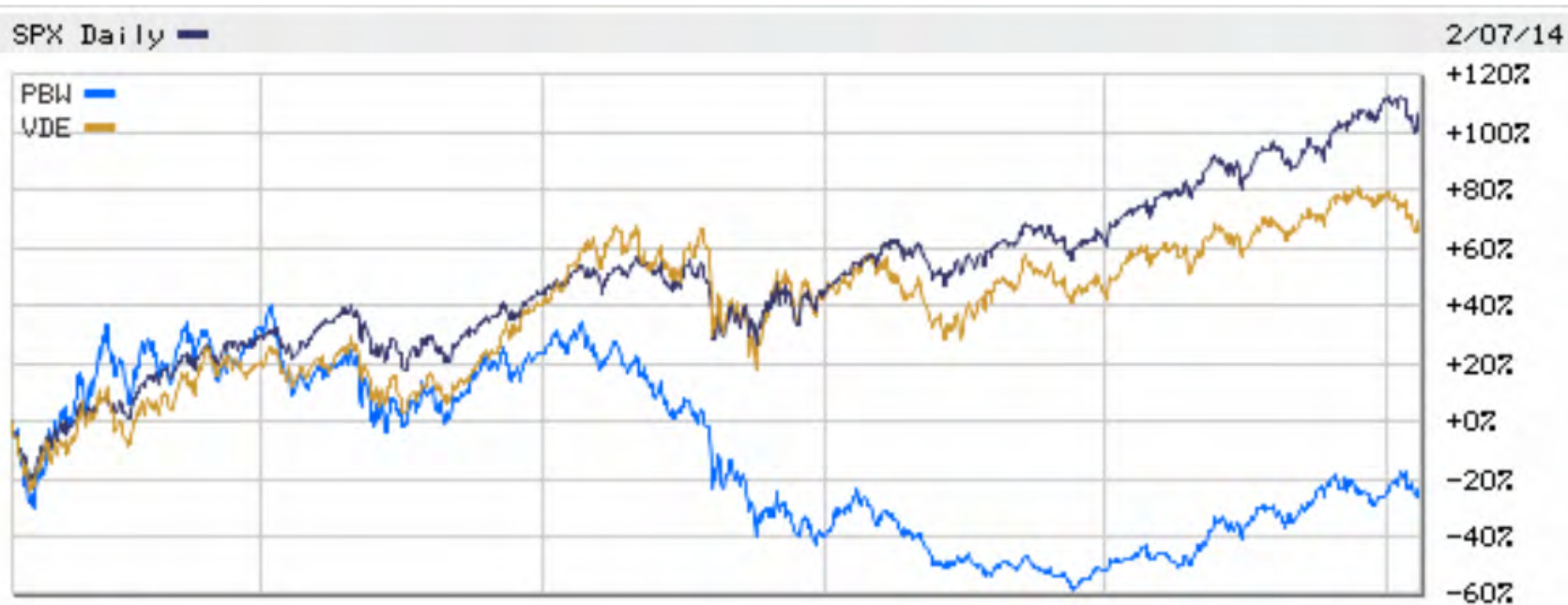
\* Energy Performance is represented by the Vanguard Energy ETF (VDE), which seeks to track the performance of a benchmark index that measures the investment return of stocks in the energy sector.

^Market Performance is represented by the S&P 500 Index

# ENERGY SECTOR UNDERPERFORMED PAST 5 YEARS

Chart of 5 Year Performance thru 12/31/13:

S&P 500 (Black), Energy Sector (Gold), Alternative Energy Sector (Blue)



- Reviewing past five years, avoidance of traditional energy positive for investors
- History offers cautionary tale regarding Alternative Energy reinvestment (Blue Line)

•Chart created at [www.bigcharts.com](http://www.bigcharts.com)

•VDE (Vanguard Energy ETF), represented by the gold line, seeks to track the performance of a benchmark index that measures the investment return of stocks in the energy sector.

•PBW (PowerShares WilderHill Clean Energy Portfolio), represented by the blue line, is based on the WilderHill Clean Energy Index which is designed to deliver capital appreciation through the selection of companies that focus on greener and generally renewable sources of energy and technologies that facilitate cleaner energy.

## Risk and Tracking Error of Various Divestment Options

- Building a carbon-free portfolio does not imply a high risk or high volatility allocation
- Fossil fuel investments make up only 4% of portfolios, on average
- Key demands of student movement: freeze new investments, divest over 5 years, 5% reinvestment in community and energy
- Continuum of divestment options:

	Exclusion of "Filthy Fifteen" Coal Stocks	Exclusion of Oil & Gas and Fuels Stocks	Exclusion of All Carbon-Intensive Stocks
<b>Market Risk (Russell 3000)</b>	17.6657%	17.6657%	17.9500%
<b>Screened Portfolio</b>	17.6662%	17.6758%	17.9633%
<b>Incremental Risk</b>	0.0006%	0.0101%	0.0133%
<b>Theoretical Return Penalty</b>	<b>0.0002%</b>	<b>0.0034%</b>	<b>0.0044%</b>

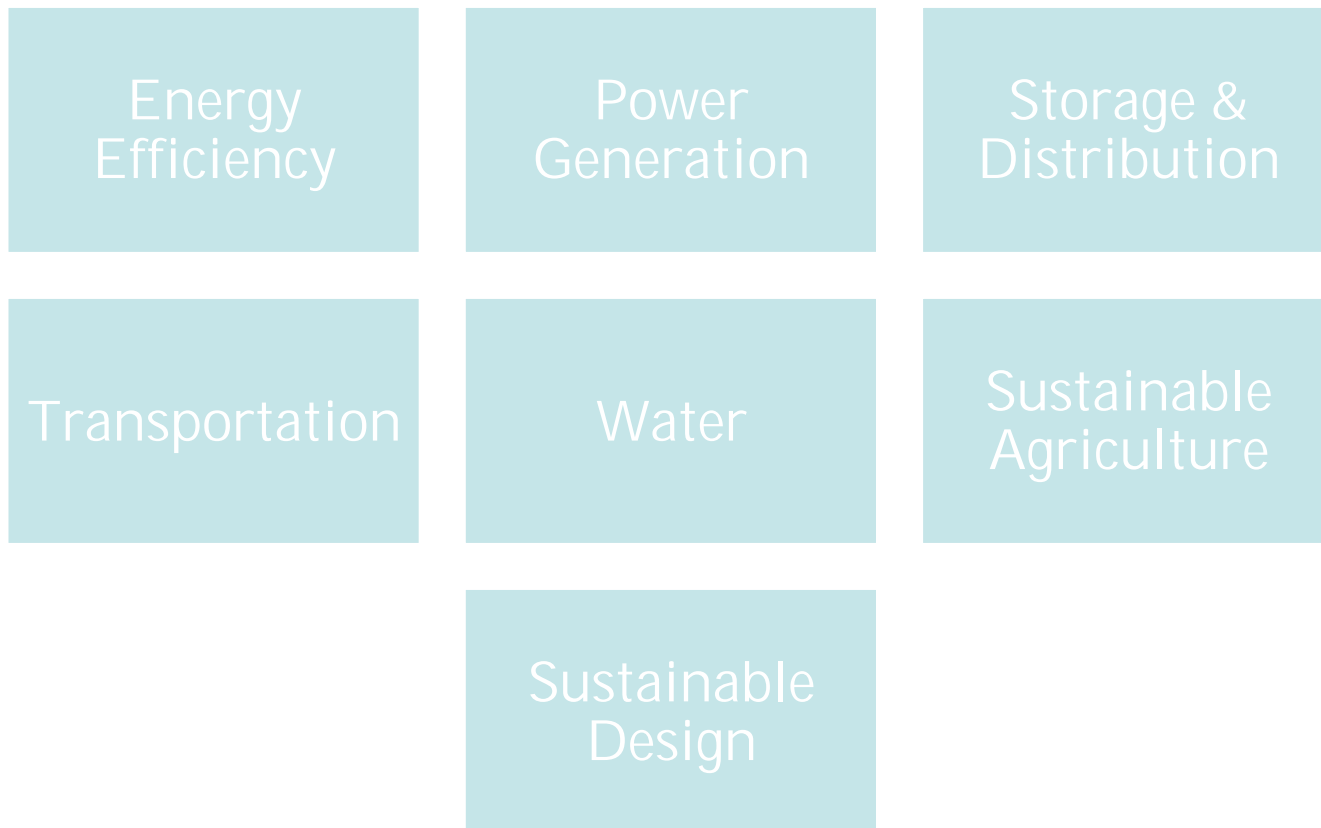
*Broad Carbon Exclusion means all Oil, Gas and Consumable Fuels, Metals and Mining, Electric Utilities, Independent Power Producers and Energy Traders, and Multi-Utilities*

*Sources: Barra Aegis and Aperio Group, Oxford Stranded Asset Report, Responsible Endowment Coalition. Numbers may not total due to rounding. Estimates as of November 30, 2012.*

# REINVESTING AMONG 7 PILLARS

---

Trillium recommends a diversified approach to reinvestment that looks across sectors for companies undertaking one or more of these 7 Pillars:



# ESG MATERIALITY ENERGY SECTOR

---

# COMPONENTS OF ENERGY SECTOR

GICS MAP for Energy:

Sector

**Energy** (10.4% of S&P 1500)

Industry

**Energy Equipment and Services** (2.0%)

**Oil and Gas** (8.4%)

Sub-Industry

Oil and Gas Drilling (0.3%)

Oil and Gas Equipment and Services (1.6%)

Integrated Oil and Gas (4.8%)

Oil and Gas Exploration and Production (2.4%)

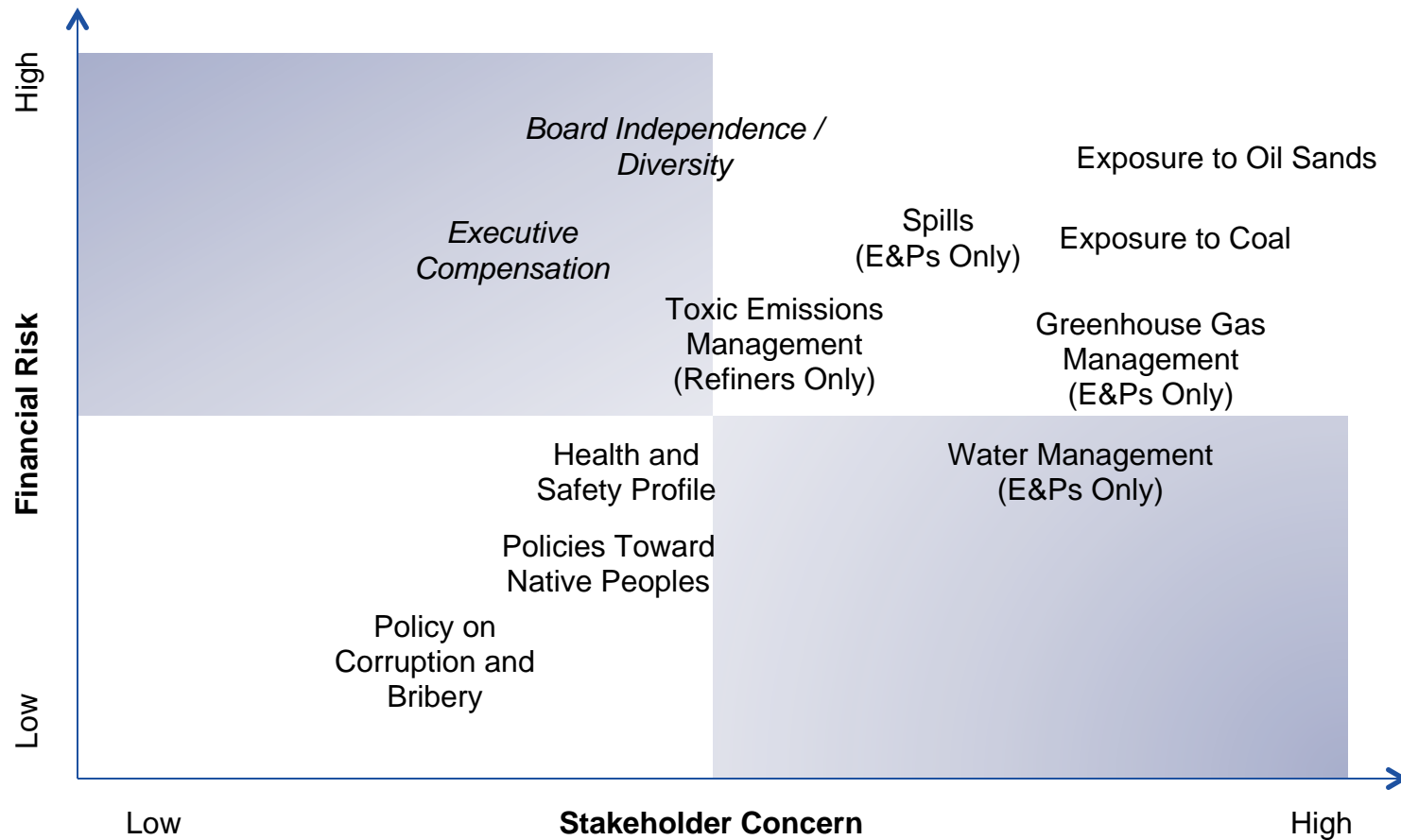
Oil and Gas Refining & Marketing (0.6%)

Oil and Gas Storage & Transport (0.4%)

Coal (0.1%)



# TRILLIUM MATERIALITY MATRIX: OIL & GAS INDUSTRY



# DIVESTMENT STRATEGIES AT TRILLIUM

---

# TRILLIUM'S FOSSIL FUEL FREE INVESTMENT STRATEGIES

Strategy	Description
All Cap Core	Avoids Tar Sands, Coal, Industry ESG Laggards
Fossil Fuel Free Core	No Fossil Fuel Energy or Utility Sector companies
Sustainable Opportunities	Additional positive sustainability criteria employed

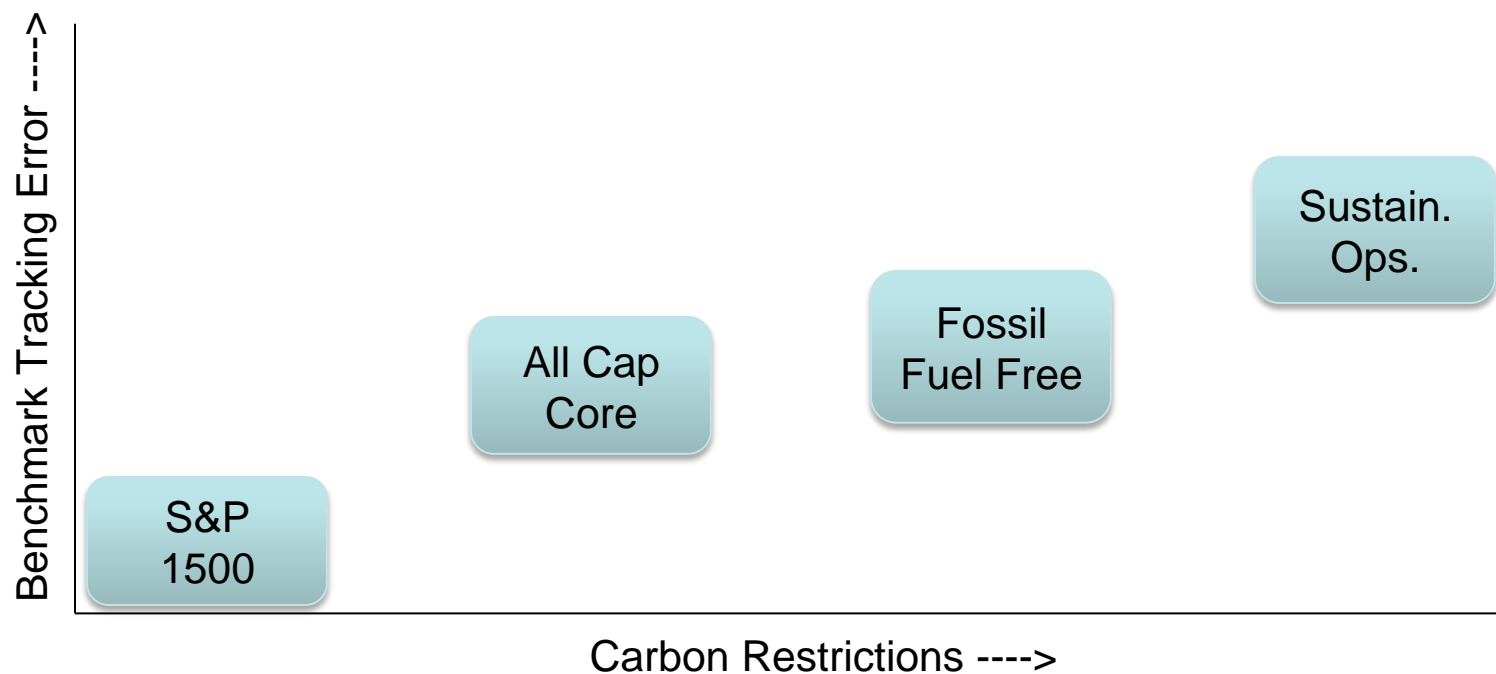
Trillium also has the ability to restrict individual stocks from a portfolio

# ILLUSTRATING TRILLIUM ENERGY EXCLUSIONS

Sample Company	Issue	All Cap	Fossil Fuel Free	Sustain Ops
Exxon	Low ESG	X	X	X
Conoco Philips	Tar Sands	X	X	X
Peabody	Coal	X	X	X
Hess	Oil & Gas Reserves		X	X
National Oilwell Varco	Oil Services		X	X
Spectra Energy	Gas Pipelines		X	X
National Grid	Carbon Emissions		X	X
3M	No Green Solution			X
ABB	Green Solutions			

A complete list of companies that are on Trillium's 'Buy List' is available on request.

# TRACKING ERROR VARIES AMONG APPROACHES



	S&P 1500	All Cap Core	Fossil Fuel Free	Sustainable Ops
Tracking Error 5-Year	0.0%	2.9%	3.3%	5.0%

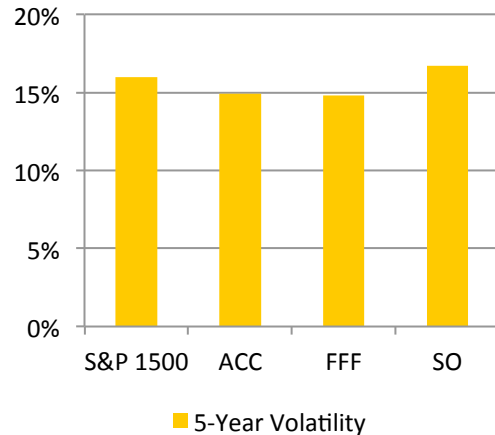
*Disclosure: Tracking error calculated in relation to S&P 1500 using monthly net of fee performance data. All Cap Core, Fossil Fuel Free Core and Sustainable Opportunities performance derived from GIPS client composite as of 12/31/2013. Please see disclosures at end of presentation and further performance detail on GIPS composites available on request.*

# PERFORMANCE STATISTICS: 5 YEARS

---

# STRATEGY PERFORMANCE STATISTICS: 5 YEARS

## 5-Year Volatility



### Definition: **Standard Deviation**

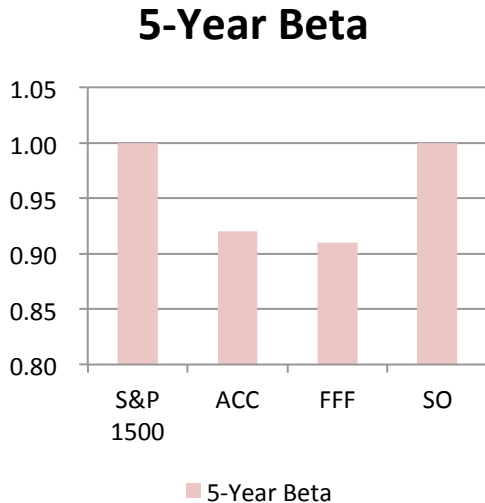
A measure of the dispersion of a set of data from its mean. The more spread apart the data is, the higher the deviation.

In finance, standard deviation is applied to the annual rate of return of an investment to measure the investment's volatility (risk).

	S&P 1500	All Cap Core	Fossil Fuel Free	Sustainable Ops
Volatility	16.0%	14.9%	14.8%	16.7%

*Disclosure: Volatility calculated in relation to S&P 1500 using monthly performance data. All Cap Core (ACC), Fossil Fuel Free strategy (FFF) and Sustainable Opportunities (SO) performance derived from preliminary GIPS client composite for 10/1/08 to 09/30/13. Please see disclosures at end of presentation and further performance detail on GIPS composites available on request.*

# STRATEGY PERFORMANCE STATISTICS: 5 YEARS



## Definition: **Beta**

A measure of a security's or portfolio's volatility, or systematic risk, in comparison to the market as a whole. Also known as "beta coefficient."

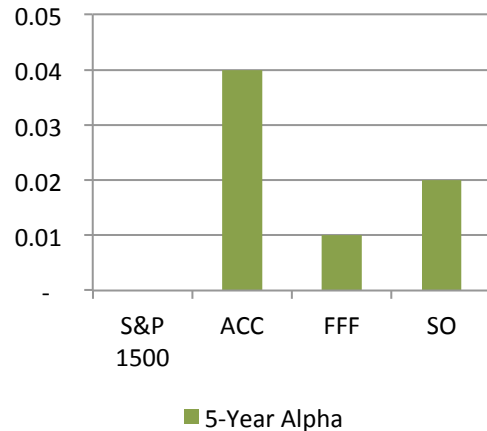
	S&P 1500	All Cap Core	Fossil Fuel Free	Sustainable Ops
Beta	1.00	0.92	0.91	1.00

*Disclosure: Beta calculated in relation to S&P 1500 using monthly performance data. All Cap Core (ACC), Fossil Fuel Free strategy (FFF) and Sustainable Opportunities (SO) performance derived from preliminary GIPS client composite for 10/1/08 to 09/30/13. Please see disclosures at end of presentation and further performance detail on GIPS composites available on request.*



# STRATEGY PERFORMANCE STATISTICS: 5 YEARS

## 5-Year Alpha



### Definition: **Alpha**

The abnormal rate of return on a security or portfolio in excess of what would be predicted by an equilibrium model like the Capital Asset Pricing Model.

	S&P 1500	All Cap Core	Fossil Fuel Free	Sustainable Ops
Alpha	0.00	0.04	0.01	0.02

*Disclosure: Alpha calculated in relation to S&P 1500 using monthly performance data. All Cap Core (ACC), Fossil Fuel Free strategy (FFF) and Sustainable Opportunities (SO) performance derived from preliminary GIPS client composite for 10/1/08 to 09/30/13. Please see disclosures at end of presentation and further performance detail on GIPS composites available on request.*

# EVALUATING DIVESTMENT: KEY QUESTIONS

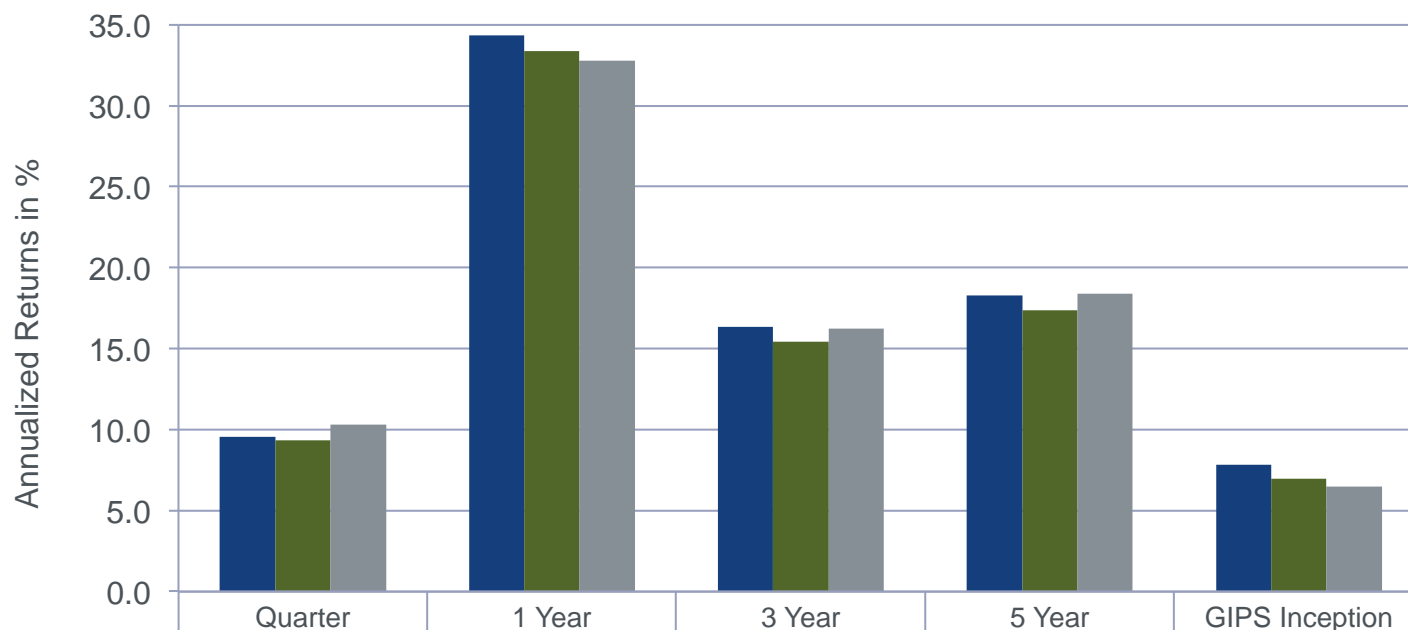
---

- Explore your primary motivation for divesting:  
Financial, Ethical, Political
- Choose the level of fossil fuel exclusion desired
- Evaluate options in relation to your risk tolerance and return objective

# APPENDIX

---

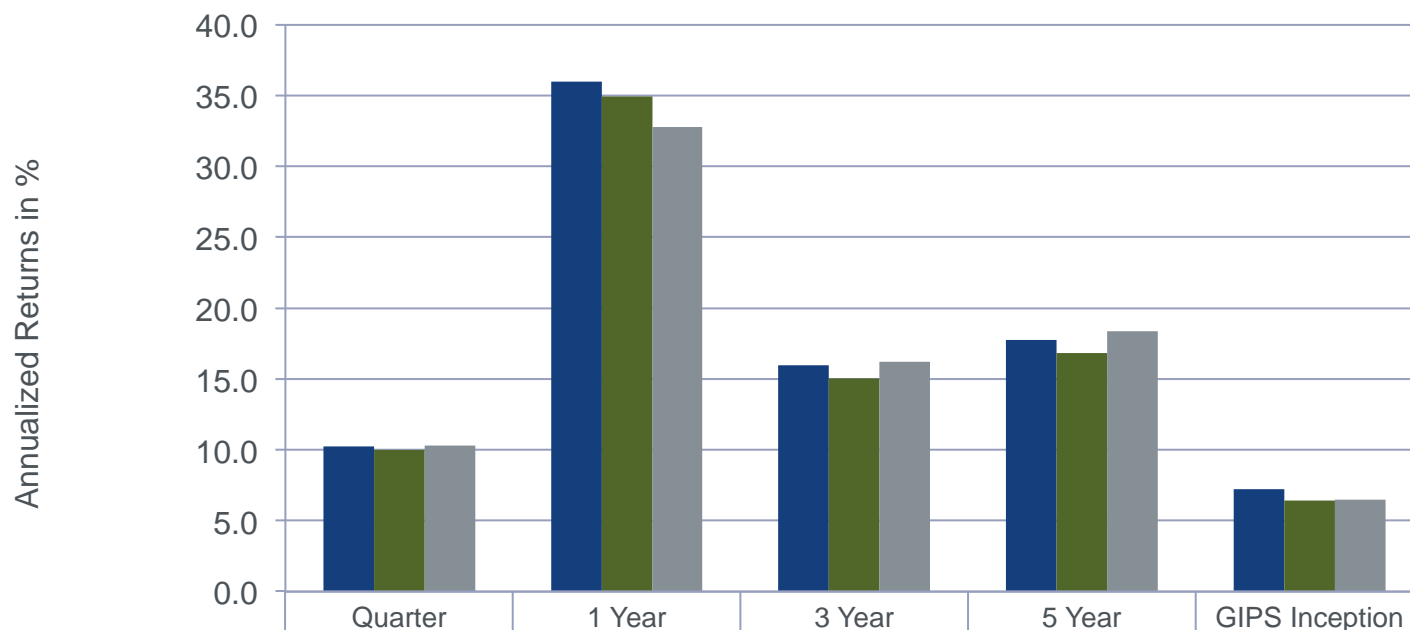
# ALL CAP CORE PERFORMANCE



	Quarter	1 Year	3 Year	5 Year	GIPS Inception
■ All Cap Core, Gross of Fees	9.5	34.3	16.3	18.3	7.8
■ All Cap Core, Net of Fees	9.4	33.4	15.4	17.4	7.0
■ S&P 1500	10.3	32.8	16.2	18.4	6.5

Annualized returns for TRILLIUM ASSET MANAGEMENT® All Cap Core composite, through 12/31/2013. GIPS composite inception is 1/1/2007 for the All Cap Core composite. As of 12/31/13 composite includes 2.4% cash and fixed income. **See All Cap Core Composite Annual Disclosure Presentation in appendix for full disclosure.**

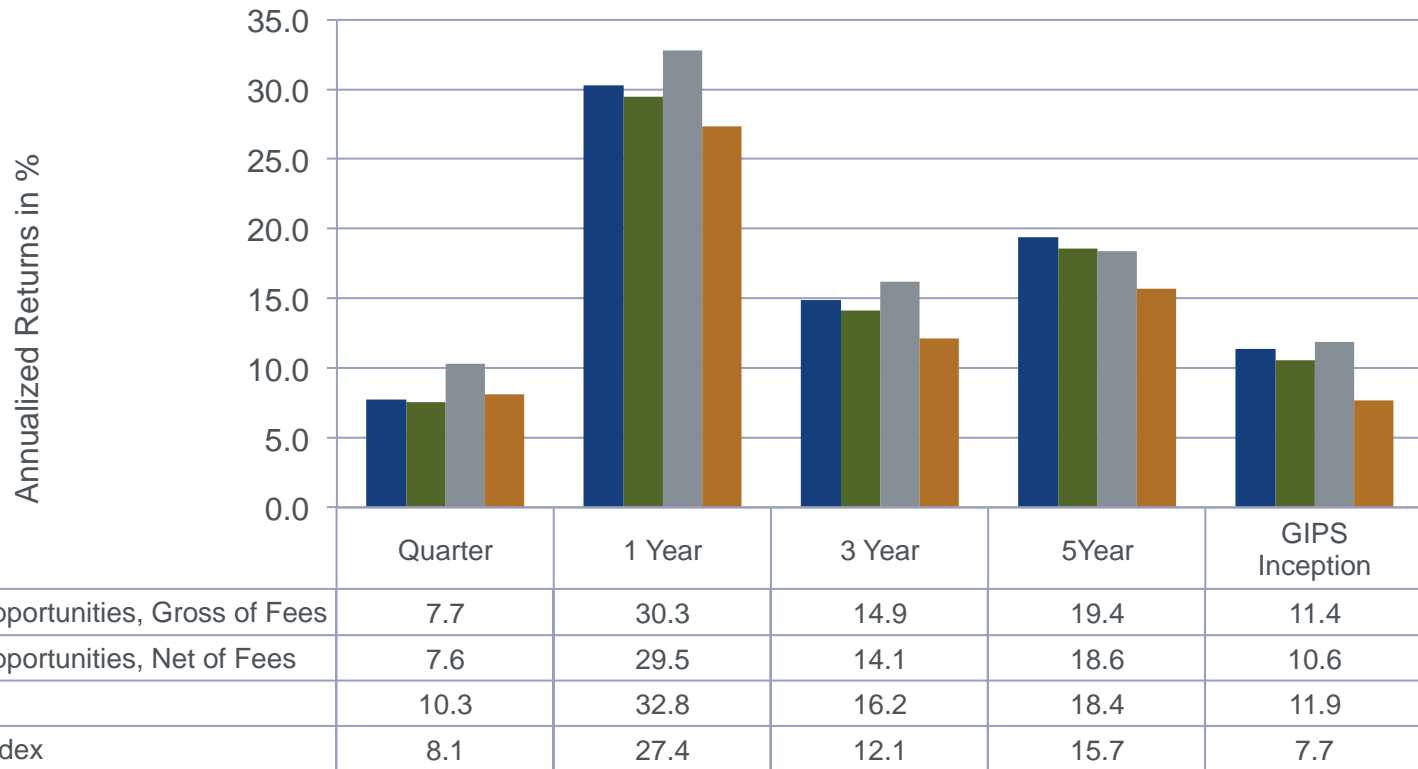
# FOSSIL FUEL FREE CORE PERFORMANCE



	Quarter	1 Year	3 Year	5 Year	GIPS Inception
■ Fossil Fuel Free Core, Gross of Fees	10.2	36.0	16.0	17.7	7.3
■ Fossil Fuel Free Core, Net of Fees	10.0	35.0	15.1	16.8	6.4
■ S&P 1500	10.3	32.8	16.2	18.4	6.5

Annualized returns for TRILLIUM ASSET MANAGEMENT® Fossil Fuel Free Core composite, through 12/31/2013. GIPS composite inception is 1/1/2007 for the Fossil Fuel Free Core composite. As of 12/31/13 composite includes 5.1% cash. See **Fossil Fuel Free Core Composite Annual Disclosure Presentation** in appendix for full disclosure.

# SUSTAINABLE OPPORTUNITIES PERFORMANCE



Annualized returns for TRILLIUM ASSET MANAGEMENT® Sustainable Opportunities composite, through 12/31/2013. GIPS composite inception is 10/1/2008 for the Sustainable Opportunities composite. As of 12/31/13 composite includes 2.9% cash and fixed income. **See Sustainable Opportunities Composite Annual Disclosure Presentation in appendix for full disclosure.**

# ALL CAP CORE COMPOSITE ANNUAL DISCLOSURE PRESENTATION

Year End	Annual Performance Results Composite GROSS	Annual Performance Results Composite NET	Benchmark	Composite 3 Year STD DEV	Benchmark 3 Year STD DEV	Composite Dispersion	Number of Accounts	Composite Assets (USD) (millions)	Total Firm Assets (USD) (millions)
2013	34.32%	33.38%	32.80%	12.20%	12.24%	1.54%	48	\$90	\$1,121
2012	16.72%	15.80%	16.17%	14.87%	15.38%	0.76%	40	\$56	\$941
2011	0.38%	-0.40%	1.75%	17.45%	19.33%	0.72%	33	\$43	\$809
2010	13.37%	12.51%	16.38%	20.51%	22.56%	1.66%	31	\$43	\$782
2009	29.82%	28.74%	27.25%	18.37%	20.27%	1.77%	30	\$32	\$730
2008	-33.20%	-33.74%	-36.72%	n.a.	n.a.	1.51%	33	\$23	\$669
2007	9.47%	8.60%	5.47%	n.a.	n.a.	1.65%	30	\$37	\$891

Trillium Asset Management is an investment advisor registered with the Securities and Exchange Commission under the Investment Advisors act of 1940. For the purposes of establishing and maintaining compliance with the GIPS standards, the firm has elected to define itself exclusive of wrap-fee assets under management both currently and historically.

Trillium All Cap Core seeks to provide competitive long-term returns by investing in a well diversified portfolio across a range of market capitalizations. Stock selection is based on growth-at-a-reasonable-price methodology with an emphasis on industries that offer solutions to significant societal and environmental challenges. The stock selection process emphasizes companies making a positive contribution to society and the economy; however, no stock is added without rigorous financial analysis. For comparison purposes the composite is measured against the S&P 1500. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias.

The All Cap Core Composite was created on September 14th 2011 and has an inception date of January 1, 2007. The U.S. Dollar is the currency used to express valuations and performance. The firm maintains a complete list and description of composites, which is available upon request.

Results are based on fully discretionary accounts under management, including those accounts no longer with the firm. Returns are presented gross and net of management fees and include the reinvestment of all income. Net-of-fee performance is calculated using actual management fees. The Number of Accounts and Composite Assets columns include only the accounts that were in the composite at the end of the year. The annual composite dispersion presented is a gross-of-fees, asset-weighted standard deviation calculated only for the accounts in the composite for the entire year. Additional information regarding the policies for valuing portfolios, calculating performance, and preparing compliant presentations are available upon request. Past performance is not indicative of future results.

The investment management fee schedule for the composite is 1.00% on the first \$2 million of assets under management, and 0.75% for the next \$3 million, and 0.50% for the next \$20 million, and 0.45% for the next \$25 million and 0.40% for all assets under management over \$50 million. A minimum annual fee of up to \$18,000 per account may also apply. Actual investment advisory fees incurred by clients may vary. Additional information on Trillium Asset Management's investment management fees can be found on its Form ADV, Part II

Trillium Asset Management claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Trillium Asset Management has been independently verified for the periods January 1, 2007 through September 30, 2013. A copy of the verification report(s) is/are available upon request. Verification assesses whether (1) the firm has complied with all the composite construction requirements of the GIPS standards on a firm-wide basis and (2) the firm's policies and procedures are designed to calculate and present performance in compliance with the GIPS standards. Verification does not ensure the accuracy of any specific composite presentation.

# FOSSIL FUEL FREE CORE COMPOSITE ANNUAL DISCLOSURE PRESENTATION

Year End	Annual Performance Results Composite GROSS	Annual Performance Results Composite NET	Benchmark	Composite 3 Year STD DEV	Benchmark 3 Year STD DEV	Composite Dispersion	Number of Accounts	Composite Assets (USD) (millions)	Total Firm Assets (USD) (millions)
2013	36.00%	34.95%	32.80%	11.48%	12.24%	1.54%	5	\$6	\$1,121
2012	15.44%	14.53%	16.17%	14.02%	15.38%	n.a.	Less than 5	\$2	\$941
2011	-0.62%	-1.43%	1.75%	17.43%	19.33%	n.a.	Less than 5	\$2	\$809
2010	10.29%	9.42%	16.38%	20.70%	22.56%	n.a.	Less than 5	\$2	\$782
2009	31.42%	30.41%	27.25%	18.70%	20.27%	n.a.	Less than 5	\$2	\$730
2008	-32.83%	-33.38%	-36.72%	n.a.	n.a.	n.a.	Less than 5	\$1	\$669
2007	7.48%	6.64%	5.47%	n.a.	n.a.	n.a.	Less than 5	\$2	\$891

Trillium Asset Management is an investment advisor registered with the Securities and Exchange Commission under the Investment Advisors act of 1940. For the purposes of establishing and maintaining compliance with the GIPS standards, the firm has elected to define itself exclusive of wrap-fee assets under management both currently and historically.

Trillium Fossil Fuel Free Core seeks to provide competitive long-term returns by investing in a well diversified portfolio across a range of market capitalizations while eliminating all exposure to fossil fuel stocks. Stock selection is based on growth-at-a-reasonable-price methodology with an emphasis on industries that offer solutions to significant societal and environmental challenges. The stock selection process emphasizes companies making a positive contribution to society and the economy; however, no stock is added without rigorous financial analysis. For comparison purposes the composite is measured against the S&P 1500. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias.

The Fossil Fuel Free Core Composite was created on August 28th 2011 and has an inception date of January 1, 2007. The U.S. Dollar is the currency used to express valuations and performance. The firm maintains a complete list and description of composites, which is available upon request.

Results are based on fully discretionary accounts under management, including those accounts no longer with the firm. Returns are presented gross and net of management fees and include the reinvestment of all income. Net-of-fee performance is calculated using actual management fees. The Number of Accounts and Composite Assets columns include only the accounts that were in the composite at the end of the year. The annual composite dispersion presented is a gross-of-fees, asset-weighted standard deviation calculated only for the accounts in the composite for the entire year. Additional information regarding the policies for valuing portfolios, calculating performance, and preparing compliant presentations are available upon request. Past performance is not indicative of future results.

The investment management fee schedule for the composite is 1.00% on the first \$2 million of assets under management, and 0.75% for the next \$3 million, and 0.50% for the next \$20 million, and 0.45% for the next \$25 million and 0.40% for all assets under management over \$50 million. A minimum annual fee of up to \$18,000 per account may also apply. Actual investment advisory fees incurred by clients may vary. Additional information on Trillium Asset Management's investment management fees can be found on its Form ADV, Part II.

Trillium Asset Management claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Trillium Asset Management has been independently verified for the periods January 1, 2007 through September 30, 2013. A copy of the verification report(s) is/are available upon request. Verification assesses whether (1) the firm has complied with all the composite construction requirements of the GIPS standards on a firm-wide basis and (2) the firm's policies and procedures are designed to calculate and present performance in compliance with the GIPS standards. Verification does not ensure the accuracy of any specific composite presentation.



# SUSTAINABLE OPPORTUNITIES COMPOSITE ANNUAL DISCLOSURE PRESENTATION

Year End	Annual Performance Results Composite GROSS	Annual Performance Results Composite NET	Benchmark	Composite 3 Year STD DEV	Benchmark 3 Year STD DEV	Composite Dispersion	Number of Accounts	Composite Assets (USD) (millions)	Total Firm Assets (USD) (millions)
2013	30.32%	29.47%	32.80%	13.32%	12.24%	1.68%	34	\$73	\$1,121
2012	16.44%	15.64%	16.17%	16.24%	15.38%	1.10%	25	\$39	\$941
2011	0.00%	-0.62%	1.75%	19.86%	19.33%	0.52%	15	\$18	\$809
2010	12.95%	12.22%	16.38%	n.a.	n.a.	n.a.	11	\$12	\$782
2009	41.44%	40.33%	27.25%	n.a.	n.a.	n.a.	7	\$10	\$730
2008*	-27.38%	-27.57%	-22.36%	n.a.	n.a.	n.a.	Less than 5	\$2	\$669

\*Inception date is October 1, 2008.

Trillium Asset Management is an investment advisor registered with the Securities and Exchange Commission under the Investment Advisors act of 1940. For the purposes of establishing and maintaining compliance with the GIPS standards, the firm has elected to define itself exclusive of wrap-fee assets under management both currently and historically.

Trillium Sustainable Opportunities Composite seeks to provide long-term investment growth by investing in companies positioned to thrive as we transition to a more sustainable economy. Sustainable Opportunities is a growth-seeking sustainability-themed investment discipline for investors with a long-term time horizon and a willingness to accept higher-than-average volatility relative to standard equity benchmarks. Sustainable Opportunities draws from Trillium's overall buy-list of companies with strong sustainability profiles, with an additional thematic requirement that companies must be addressing one of the following themes through their core business: Green Solutions, Economic Empowerment, and Healthy Living. For comparison purposes the composite is measured against the S&P 1500. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias.

The Sustainable Opportunities Strategy Composite was created on August 28th 2011 and has an inception date of October 1, 2008. The U.S. Dollar is the currency used to express valuations and performance. The firm maintains a complete list and description of composites, which is available upon request.

Results are based on fully discretionary accounts under management, including those accounts no longer with the firm. Returns are presented gross and net of management fees and include the reinvestment of all income. Net-of-fee performance is calculated using actual management fees. The Number of Accounts and Composite Assets columns include only the accounts that were in the composite at the end of the year. The annual composite dispersion presented is a gross-of-fees, asset-weighted standard deviation calculated only for the accounts in the composite for the entire year. Additional information regarding the policies for valuing portfolios, calculating performance, and preparing compliant presentations are available upon request. Past performance is not indicative of future results.

The investment management fee schedule for the composite is 1.00% on the first \$2 million of assets under management, and 0.75% for the next \$3 million, and 0.50% for the next \$20 million, and 0.45% for the next \$25 million and 0.40% for all assets under management over \$50 million. A minimum annual fee of up to \$18,000 per account may also apply. Actual investment advisory fees incurred by clients may vary. Additional information on Trillium Asset Management's investment management fees can be found on its Form ADV, Part II.

Trillium Asset Management claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Trillium Asset Management has been independently verified for the periods January 1, 2007 through September 30, 2013. A copy of the verification report(s) is/are available upon request. Verification assesses whether (1) the firm has complied with all the composite construction requirements of the GIPS standards on a firm-wide basis and (2) the firm's policies and procedures are designed to calculate and present performance in compliance with the GIPS standards. Verification does not ensure the accuracy of any specific composite presentation.

# DISCLOSURE: IMPORTANT INFORMATION

---

The S&P Indices are widely recognized, unmanaged indices of common stock. It is not possible to invest directly in an index. The S&P 500 Index is recognized as a gauge of the large cap U.S. equities market. The S&P 1000 combines the S&P MidCap 400 and the S&P SmallCap 600, to form a benchmark for the mid-small cap universe of the U.S. equity market. The S&P 1500 combines three indices, the S&P 500, the S&P MidCap 400, and the S&P SmallCap 600 to cover approximately 90% of the U.S. market capitalization.

The MSCI World Index is a widely recognized, free float-adjusted, market capitalization weighted Index. It is not possible to invest directly in an index. The MSCI World Index is recognized as a gauge of equity market performance for global developed markets. As of May 30, 2011, the index contained the following 24 developed market indices: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Hong Kong, Ireland, Israel, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Singapore, Spain, Sweden, Switzerland, the United Kingdom, and the United States.

The Russell 2500 Index measures the performance of the small to mid-cap segment of the U.S. equity universe, commonly referred to as "smid" cap. The Russell 2500 is a subset of the Russell 3000® Index. It includes approximately 2500 of the smallest securities based on a combination of their market cap and current index membership. It is not possible to invest directly in an index.

Investments in smaller companies generally carry greater risk than is customarily associated with larger companies for various reasons, such as narrower markets, limited financial resources and less liquid stock.

The views expressed are those of the authors and Trillium Asset Management, LLC as of the date referenced and are subject to change at any time based on market or other conditions. These views are not intended to be a forecast of future events or a guarantee of future results. These views may not be relied upon as investment advice. The information provided in this material should not be considered a recommendation to buy or sell any of the securities mentioned. It should not be assumed that investments in such securities have been or will be profitable. To the extent specific securities are mentioned, they have been selected by the authors on an objective basis to illustrate views expressed in the commentary and do not represent all of the securities purchased, sold or recommended for advisory clients. The information contained herein has been prepared from sources believed reliable but is not guaranteed by us as to its timeliness or accuracy, and is not a complete summary or statement of all available data. This piece is for informational purposes and should not be construed as a research report.



**TRILLIUM ASSET MANAGEMENT®**

Two Financial Center | 60 South Street, Suite 1100 | Boston, MA 02111 | 617-423-6655

**Presenter : Jim Key****Start Time : 2:45 PM****Item No : 10****Proposed By : Stephanie Carey Maron****Time Req : 15****Proposed : 3/25/2014****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 : Larry Ladd****Start Time : 3:00 PM****Item No : 11****Proposed By : Stephanie Carey Maron****Time Req : 60****Proposed : 3/25/2014****Item Type : Information Items**

Policy No.	Description	Ref No
3.10.1	The Board shall adopt in a timely manner any policies needed to implement resolutions of the General Assembly (GA).	403378

**Description : Board Discussion on Business Resolution****Details :****Attachments :**

No Attachments

**Presenter :** Sarah Stewart**Start Time :** 4:00 PM**Item No :** 12**Proposed By :** Stephanie Carey Maron**Time Req :** 30**Proposed :** 3/25/2014**Item Type :** Information Items

Policy No.	Description	Ref No
3.7	<p>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.</p> <p>Accordingly:</p>	404305
3.8	<p>The Board's work to define Board vs. operational committees is continuing, and is expected to continue for some time, as we gain both experience and education in and about governance. Directionally, in accordance with Policy Governance principles, the Board wants to move toward this statement:</p> <p>"A Board committee serves only to support the Board in its work. A Board committee's existence and charge come directly from the Board, regardless whether Trustees sit on the committee."</p> <p>The Board notes that six committees formed by Section 7.1 of our Bylaws do not fit this directional statement. Their charge does not come from the Board. Discernment and decision making about roles and accountability continues as described above. If Bylaw changes are needed, the Board will bring proposals forward.</p> <p>As the Board finalizes decisions about Board committees, they will be listed in this Policy. At this time, the following committees are considered to be Board Committees. Since the Board has not spoken on others yet, they remain under discernment. Board Committees as of May 2009:</p> <ul style="list-style-type: none"><li>- Finance Committee</li><li>- Executive Committee</li><li>- Committee on Committees</li><li>- Audit Committee</li><li>- Open UUA [Unitarian Universalist Association] Committee</li></ul>	404458

**Description :** Committee Working Group**Details :****Attachments :**

No Attachments

<b>Presenter :</b> Sarah Stewart	<b>Start Time :</b> 4:30 PM	<b>Item No :</b> 13
<b>Proposed By :</b> Stephanie Carey Maron	<b>Time Req :</b> 30	
<b>Proposed :</b> 3/25/2014	<b>Item Type :</b> Information Items	

Policy No.	Description	Ref No
3.8.3	Appointments Committee	404530

**Description :** Appointments Committee Proposal

**Details :**

**Attachments :**

No Attachments

<b>Presenter :</b> James Snell	<b>Start Time :</b> 5:00 PM	<b>Item No :</b> 14
<b>Proposed By :</b> Stephanie Carey Maron	<b>Time Req :</b> 15	
<b>Proposed :</b> 3/25/2014	<b>Item Type :</b> 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 :** Process Observation

**Details :**

**Attachments :**

No Attachments



Ref No:  
504160

**Board Meeting**  
**Agenda Summary**  
**Sunday, April 13, 2014**  
**9:00 AM**

UUA Headquarters  
25 Beacon Street  
Boston, MA 02108

Item No.	Item	Time Req.	Start Time	Ref No.
1	Worship - Sanctuary Boston	30	9:00 AM	504223
2	Entrepreneurial Ministries	30	9:30 AM	504224
3	Communications	30	10:00 AM	504225
4	Break	15	10:30 AM	504226
5	GA Final Agenda	30	10:45 AM	504227
6	Identify Actions / Motions	45	11:15 AM	504228
7	June Board Agenda	30	12:00 PM	504229
8	Process Observation	15	12:30 PM	504230

**Presenter :** Jim Key**Start Time :** 9:00 AM**Item No :** 1**Proposed By :** Stephanie Carey Maron**Time Req :** 30**Proposed :** 3/25/2014**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 :** Worship - Sanctuary Boston**Details :** with David Ruffin**Attachments :**

No Attachments

**Presenter :** Jim Key**Start Time :** 9:30 AM**Item No :** 2**Proposed By :** Stephanie Carey Maron**Time Req :** 30**Proposed :** 3/25/2014**Item Type :** Information Items

Policy No.	Description	Ref No
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.	482760
1.7	There is an increase in the number of Unitarian Universalist congregations and communities	482759
1.6	There is an increase in the number of people served by Unitarian Universalist congregations and communities.	482758

**Description :** Entrepreneurial Ministries**Details :** with David Ruffin**Attachments :**

No Attachments



**Presenter :** Lew Phinney

**Start Time :** 10:00 AM

**Item No :** 3

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 3/25/2014

**Item Type :** Information Items

Policy No.	Description	Ref No
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
3.4	<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 :** Communications

**Details :**

**Attachments :**

No Attachments

**Presenter :** Jim Key

**Start Time :** 10:30 AM

**Item No :** 4

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Donna Harrison

**Start Time :** 10:45 AM

**Item No :** 5

**Proposed By :** Stephanie Carey Maron

**Time Req :** 30

**Proposed :** 3/25/2014

**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
3.10	Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.	403369

**Description :** GA Final Agenda

**Details :** Board Positions / Speakers

**Attachments :**

No Attachments

<b>Presenter :</b> Jim Key	<b>Start Time :</b> 11:15 AM	<b>Item No :</b> 6
<b>Proposed By :</b> Stephanie Carey Maron	<b>Time Req :</b> 45	
<b>Proposed :</b> 3/25/2014	<b>Item Type :</b> 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

**Description :** Identify Actions / Motions

**Details :**

**Attachments :**

No Attachments

<b>Presenter :</b> Donna Harrison	<b>Start Time :</b> 12:00 PM	<b>Item No :</b> 7
<b>Proposed By :</b> Stephanie Carey Maron	<b>Time Req :</b> 30	
<b>Proposed :</b> 3/25/2014	<b>Item Type :</b> Information Items	

Policy No.	Description	Ref No
3.5	<p>The Board will follow an annual agenda which</p> <ul style="list-style-type: none"> <li>(a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and</li> <li>(b) continually improves Board performance through Board education and enriched input and deliberation.</li> </ul>	403882

**Description :** June Board Agenda

**Details :**

**Attachments :**

No Attachments

**Presenter :** Michael Sallwasser

**Start Time :** 12:30 PM

**Item No :** 8

**Proposed By :** Stephanie Carey Maron

**Time Req :** 15

**Proposed :** 3/25/2014

**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 :** Process Observation

**Details :**

**Attachments :**

No Attachments