

Thursday, January 20, 2022

CLOSED SESSION (3 hours)

Pacific	Mountain	Central	Eastern	Item	With
3:00	4:00	5:00	6:00	Vespers	
				Extended Check-In	
				Getting to Know One Another	
<i>END CLOSED SESSION</i>					

Friday, January 21, 2022

Pacific	Mountain	Central	Eastern	Item	With
8:00	9:00	10:00	11:00	Board Covenant	
				Consent Agenda <ul style="list-style-type: none"> Draft October 15-16, 2021 UUA Board Meeting Minutes Draft November 8, 2021 UUA Board Meeting Minutes Draft December 13, 2021 UUA Board Meeting Minutes 	Charles Du Mond
				Staff Reports <ul style="list-style-type: none"> Key Updates Financial Overview – Stewardship and Development Income Report Leadership Development 	Susan Frederick-Gray Carey McDonald Andrew McGeorge Lauren Smith
				Financial Secretary's Report	Kathy Burek

••••• *BREAK* – 10am-11am PT / 11am-12pm MT / 12pm-1pm CT / 1pm-2pm ET •••••

Pacific	Mountain	Central	Eastern	Item	With
11:00	12:00	1:00	2:00	Bylaws	Barbara de Leeuw
				Ministerial Fellowship Committee	Ministerial Fellowship Committee
				General Assembly Planning	
2:00	3:00	4:00	5:00	Closing	



Saturday, January 22, 2022

Pacific	Mountain	Central	Eastern	Item	With
8:00	9:00	10:00	11:00	Presidential Search Committee	Presidential Search Committee
				Commission on Institutional Change Work	
				General Assembly Planning Continued	

••••• *BREAK* – 10am-11am PT / 11am-12pm MT / 12pm-1pm CT / 1pm-2pm ET •••••

Pacific	Mountain	Central	Eastern	Item	With
11:00	12:00	1:00	2:00	Article II Study Commission Update	Article II Study Commission
				Governance Working Group	
				Other Business (as needed)	
<i>EXECUTIVE SESSION (2 HOURS)</i>					

Board of Trustees

MEETING: October 15-16, 2021

Pursuant to notice duly given, this meeting of the Board of Trustees of the Unitarian Universalist Association was held via Zoom conferencing.

MEMBERS PRESENT: Kathy Burek, Barbara de Leeuw, Charles Du Mond (Co-Moderator), Suzanne Fast, Susan Frederick-Gray (President), Sherman Logan, Elizabeth Mount, John Newhall, JeKaren Olaoya, Lucia Santini Field (Financial Advisor), Meg Riley (Co-Moderator), Tom Schade, Sam Trumbore, Bill Young

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Andrew McGeorge (Treasurer), Stephanie Carey Maron, Chris Buice (chaplain), LaTonya Richardson, Rob Kipp, Stephanie Samson, Meg Richardson, Janette Lallier, Jack Reich, Sofia Betancourt, Carrie Stewart, Cathy Seggel, James Snell, Denise Rimes, Jamie Dingus

Meeting Minutes

Co-Moderator Charles Du Mond welcomed members and observers, and reviewed the Board's covenant.

Consent Agenda

The consent agenda, which included the September Board meeting minutes, was unanimously approved.

The application to membership from the New Brackett Memorial Church was separately unanimously approved, welcoming them into the UUA. The Board added a caveat with their approval, which was a request and expectation that New Brackett include disability status in their non-discrimination clause, which reflects the UUA's commitment to include all abilities in Section C-2.3 of our bylaws.”

Board members noted that future applications for new congregations should include disability in their non-discrimination clause.

President and Staff Report

Executive Vice President Carey McDonald gave an update on the Pacific Western Region. The region's four district boards have been in conversation about transitioning into a single regional entity, with three of the Boards already taking concrete actions in this direction. He also shared information on the status of UUA offices at 24 Farnsworth Street, which remain in low-access mode. Staff have been working well in virtual operations, and there is no rush to return to the office. There is agreement and commitment not to return to pre-pandemic norms of being in the office, but still many questions to answer about what the new normal will be. EVP McDonald also noted the new requirement for COVID vaccinations for all staff.



President's Reflections

President Susan Frederick-Gray shared reflections. She said that the upcoming UUA presidential election is front of mind, and that UUA staff are already thinking about how to make it a smooth transition. She gave an update on the ongoing pandemic response for both UUA staff and with congregations and constituents. She described the new structure for the Side With Love Organizing Strategy Team, building on success of UU the Vote and skill up UUs in organizing for justice locally and nationally. She shared the work of UUA staff and volunteers to implement the recommendations from the Commission on Institutional change, including anti-racism frameworks and resources, widening the pathway to ministry, investments in youth and young adult ministry, and supporting conversations around money, grantmaking, fundraising.

President Frederick-Gray named the capacity limits among our staff and across the Association as a whole, with many leaders burned out and exhausted. The layers of trauma and grief are heightening conflict and increasing staff demands. She noted that the competitive labor market, the many examples of staff leaving their positions in congregations, and reports that fewer ministerial candidates are being interviewed by the Ministerial Fellowship Committee, there is the potential for a major staff shortage. She shared efforts to improve feedback systems for congregational staff, ministers and volunteer leaders to reduce conflict and address tension, working with the Hope For Us conflict engagement team. She described a proposal currently in development to identify congregations which have a pattern of difficult staff departures to allow the UUA to provide extra support. This would be parallel to the Review Team process for ministers who leave in conflicted situations. Finally, she noted that the UUA's ability to develop these systems for feedback and accountability has improved during the pandemic, as congregational leaders are in more regular contact with the UUA.



Financial Update

Treasurer/CFO Andrew McGeorge shared the results from FY21, which generated an operating surplus. He noted the impact of the new Beacon Press/UUA Financial Agreement, nearing completion, which includes a surplus sharing provision if Beacon has exceptional financial performance. He reviewed the Q1 forecast, which showed a number of negative and positive financial impacts. However, the strong returns from congregational giving through the Annual Program Fund at this point in the year is leading to a positive budget outlook.

The meeting took a break from 1:00 – 2:00 pm.

Presidential Search Committee

Members of the Presidential Search Committee introduced themselves, their covenant, and process. They said they anticipated applications for UUA president would open in April 2022, and would be due in June of 2022. Board members shared they are reviewing and updating the president's job description, which they plan to send to PSC in the next month. Discussion focused on how to promote an open, collaborative relationship between the Board and the PSC.

Members discussed the overall skills and qualities needed for the next president, including:

- The pandemic has accelerated generational shifts in religious practice, the next president should help clarify the value of religious community
- Recognize the overall exhaustion and trauma of the church, leaders will need to reweave threads of community

- Bringing together disparate groups to create true transformation, with an ability to build coalitions as a collaborative leader
- Be the shepherd, focused on the horizon; low-ego, help the whole community move forward and respond to unexpected challenges
- Not about themselves, their agenda or need to create a “new direction,” want a leader who empowers others and engages horizontally rather than someone who seems themselves at the top of the pyramid
- A leader who can operate with flexibility, facing existential challenges to our economy and climate

The meeting took a break 3:40 – 3:50pm.

General Assembly

Board members reviewed the overall plan for a multi-platform event for both online and onsite programs. They shared outcomes from the September GA MAP planning meetings, including the GA theme: “Meet the Moment – Reimagining Radical Faith Community.”

GA Planning Committee

Co-Moderator Riley, and Elizabeth Mount as the Board’s liaison, gave an update on the GA Planning Committee. They noted the GAPC has been in decline, currently down to two members, as work has shifted to the Board and to the staff. They shared a proposal to shift the GAPC so that it is comprised of the people who plan and execute the event (e.g. leads of different teams). This might require the membership of the committee change annually based on who is in which roles, rather than the current elected model in the UUA Bylaws. By consolidating different tables of conversation, this would help planning evolve from a consultative model to have more real-time input before problems arise.

Business Agenda and Process

Members discussed a proposal to spread out business discussions over the spring months before GA. This would require posting proposed bylaw changes or business items much earlier, and soliciting feedback that can be incorporated into the final agenda version. It would also allow the Board to move to ballot-based voting at GA instead of live voting, which would be much more accessible for online and onsite delegates at the same time. The general sessions would still have discussion time, which could use a progressive or other format, while ballot voting was happening online.

The Commission on Social Witness reported they are changing the timeline for submitting Actions of Immediate Witness to start before GA. The CSW also noted they are discouraging submissions of new congregational study/action issues, so that they can focus on the 2021 statement of conscience on undoing systemic white supremacy.

GA Budget and Registration Fees

The Board reviewed the new three-tier fee structure:

- 1) Online registration fee for virtual programs
- 2) Onsite registration fee for in-person programs, including access to virtual program library
- 3) Delegate registration for the business meeting, with a sliding scale donation

Discussion noted key shifts in the budget, such as increased production and music support, accessibility costs increased and moved to the production line, and youth



and young adult-specific program grants moved to the UUA operating budget while general UUA travel and administrative support went up.

GA Communication

Board members agreed on the need for ongoing GA communications, and JeKaren Olaoya and Tom Schade joined the Board's communications working group.

The meeting ended at 5:05 pm.

SATURDAY, October 16

Additional Participants – LaTonya Richardson, Larry Ladd, Elias Ortega, Margie Manning, Carrie Stewart, Sofia Betancourt, Jack Reich, Melissa Carvill-Ziemer, Dick Burkhart, Frank Casper, Meg Richardson, Becky Brooks

Co-Moderator Meg Riley opened the meeting at 11:00 am with a reading.

Bylaws Working Groups updates

Barbara de Leeuw gave updates on the process of rewriting the UUA Bylaws, reporting from the monthly Deep Divers Group and the weekly Writers Team. She noted that many of the tensions and conflicting structures of the UUA Bylaws come from dynamics that are hundreds of years old. In the past few decades, three different UUA commissions have called for a more responsive, flexible and streamlined governance system. In its 2020 report, the Commission on Institutional Change recommended bylaws that promote flexibility, agility and innovation, clear focus on mission and continuity if this focus; restructuring roles to clarify accountability; streamlined governance structures; metrics in making progress towards innovation; and redefining our polity in a way that supports interdependence.

Bylaws working groups raised big picture questions for the Board to discuss; the taskforce goal is to present a complete rewrite of the UUA bylaws, done in manageable stages between GA22-23, bylaws which are simpler, more straightforward and more flexible. Bylaws are heavy on procedure, light on defining roles and authorities

- What is in the bylaws, what belongs in rules/policy/procedures?
- Who is (or should be) a member of the UUA, and who is the UUA accountable to?
- What is ministry, and what is the UUA's interest/role in its definition and regulation?

The Board discussed the role of General Assembly from the perspective of bylaws, roles, and governance (see notes in Appendix).

COIC Implementation

Suzanne Fast and Sofia Betancourt reported back from the Design Team charged to propose an accountability commission, as called for by the Commission on Institutional Change report. The team's other members included CB Beal and former Trustee Leslie MacFadyen. She noted that while the Design Team did not make a specific proposal, the past year was the first iteration of the design work. There remains a strong commitment to creating an accountability commission, integrating the learning from the past year's design conversations. Getting input on



other models (e.g. the Presbyterian Church USA’s diversity commission) before the next iteration of this work.

They noted the method for an accountability commission laid out in the COIC report was borrowed from the process used for Justice General Assembly 2012, gathering representatives from marginalized groups to consult on key decisions. The Design Team agreed that this model can work well for a discrete task but would not work well for the ongoing transformation of the whole UUA. They agreed that regular venue or roundtable for marginalized groups within the UUA is essential, but not oriented around monitoring the UUA. Monitoring UUA operations is an unfair expectation of these groups, and does not support their need to tend to their own communities.

Instead, the Design Team recommends the UUA create an independent group with staff and consultant support, that includes UUs and UU adjacent members with experience in Diversity, Equity, and Inclusion (DEI) organizational development. This ongoing blended group would be involved with advising key decisions in the Association in real time. They noted that the Board and staff cannot effectively audit or evaluate their own anti-oppression work, this must be done independently and professionally.



Discussion explored whether models of process observers or financial audits are a good parallel to the direction which the Design Team is suggesting. There are similarities to an audit process, including the ability to hire external firms to do evaluations (many DEI firms now exist), and the ongoing dialogue through the Audit & Risk Committee between auditors and staff and volunteer leaders. However, Board members were clear that evaluation cannot just be after the fact, that the accountability leads need to be in the room when decisions are made. More importantly, there is no external widely-accepted set of standards for DEI (such as exists for Generally Accepted Accounting Practices), we have to create our own as a faith community. The Board would need to adopt a clear standard of values, theology accountability to evaluate against, to get independent feedback on the degree to which UUA decisions are living up to those commitments. Additionally, members recognized that ongoing transformation will constantly be unclear and needs to be grounded in faith practice.

Co-Moderator Riley pledged to consult with more UUA leaders to plan for the next stage of conversations on designing the accountability committee. The Board agreed to engage the Article II Study Commission in more direct, explicit theological conversations about the values at the center of their work.

The meeting took a break from 1:00 – 2:00 pm.

Article II Study Commission

Becky Brooks gave an update from the Commission. She shared that A2SC’s GA2021 presentation and workshops received positive feedback. She noted that the Commission’s charge is broad, and that commissioners remain open to new formats and structures for the current Article II rather than simply editing the current version. The Commission is working with UU Wellspring and Nourish Dinner church to create curricula to engage people in conversations about purposes, principles, and sources, with additional congregational curricula in development. Becky affirmed that the Commission has strong and regular connections with UUA staff, communications channels, and regional gatherings.

Governance Working Group

Kathy Burek shared the proposal to restart the Governance Working Group. She noted that the Board moved away from strict Carver policy governance model to a more general policy-based governance in January 2018. However, the UUA Governance Manual has only been partially updated since then. The Board agreed to restart the working group, with a charge to revise Section 3 of the Governance Manual and more clearly define the current practice of policy-based governance. In particular, the monitoring reporting for UUA staff was left over from the Carver approach. Board members noted the need to regularly assess the UUA's progress towards its goals with a more efficient, effective, holistic, and relational approach than the previous monitoring schedule.

The working group added Board members Kathy Burek (convener), Barbara de Leeuw, Lucia Santini Field, Sherman Logan, John Newhall, Bill Young, Sam Trumbore, Suzanne Fast, and EVP Carey McDonald.

Investment and Socially Responsible Investment Committees

Lucia Santini Field shared the history of relationship between the Investment Committee(IC) and Socially Responsible Investing Committee (SRIC). She noted that when SRI committee was started in 1999, it did not have much contact with the IC. This is common in many organizations. In the past decade, the two committees have grown much closer, and now have joint meetings. Lucia asked the Board to invite a proposal from the IC/SRIC for formally combining the committees. The Board affirmed the intent to move in this direction, requesting a full proposal from the IS/SRIC in the coming months.

General Assembly Budget and Registration

The Board unanimously approved the proposed GA 2022 budget and fee structure, including a new voluntary sliding scale for delegates registration for the business meeting.

Planning for the year

The Board revised its meeting schedule for the March and April 2022 meetings, to move the longer meeting back to March. The new schedule will be a shorter evening meeting on April 11, and a multi-day meeting on March 24-26. Members agreed to revisit the current plan for May and June meetings once the schedule for General Assembly preparation events is developed. The also confirmed they will not have an in-person meeting before GA, aiming for fall 2022 Board retreat.

The meeting took a break and ended open session at 4:05 pm.

EXECUTIVE SESSION

The Board went into Executive Session for the purpose of considering appointments at 4:15 pm. Vonda Brunsting was appointed to the Investment Committee through GA 2022 to fill the remainder of Kathleen Gaffney's term.

The meeting ended at 5:05 pm.

Respectfully submitted,

/s/ Carey McDonald
Recording Secretary



Appendix A – Bylaw Discussion on General Assembly Roles & Responsibilities

General Assembly (GA) is where all the elements of our governance come together and interact, it's where roles, responsibilities and authorities need to be clearest. It's both an event and a governance body. What would the GA of a mission-driven covenantal religious organization do/be/feel like?

What is the staff's role at GA from a governance perspective?

- Create and manage the event (including the parts of the event that are a platform for governance)
- Focus attention on mission priorities through creating or curating content, programs, worship, speakers, public witness opportunities, etc.
- Report and communicate about their work, sometimes as required, receive feedback from participants and delegates (does this happen in a meaningful or effective way?)
- Support the governance work of our elected volunteers and administer elections

What is the role of the Board/Moderator at GA from a governance perspective?

- Lead/moderate the business meetings and voting,
- More broadly lead the business process (e.g. create agenda, draft rules, host delegate webinars, etc.)
- Propose changes/topics for discussion
- Report and communicate about work, and receive feedback
- Support work on mission priorities
- What does it mean to “act for the Association between General Assemblies”?
- Board owns key decisions about how GA is convened – location, time, registration, calling special GAs, etc., since GA is foundationally understood as a business meeting in the bylaws

What is the role of the General Assembly from a governance perspective?

- Here's what delegates do
 - Vote on elections
 - Voting on business issues
 - Receive information from leaders and provide feedback to those leaders
 - Build connection with and support one another in their role of decision-making, and participation in the wider association
- What do congregations do at GA as a community, not just acting through their delegates?
- Congregational leaders get information, inspiration and resources to carry out their mission
- Want to provide congregations the tools/opportunities to discuss business items far in advance, so delegates can represent that
- Key stakeholders may not have a formal vote or role, but are essential for the event (e.g. professional and identity groups, seminaries, etc.)
- Bylaws drive GA attention to budget/management issues or the work/authority of Board and staff, but the structures also authorize much broader statements and actions. How do we focus on the broader collective decision-making?



Board of Trustees

MEETING: November 8, 2021, 7:00 pm, Eastern Time

Pursuant to notice duly given, this meeting of the Board of Trustees of the Unitarian Universalist Association was held via Zoom conferencing.

MEMBERS PRESENT: Kathy Burek, Barbara de Leeuw, Charles Du Mond (Co-Moderator), Suzanne Fast, Susan Frederick-Gray (President), Sherman Logan, John Newhall, JeKaren Olaoya, Lucia Santini Field (Financial Advisor), Meg Riley (Co-Moderator), Sam Trumbore, Bill Young (Secretary)

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Andrew McGeorge (Treasurer), Stephanie Carey Maron, Marcus Fogliano, Becky Brooks, Meg Richardson, Jacqueline Russell, Janette Lallier, Leslie Takahashi

Meeting Minutes

Co-Moderator Meg Riley opened the meeting at 7:25 pm, and members and participants broke into small groups for a brief personal check-in.

There was no consent agenda.

Presidential Search Committee

Sam Trumbore reported that the Presidential Search Committee will review the draft job description for UUA president, and send their feedback for discussion at December Board meeting. Board members said that a cover letter to the job description might give greater opportunity for describing the intangible but critical elements they hope the next president will address. They said that a conversation between the Board and the PSC at a future meeting about the job description would help get to agreement, as well as model collaboration for the presidential search process.

Investment and Socially Responsible Investing Committees

Financial Advisor Lucia Santini Field gave an update on the Investment & SRI committees' work following the Board's charge to develop a plan to formally integrate functions. She said a smaller team with reps from both committees is working on a plan to discuss with the full groups, including the name of the new joint committee. The working group hopes to have a plan approved in February to present to the Board at a subsequent meeting.

General Assembly Business

Board members discussed the need for virtual business discussion spaces in advance of General Assembly 2022. They reviewed the past practice of hosting webinars and virtual information sessions for delegates, in the months before General Assembly. In the past, the Board did a few webinars before GA to give an overview of GA business. They agreed to start webinars in February 2022, focusing



on the content and format for “multiplatform” GA 2022. Forums and webinars were planned to continue through March, April, and May. These will likely focus on planned bylaw revision process and potential business resolution about this process, general delegate expectations/responsibilities, and the rules of procedure that will be used for multiplatform voting.

Members noted that the Commission on Social Witness will send information before the next meeting on their planned timeline for Actions of Immediate Witness submissions for GA 2022.

Davis Land Sale

Kathy Burek moved, Barbara de Leeuw seconded, and the Board unanimously approved the following motion:

The Board of Trustees authorizes sale of the UUA’s share of the Davis land in Duluth, Minnesota and further authorizes Andrew McGeorge to execute all necessary documents on behalf of the UUA.

EXECUTIVE SESSION

The Board went into Executive Session at 8:05 pm for the purpose of discussing personnel issues, and for confidential discussion with the Article II Study Commission members.

It was later reported that the Board approved a requested increase in the UUA staff annual cost of living adjustment to 3%, effective January 1, 2021.

The meeting ended at 9:10 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

Board of Trustees

MEETING: December 13, 2021, 7:00 pm, Eastern Time

Pursuant to notice duly given, this meeting of the Board of Trustees of the Unitarian Universalist Association was held via Zoom conferencing.

MEMBERS PRESENT: Kathy Burek, Barbara de Leeuw, Charles Du Mond (Co-Moderator), Suzanne Fast, Sherman Logan, Elizabeth Mount, JeKaren Olaoya, Lucia Santini Field (Financial Advisor), Meg Riley (Co-Moderator), Tom Schade, Sam Trumbore, Bill Young (Secretary)

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Andrew McGeorge (Treasurer), Stephanie Carey Maron, LaTonya Richardson, Danielle Di Bona and Chris Buice (chaplains), Tara Stephenson, Joel Martin, Jacqueline Russell, Joanne Giannino, Betty Churchman, George Squires, Rita Cherubini, Meg Richardson, David Jackoway, Dick Burkhart

Meeting Minutes

Co-Moderator Meg Riley started the meeting at 7:05 pm and Sherman Logan shared an opening reading.

The consent agenda was postponed.

Open House Planning

Board members committed to continue monthly open houses for the remainder of FY22. They said the January open house should focus on information on multiplatform GA2022, and February may focus on the Article II Study Commission. be A2SC. Board members were asked to recommend additional topics, such as bylaw revisions.

Investment Committee and Socially Responsible Investment Committee Merger

Financial Advisor Lucia Santini-Field gave an update on the plan for a merger of the Investment and Socially Responsible Investment Committees, as requested by the Board. The IS and SRIC have created a joint subcommittee to write a proposal which will be reviewed by both committees at their February meeting. They expect to send a proposal to the Board in the Spring of 2022.

Schedule for GA Business Preparation

Executive Vice President Carey McDonald reviewed a brief presentation on proposed changes to the General Assembly business process. These included hosting early discussion forums prior to the final agenda, holding mini-assemblies to consider amendments before GA, a shift to ballot-based voting, and greater definition for responsive resolutions.



In discussion, Board members appreciated the clarity in the new process, and agreed it will make it much more accessible for delegates to participate in a multiplatform GA.

Like focusing on discussing the issue itself, rather than procedural issues

- Will delegates really consult with their congregations?
- Would love to have discussion forums if they can be moderated
- Will need to encourage people to register as delegates earlier! Made it free to register as a delegate
- Can we record discussion during GA and make it available immediately to watch?
- For accessibility, need to build up the capacity in the moment to help people; will need a great helpdesk, a lot of the work is making sure people know how/where to find info and get help

Board comms – Carey will work with Tom to get a meeting scheduled in January with UUA comms staff, also JeKaren, Suzanne, Meg and Elizabeth (also LaTonya)

Bylaws group

- Barbara reports on process of engaging people, including stakeholders.

EXECUTIVE SESSION

The Board oved to executive session at 8:20 pm for the purpose of considering appointments.

It was reported that Sam Wilson, AJ Van Tine, and Marybeth Spencer were appointed to General Assembly Planning Committee for an abbreviated term that would end at the close of General Assembly 2022.

Board members discussed sources of accountability with the Article II Study Commission.

The meeting ended at 9:15 pm.

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary





MEMORANDUM

To: UUA Board of Trustees

From: Carey McDonald, Executive Vice President

Re: Staff updates - COVID-19 response, and Justice, Equity, Diversity and Inclusion in the workplace

Date: January 19, 2022

COVID-19 Pandemic

As the omicron surge has swept across the country, the UUA has revised its workplace policies to respond. Last fall, we planned to lift the travel and event restriction on January 3, 2022 which had been in place since March 2020. The staff travel restriction was extended to January 28, after which we are encouraging staff to make their own decisions about travel, in consultation with their supervisors, and based on their personal and local risk profile. We have also canceled the in-person portion of the Pacific Western Regional Assembly (February 4-6), so the event will be entirely virtual.

We had also planned to allow staff to work regularly and host meetings at 24 Farnsworth starting in January. Staff have had the option of working individually at Farnsworth St in “limited access mode” since September. Instead, we have now asked staff to work from home if possible during January. We hope to get back to the next phase of re-opening the building in March, depending on the path of the pandemic.

Recognizing that the pandemic is likely to continue to unfold in unexpected ways, we are also working to revise our guidance to congregations to anticipate this need for flexibility. Rather than advice on how to conduct specific activities, we are shifting to emphasize overall strategies and risk analysis. We hope this will create a more “evergreen” approach to our communications and materials. This will encourage congregations to engage their own communities in the key decisions rather than expecting the UUA to continuously shift its guidance.

Justice, Equity, Diversity and Inclusion (JEDI)

Taquiena Boston retired on January 3, 2022 as Special Advisor to the President for Inclusion, Equity and Change. Her service as a UUA staff member and executive over two decades has been invaluable to the Association. In her last few months, she helped form a new group of staff members for the second iteration of our workplace Justice, Equity, Diversity and Inclusion (JEDI) Team.

Shige Sakurai has been hired as Taquiena’s successor to be the Director of Equity, Belonging and Change starting February 7. With Shige, the role has been revised to have a broader scope. They will continue to focus on convening JEDI team and leading workplace change in partnership with the Human Resources staff and our Staff Group Directors’ Council. However, the position will also have broader focus on thought-leadership and communication for institutional change across the UUA. This includes building organizational capacity to implement the 2020 recommendations from the Commission on

Institutional Change. We anticipate Shige will serve as the staff liaison to the UUA accountability commission, currently in development as one of the COIC's key recommendations.

We have also added a new Staff Learning and Relations Director in the Human Resources department, also expected to start in February (announcement forthcoming). This person will be a key collaborator with the Director of Equity, Belonging and Change, working closely with the JEDI Team to address workplace culture and practice issues. They will support learning community opportunities, feedback systems and direct conversations to address concerns and issues, manage staff culture assessments, and oversee related policies and programs.



Stewardship & Development

Report to the Board of Trustees
January 2022



Weekly Congregational Giving Income Update

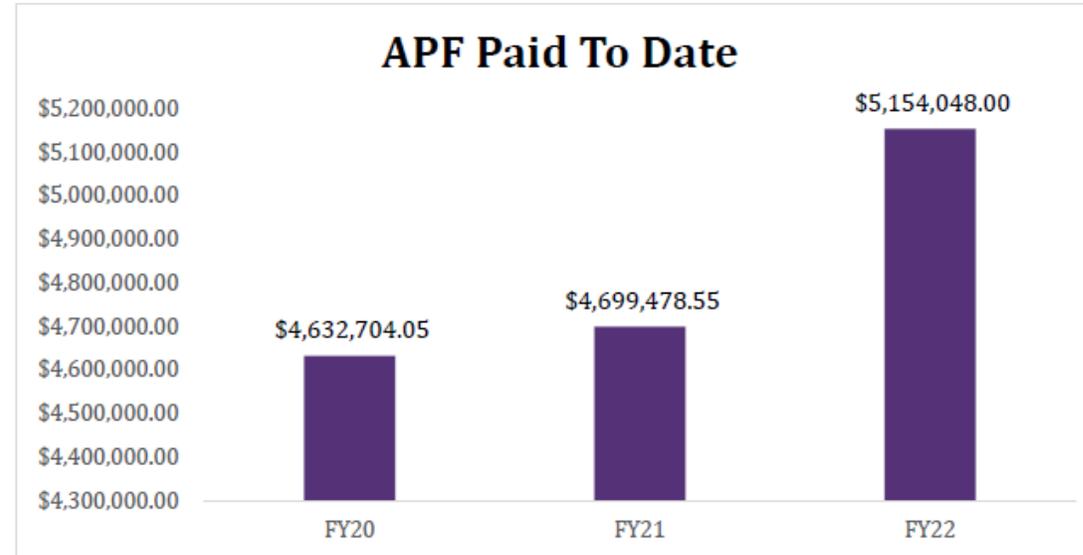


2022 INCOME
\$ 5,154,048 (includes Regional Income)

TOTAL FY2022 INCOME PTD:
\$ 5,154,048
 54% Goal PTD
 38% of Total Request PTD

APF PLEDGED (FY2022):
\$ 5,826,258
 Pledges Received: \$ 3,517,983
 Outstanding Pledge Balances: \$ 2,414,543
 (353 congregations)

HONOR CONGREGATIONS 2022:
 185
Non-Contributing YTD:
 202



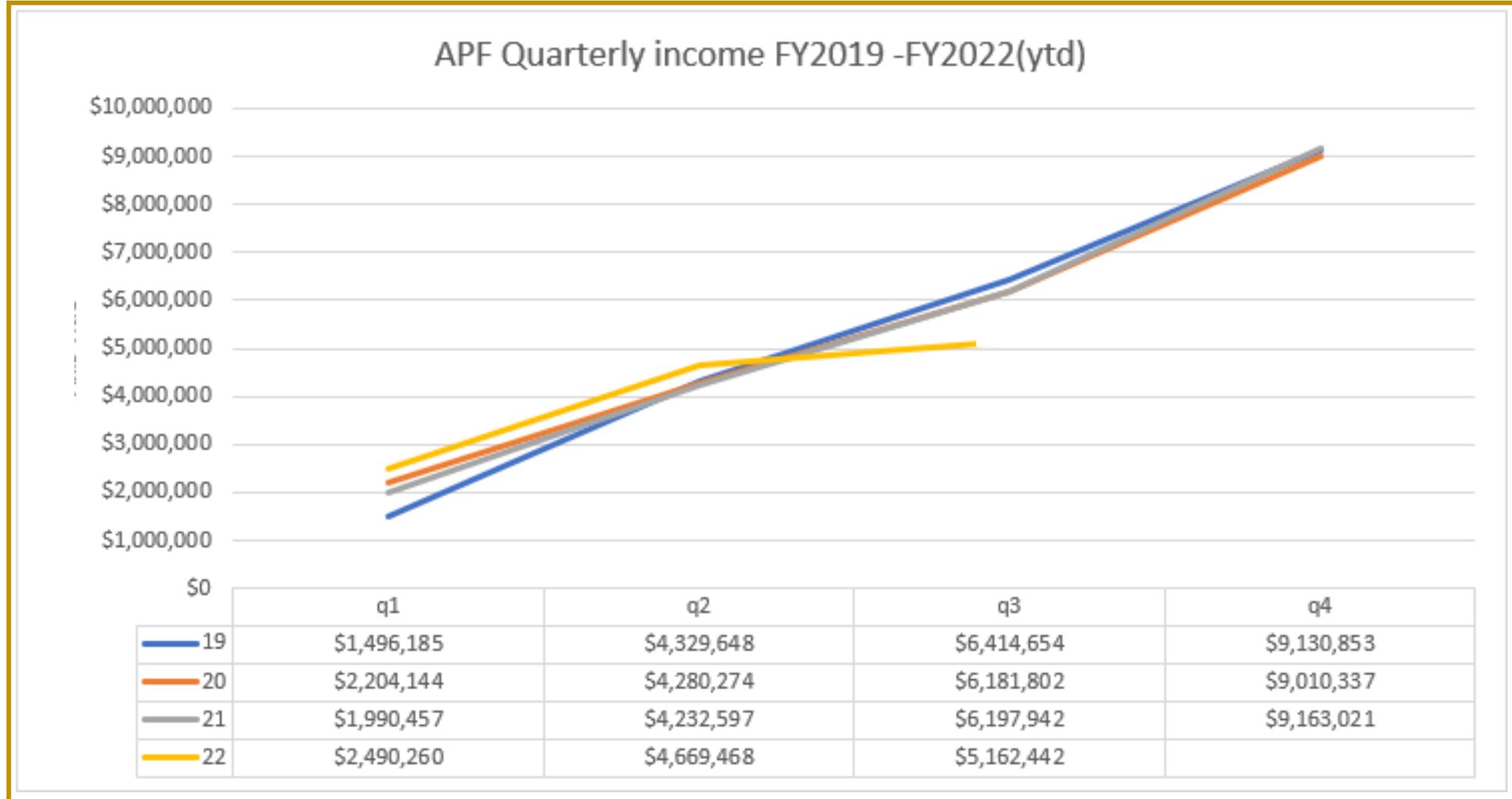
Annual Program Fund

Congregational APF giving is strong.

- Pandemic
- + New APF calculation
- + Strong UUA leadership
- + Administrative improvements in APF—online pledging & automatic APF payment option for congregations.



APF Giving Trends FY2019 – FY2022 (YTD)





Individual Giving

Friends of the UUA is on pace to match last year's results.

Major Gifts is on a positive trajectory, with early gifts to resource the UUA's institutional change work.

FY22 will be another strong year for legacy giving, likely \$900K+.

Annual Giving Trend

\$3,000

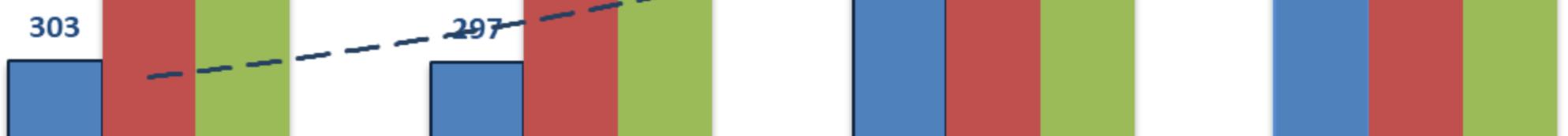
\$2,500

\$2,000

\$1,500

\$1,000

\$500





APF
ANNUAL
PROGRAM
FUND



Restricted Giving (budget-relieving)

Side With Love
Institutional Change
UU the Vote (etc.)

Unrestricted Giving

Friends of the UUA
Leadership Annual Giving
Veatch Grant
Annual Program Fund

Restricted Giving (special funds & grants)

Living Tradition Fund
Disaster Relief Fund
Panel on Theological Education
Scholarships (etc.)



**Everyone has
a mission.**

Together, we can accomplish it.



FAITHIFY

Crowdfunding Unitarian Universalism

faithify.org

Support the UUA Disaster Relief Fund

Your gifts at any time during the year allow us to respond flexibly to current disaster needs, as well as to new emergencies as they arise.



Scan the QR code or visit
giving.uua.org/disaster-relief



Text **DISASTER** to **51555**



UNITARIAN
UNIVERSALIST
ASSOCIATION

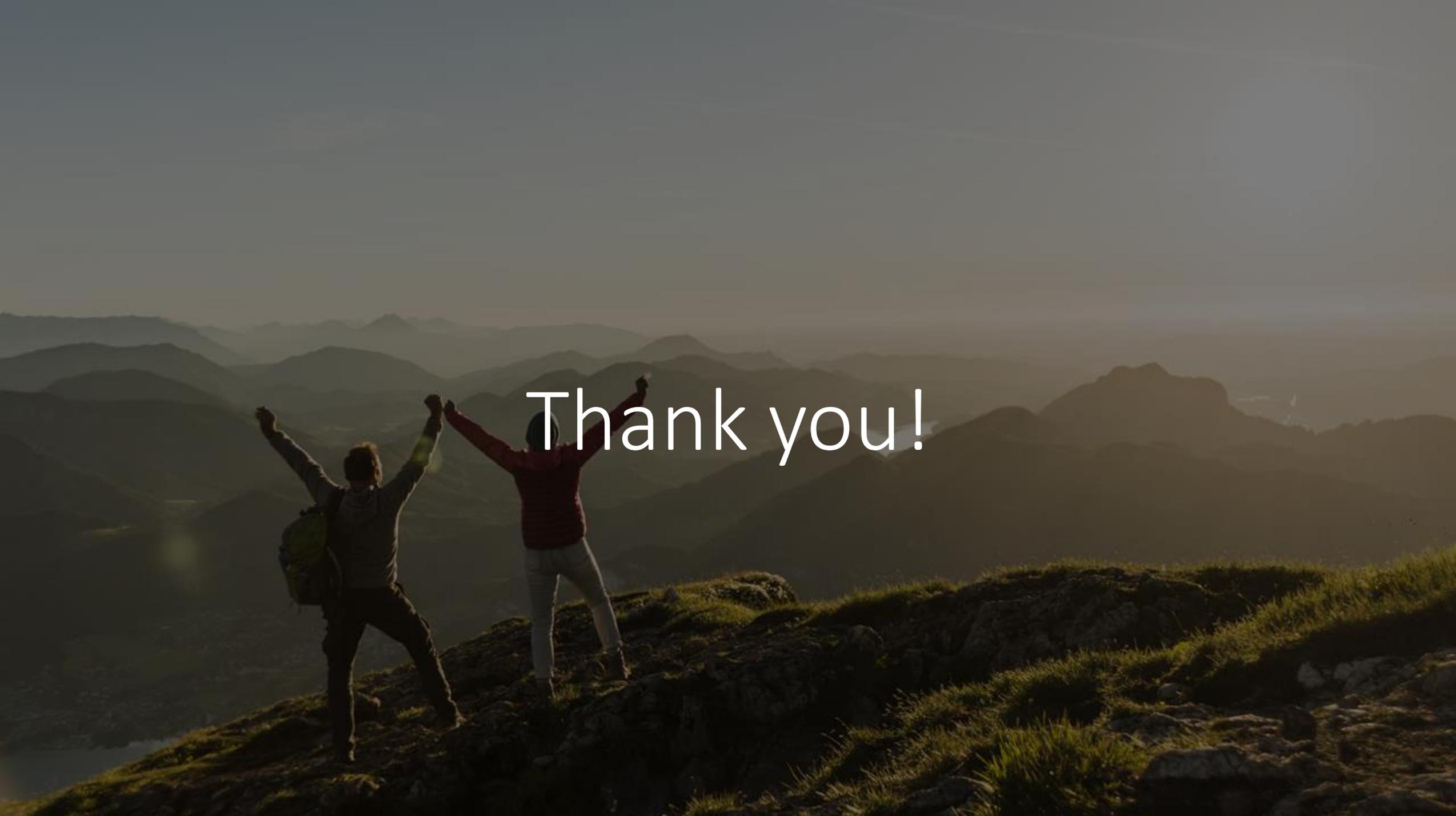


Questions and Answers

Stewardship & Development

Report to the Board of Trustees

January 2022

A photograph of two hikers standing on a rocky mountain peak at sunset. The hiker on the left is wearing a dark jacket and has a backpack, while the hiker on the right is wearing a red jacket and light-colored pants. Both have their arms raised in celebration, holding hands. The background features a vast, hazy mountain range under a warm, golden sky. The text "Thank you!" is overlaid in white in the center of the image.

Thank you!

UUA Bylaw Rules for General Assembly Business Process – DRAFT 1.19.22

Rule 4.18.5. Amendments to business agenda items on the Final Agenda

This rule defines the process for amending items on the final agenda for General Assembly under Section 4.14. This rule does not address any changes to Article II under Section C-15.1(c).

- a) Delegates may submit amendments to any item which is scheduled for a vote on the General Assembly final agenda. Proposed amendments are due to the Secretary fourteen (14) days after the Board has published the final agenda. The Secretary will determine the manner or format for amendments to be submitted, and a description of this format will be included in the final agenda. Each delegate may submit up to three amendments in total.

Amendments will be considered by mini-assemblies per Rule 4.18.5(c). Amendments must meet the following standards to be considered:

1. They must address the same topic and goal as the item they are amending;
 2. They cannot reverse or invalidate the item;
 3. They must match the structure of the UUA Bylaws and Rules; and
 4. They cannot conflict with other rules, bylaws or adopted statements.
- b) The Moderator will review all submitted amendments to determine whether they meet these standards. If so, they will be considered at a business amendment mini-assembly. The Board will promptly post all the amendments that will be considered.
 - c) The Board of Trustees will host one or more online business amendment mini-assemblies to discuss and vote on amendments. These mini-assemblies must be held at least ten days before the start of the General Assembly, and be open to all delegates. If an amendment receives sufficient support, it will be added to the final agenda for vote by the General Assembly per rule 4.18.6.

Voting through a mini-assembly will be as follows:

1. Delegates will use an online poll to vote whether to add a proposed amendment to the final agenda at General Assembly.
 2. Amendments that receive at least 33% support from delegates at the mini-assembly shall be added to the final agenda.
 3. Additionally, the Board of Trustees may choose to incorporate any proposed amendment into the final agenda.
- d) The Board of Trustees must publish the final language for all business agenda items seven days before the start of General Assembly, including any proposed amendments that received sufficient support at a business mini-assembly as well as any amendments incorporated by the Board.

Rule 4.18.6. Ballot voting on business agenda items

Delegates vote using electronic ballots to vote on items on the final agenda at General Assembly. These ballots must individually verify delegate credentials. Each business item that requires a vote shall be listed for a time of discussion on the final agenda. Ballot voting shall remain open for at least one hour after the end of the discussion time listed for the items included on the ballot. The Moderator will determine the composition of each ballot.

Rule 4.16.2 Responsive resolutions

Responsive resolutions are brief, advisory statements that express the sentiment of the delegates. They must be in response to a substantive portion of a report by an officer or committee reporting to a regular General Assembly, per Section 4.16. Responsive resolutions are not binding and may not set policy for the Association. They may not act as a substitute for other types of business items, such as business resolutions, budget motions, study/action issues, bylaw amendments, and actions of immediate witness. The Moderator will determine whether a proposed responsive resolution can be added to the final agenda under this rule.

	C	D	E	F	G	H	I
2	Unitarian Universalist Association	FY20	FY21	FY22	FY22	FY22	Percent
3	Overview	Results	Results	Budget	1Q22 Fcst	2Q22 Fcst	Inc/(Dec)
4	Current Operations						
5							
6	\$ in Thousands						
7	Income:						
8	Income for General Support						
9	Annual Program Fund	6,376	8,070	7,265	8,046	7,926	-1.5%
10	Annual Program Fund - Regional	1,500	0	0	0	0	0.0%
11	Unrestricted Gifts	1,051	1,291	1,150	1,150	1,150	0.0%
12	Leadership Annual Giving	301	231	425	275	275	0.0%
13	Grants Income - Unrestricted	3,297	0	0	0	0	0.0%
14	Bequest Income	871	1,060	600	600	700	16.7%
15	Administrative Fees	2,222	2,283	2,613	2,671	2,653	-0.7%
16	Investment Income	2,498	2,419	2,368	2,368	2,368	0.0%
17	Publications Income	962	641	1,101	866	866	0.0%
18	Net Lease Income	1,181	1,236	1,133	1,133	1,064	-6.1%
19	Other Current Fund Income	591	584	754	749	706	-5.7%
20	Total Income for General Support	20,848	17,815	17,408	17,858	17,709	-0.8%
21							
22	Income for Designated Purposes						
23	Campaign Income	1,514	899	833	1,091	1,092	0.2%
24	UUCSR Veatch Grants	2,154	2,579	2,388	2,388	2,387	0.0%
25	Grants and Scholarships	852	807	853	853	853	0.0%
26	Ministerial Aid Funds	482	516	441	441	441	0.0%
27	Holden and International Trusts	1,551	1,380	1,688	1,845	1,917	3.9%
28	Income for Other Purposes	4,738	2,561	1,511	1,518	1,267	-16.5%
29	Total Inc for Designated Purposes	11,291	8,743	7,713	8,135	7,957	-2.2%
30	Total Income	32,139	26,558	25,121	25,994	25,665	-1.3%
31							
32	Expenses:						
33	Board & Volunteer Leadership	304	107	282	284	303	6.7%
34							
35	Programs:						
36	Organizing Strategy	742	1,005	903	865	854	-1.2%
37	International Programs	1,822	2,072	1,760	1,954	2,003	2.6%
38	Congregational Life	4,766	4,317	4,735	4,744	4,795	1.1%
39	Ministries and Faith Development	5,034	4,952	5,734	5,676	5,663	-0.2%
40	UU Funding Program	1,146	1,521	1,413	1,413	1,412	-0.1%
41	Crisis Relief & Misc. Programs	238	255	136	136	114	-16.4%
42	Communications	1,353	1,188	1,453	1,324	1,299	-1.8%
43	Publications	1,158	1,110	1,353	1,254	1,255	0.1%
44							
45	Total Programs	16,260	16,420	17,487	17,365	17,396	0.2%
46							
47	Administration	4,547	1,955	1,995	2,051	2,025	-1.3%
48	Contingency/Salary Increase	0	0	531	531	265	-50.1%
49							
50	Infrastructure						
51	Stewardship and Development	1,942	2,027	2,438	2,449	2,440	-0.3%
52	Information Technology Services	1,533	1,581	1,750	1,730	1,679	-2.9%
53	Internal Services	2,944	2,887	3,436	3,469	3,569	2.9%
54	Total Infrastructure	6,418	6,494	7,624	7,648	7,688	0.5%
55							
56	Total Expenses	27,530	24,976	27,919	27,879	27,677	-0.7%
57							
58	Depreciation Spending	0	0	547	547	547	
59	Depreciation Spending Laptops	0	0	57	57	57	
60	Church Staff Finances Reserve	0	0	123	123	123	
61	Beacon Press Profit Sharing	0	0	565	565	565	
62	PPP Loan Usage	0	0	1,036	1,036	375	
63	Regional UUCEF Release	0	0	200	200	200	
64	COIC Implementation Funds	0	0	270	270	270	
65	PWRA Cancellation Fees	0	0	0	0	(125)	
66							
67	Current Section Excess/(Deficit)	4,609	1,581	0	912	0	
68							

	D	E	F	G	H	I	J
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2	Summary	Results	Results	Budget	1Q22 Fcst	2Q22 Fcst	Inc/(Dec)
3	Current Operations						
4							
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6	Income:						
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16	Publications Income	962	641	1,101	866	866	0.0%
17	Net Lease Income	1,181	1,235	1,132	1,132	1,064	-6.0%
18	Other Current Income	591	584	754	749	706	-5.7%
19		20,848	17,814	17,407	17,857	17,708	-0.8%
20	Income for Designated Purposes						
21	Campaign Income	1,514	899	833	1,091	1,092	0.2%
22	Veatch Grants	2,154	2,579	2,388	2,388	2,387	0.0%
23	Grants and Scholarships	852	807	853	853	853	0.0%
24	Ministerial Aid Funds	482	516	441	441	441	0.0%
25	Holdeen & International Trusts	1,551	1,380	1,688	1,845	1,917	3.9%
26	Income for Other Purposes	4,738	2,561	1,511	1,518	1,267	-16.5%
27		11,291	8,743	7,713	8,135	7,957	-2.2%
28	Total Income	32,139	26,557	25,120	25,993	25,665	-1.3%
29							
30	Board & Volunteer Leadership						
31	Board of Trustees	149	50	127	127	127	0.0%
32	Board Committees	15	21	70	70	78	11.4%
33	Moderator	33	2	20	20	20	0.0%
34	Nominating Committee	4	1	13	13	13	0.0%
35	Commission on Appraisal	9	1	20	22	22	0.0%
36	Ministerial Fellowship Committee	87	29	21	22	28	27.4%
37	Commission on Social Witness	6	2	10	10	15	47.9%
38	Total Board & Volunteer Leadership	304	107	282	284	303	6.7%
39							
40	Programs:						
41	Organizing Strategy	742	1,005	903	865	854	-1.2%
42							
43	International Office	229	215	242	241	241	-0.1%
44	Holdeen International Partners	140	131	154	154	154	0.0%
45	Holdeen India Program	1,193	1,501	1,142	1,335	1,414	5.9%
46	UU-UNO	260	225	222	224	195	-12.8%
47	Total International	1,822	2,072	1,760	1,954	2,003	2.6%
48							
49	Congregational Life						
50	Congregational Life	1,321	1,535	1,786	1,792	1,819	1.5%
51	Southern Region	837	627	680	687	684	-0.4%
52	New England Region	885	836	862	855	852	-0.3%
53	CL-Combined Staff Costs	436	275	263	264	264	0.0%
54	Central East Region	1,263	1,012	1,144	1,147	1,148	0.1%
55	Office of Congregational Stewardship Services	24	33	0	0	28	100.0%
56	Total Congregational Life	4,766	4,317	4,735	4,744	4,795	1.1%
57							
58	Ministries and Faith Development						
59	Resource Development Director	71	0	0	0	0	0.0%
60	Resource Development Office	507	581	591	607	634	4.5%
61	Youth and Young Adult Ministries	500	512	745	743	705	-5.1%
62	Director of Ministries and Faith Development	789	657	620	621	622	0.0%
63	Multicultural Programs	74	53	305	305	305	0.0%
64	Director of Ministerial Credentialing	132	162	134	134	134	0.0%
65	Director of Transitions	339	346	394	372	365	-1.9%
66	Office of Church Staff Finances	750	679	970	931	911	-2.2%
67	Office of UUA Health Plan	236	262	246	230	256	10.9%
68	Director of Professional Development	180	203	204	205	205	0.0%
69	Worship Arts	59	88	112	112	112	0.0%
70	Scholarships and Ministerial Ed Grants	314	299	307	307	307	0.0%
71	Continuing Education	43	37	104	104	104	0.0%
72	Aid Funds	528	589	505	505	505	0.0%

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1	Unitarian Universalist Association	FY20	FY21	FY22	FY22	FY22	Percent
2	Summary	Results	Results	Budget	1Q22 Fcst	2Q22 Fcst	Inc/(Dec)
3	Current Operations						
73	Panel on Theological Education	513	485	498	498	498	0.0%
74	Total Ministries and Faith Development	5,034	4,952	5,734	5,676	5,663	-0.2%
75							
76	UU Funding Program	1,146	1,521	1,413	1,413	1,412	-0.1%
77	Crisis Relief & Misc. Programs	238	255	136	136	114	-16.4%
78							
79	Communications						
80	IPW Office	517	414	661	551	551	0.0%
81	Periodicals Office	835	774	792	773	749	-3.2%
82	Total Communications	1,353	1,188	1,453	1,324	1,299	-1.8%
83							
84	Publications						
85	Publications Administration	475	515	550	553	554	0.2%
86	UUA Bookstore	683	594	803	702	702	0.0%
87	Total Publications	1,158	1,110	1,353	1,254	1,255	0.1%
88							
89	Total Programs	16,260	16,420	17,487	17,365	17,396	0.2%
90							
91	Administration						
92	Office of the President	476	452	486	492	492	0.0%
93	Office of the Executive Vice President	3,484	1,026	1,077	1,114	1,071	-3.9%
94	Contingency Expense	0	0	383	383	117	-69.5%
95	Salary Increase	0	0	148	148	148	0.0%
96	Human Resources	587	477	432	444	463	4.1%
97	Total Administration	4,547	1,955	2,526	2,582	2,290	-11.3%
98							
99	Infrastructure:						
100	Stewardship and Development						
101	Vice President, Development	703	794	785	773	730	-5.6%
102	APF Campaign	363	349	544	545	545	0.0%
103	StewDev Events	0	0	96	96	96	0.0%
104	Friends Campaign	312	352	354	354	389	9.8%
105	Charitable Gift and Estate Planning	139	86	203	203	203	0.0%
106	Comprehensive Campaign	425	447	456	477	477	0.0%
107	Total Stewardship and Development	1,942	2,027	2,438	2,449	2,440	-0.3%
108							
109	Information Technology Services	1,533	1,581	1,750	1,730	1,679	-2.9%
110							
111	Internal Services:						
112	Finance						
113	Treasurer and Vice President of Finance	483	506	456	456	456	0.0%
114	Financial Services	776	798	792	796	809	1.7%
115	Total Finance	1,258	1,305	1,248	1,252	1,266	1.1%
116							
117	Facilities						
118	24 Farnworth Street	1,685	1,582	2,187	2,217	2,303	3.9%
119	Total Operations Services	1,685	1,582	2,187	2,217	2,303	3.9%
120							
121	Total Internal Services	2,944	2,887	3,435	3,469	3,568	2.9%
122							
123	Total Infrastructure	6,418	6,495	7,623	7,647	7,687	0.5%
124	Total Expenses	27,530	24,976	27,918	27,879	27,677	-0.7%
125							
126	Depreciation Spending	0	0	547	547	547	
127	Depreciation Spending Laptops	0	0	57	57	57	
128	Church Staff Finances Reserve	0	0	123	123	123	
129	Beacon Press Profit Sharing	0	0	565	565	565	
130	PPP Loan Usage	0	0	1,036	1,036	375	
131	Regional UUCEF Release	0	0	200	200	200	
132	COIC Implementation Funds	0	0	270	270	270	
133	PWRA Cancellation Fees	0	0	0	0	(125)	
134							
135	Current Section Excess/(Deficit)	4,609	1,581	0	912	0	

UUA Board of Trustees
Financial Secretary's Report
January 17,2022

UUA-Beacon Press Agreement

- In December, the Values and Resources Working Group met to review the financial agreement between Beacon Press and the UUA. The Working Group was satisfied with the arrangement.

Reparations

- The Working Group continues to discuss how the UUA could approach the issue of reparations to groups who were harmed by UUA actions or inactions.

UUA Board FY 22-23 Budget recommendations

The Values & Resources Working Group submitted a proposed FY 22-23 budget for the UUA Board. (See next page).

- The largest component of the UUA Board budget is travel for in-person Board meetings and General Assembly. Budget assumptions:
 - Two in-person Board meetings in addition to General Assembly. One meeting would be in the first quarter of the fiscal year for orientation of new board members and team building. The other meeting would be in the second or third quarter, based on whether in-person meetings would better facilitate support completing our work plan.
 - All Board members travel to meetings, since we have no rational basis at this time for estimating how many board members would or would not travel to meetings.
 - All other expenses remain the same as in this fiscal year.

Respectfully submitted,

Kathy Burek

UUA Board of Trustees

Financial Secretary

Accounts	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>			<u>FY2023</u>		<u>Changes</u>
	<u>Actuals</u>	<u>Actuals</u>	<u>FY22 - Act July-Sept</u>	<u>Budget 2022</u>	<u>2Q22 Forecast</u>	<u>Budget 2023</u>	<u>2Q22 - Budget FY23</u>	
Board and Volunteer Leadership (Rollup)								
100 Board of Trustees (Rollup)								
100 - 00000								
PL Expense								
50005 Staff Salary	1,925	0	0	0	0	0	0	
50050 Travel	181	0	0	100	100	100	0	
50053 Travel & Entertainment Non- staff	30,431	1,389	0	42,381	84,762	42,381	0	42,381
50060 Printing	212	179	49	250	250	250	0	
50065 Supplies	1,693	1,379	665	650	650	650	0	
50070 Postage	575	0	0	100	100	100	0	
50090 Miscellaneous Expense	0	0	0	3,000	3,000	3,000	0	
50125 Consultants	0	16,750	0	10,000	10,000	10,000	0	
50135 Meetings	7,457	0	0	3,750	3,750	3,750	0	
51710 Software Subscriptions	3,521	3,721	467	3,600	3,600	3,600	0	
Total PL Expense	45,996	23,418	1,181	63,831	63,831	63,831	0	
	-	-						
Net Surplus/(Deficit)	45,996	23,418	-1,181	-63,831	-63,831	-63,831	0	
100 - 12770 - General Assembly								
PL Expense								
50050 Travel	150	200	0	3,000	3,000	3,000	0	
50053 Travel & Entertainment Non- staff	9,113	6,545	0	43,735	43,735	43,735	0	
50065 Supplies	1,265	832	0	0	0	0	0	
50135 Meetings	0	0	0	16,800	16,800	16,800	0	
Total PL Expense	10,528	7,577	0	63,535	63,535	63,535	0	
	-							
Net Surplus/(Deficit)	10,528	-7,577	0	-63,535	-63,535	-63,535	0	

Proposed Business Resolution
For General Assembly Consideration: June 2022

Renewing UUA Bylaws for Theologically Grounded, Innovative, and Mission-Focused Governance

The time to renew and rewrite the UUA bylaws is long overdue

Our bylaws are outdated, inflexible and overly complicated. This creates obstacles for meaningful participation in the UUA's governance. It diverts precious resources (including volunteers) toward maintaining the structure that has been, rather than freeing our energies to live our mission in innovative and effective ways that meet our needs today. So much in our Association is changing; our bylaws describe a structure that no longer serves us well.

In June 2020, the Commission on Institutional Change issued its report, Widening the Circle of Concern. The report dedicates a chapter specifically to Governance. It identifies significant challenges in our governance structure that prevent us from living faithfully into a liberatory expression of Unitarian Universalism where all can thrive.

The 1993 Commission on Governance and 2014 Strengthening Governance reports included calls to make significant changes to governance, including the leadership structure, the role of covenant in governance, and meaningful engagement in decision making by congregational delegates.

In order for the UUA to best live its principles and purpose, we need bylaws that provide role clarity, accountability to our values, and flexibility that allows for innovation and meaningful participation so we can unleash the leadership gifts of our people and the impact and values of our Association.

The COVID-19 pandemic made the challenges of our bylaws even more clear. The stress of the pandemic exasperated the reality that many of our bylaw codified volunteer positions require unreasonable time expectations. Our structure is rooted in outdated models of volunteer labor that don't represent the reality of many people's lives today, nor the diversity in leadership we need for our Association.

During 2020 and 2021, an incredible number of people volunteered to support our first ever all-virtual General Assemblies. Thousands of UUs along with over one hundred core leaders volunteered for UU the Vote making it one of the most successful Association-wide justice efforts. During this same period, many of our bylaw standing committees went unfilled. People want to offer their gifts to the Association. However, our structures serve the institution as it was, rather than what it needs to be. We are following the lead of many congregations who have updated their bylaws to remove many standing committees recognizing changing models of volunteerism and the need for flexibility and innovation.

The pandemic also created the opportunity to hold the General Assembly virtually. This has allowed even more innovative ways to gather and engage our congregations and delegates in governance. It also made clear the ways that our bylaws fundamentally constrain our ability to reimagine our General Assembly in ways that have long been called for by delegates.

The UUA bylaws also contain significant inconsistencies and outdated sections because the mechanism to amend them is costly in terms of leaders' and delegates' time and attention.

In conclusion, the time to reimagine - not just edit, but rewrite our bylaws to create an agile, accountable, flexible and responsive governance system that helps us organize our time, talent, attention and leadership on ministry, mission and core values is now.

Therefore the 2022 General Assembly of the Unitarian Universalist Association calls on the UUA Board of Trustees to conduct a thorough review of the current UUA Bylaws. This review should involve stakeholders in collaborative discernment and conversation about considered changes. These new bylaws should create a governance system that supports the UUA in accountably achieving its mission and aspirations consistent with our core values.

These values and goals should guide the new bylaws framework:

- a. Reflect our theological commitment to liberation and inclusion.
- b. Provide accountability to our long-standing anti-racist and anti-oppressive commitments.
- c. Create flexibility, allowing for innovation and experimentation.
- d. Provide clarity of role and authority among leaders and groups that support diverse leadership and the UUA's shared mission, values and Principles.
- e. Written in plain language to be understandable and clear.
- f. Enhance meaningful participation in governance by UU congregations, delegates, stakeholders.
- g. Address foundational areas of governance required in bylaws, leaving details of policy and procedures to documents that can be revised between General Assemblies.

Finally, the hope of the 2022 General Assembly is that substantial bylaw replacement, including the possibility of an extensive rewrite of the bylaws, will be brought to the General Assembly for consideration at the 2023 General Assembly.

MFC Rule Change Recommendations to the UUA Board

January 2022

As a committee of the Board, the Ministerial Fellowship Committee is recommending three rule changes detailed below. [Current MFC Rules and Policies](#)

1. Rule 11 General Qualifications: Change definition of potential sponsor from “member society” to “UUA member congregation or UUA recognized Covenanting Community”

CURRENT TEXT:

Rule 11. General Qualifications

All candidates must have satisfactorily completed all educational and skill training programs and demonstrate the qualities, skills and aptitude required for Unitarian Universalist ministry as determined by the MFC. Those qualifications and requirements include, but are not limited to, the following:

- satisfactory completion of an approved clinical pastoral education (CPE) program and an internship (as described in Rule 12, “Internships”), or the equivalent;
- have completed the required reading;
- have undergone an approved career assessment program;
- be able to demonstrate an understanding of and experience with UU congregational life based on at least two years’ active involvement or equivalent;
- must demonstrate a strong motivation for our ministry;
- must be sponsored by a member society;
- and must demonstrate a balanced and healthy personality, a capacity for self-understanding, a concern for others, and ministerial leadership skills.

The Committee will further require that the candidate be well informed on the history and development of Unitarianism and Universalism, familiar with the Bylaws of the Unitarian Universalist Association, and fully committed to the purpose, objectives and guidelines of the Unitarian Universalist Ministers’ Association. A candidate for the Ministry shall also have a Master of Divinity degree or its equivalent from a theological school approved by the Committee, or have had an equivalent educational experience. Any exceptions to these qualifications must be approved by the MFC.

The MFC retains the right to request and consider any and all information it deems relevant in making its determination regarding whether to accept or reject a candidate.

RATIONALE FOR CHANGE: As part of our work in widening the path to ministry, we would like to open the rights and responsibilities of sponsoring candidates for the ministry to a wider group of organizations beyond congregations. It is our hope that community organizations and those representing particular identity groups such as BLUU, TRUUST, Equal Access or others could sponsor candidates. There is not a

single category of affiliation that would include all organizations connected to Unitarian Universalism and provide the necessary covenantal relationship, but we feel that those organizations open to becoming UUA Covenanting Communities could be offered the opportunity to act as sponsors. A list of Covenanting Communities is maintained by regional staff. In addition to adding Covenanting Communities we propose changing the words “member society” to “UUA member congregation” for consistency with other rules and policies.

PROPOSED CHANGE:

Rule 11. General Qualifications

All candidates must have satisfactorily completed all educational and skill training programs and demonstrate the qualities, skills and aptitude required for Unitarian Universalist ministry as determined by the MFC. Those qualifications and requirements include, but are not limited to, the following:

- satisfactory completion of an approved clinical pastoral education (CPE) program and an internship (as described in Rule 12, “Internships”), or the equivalent;
- have completed the required reading;
- have undergone an approved career assessment program;
- be able to demonstrate an understanding of and experience with UU congregational life based on at least two years’ active involvement or equivalent;
- must demonstrate a strong motivation for our ministry;
- must be sponsored by a ~~member society~~ UUA member congregation or a UUA recognized covenanting community;
- and must demonstrate a balanced and healthy personality, a capacity for self-understanding, a concern for others, and ministerial leadership skills.

The Committee will further require that the candidate be well informed on the history and development of Unitarianism and Universalism, familiar with the Bylaws of the Unitarian Universalist Association, and fully committed to the purpose, objectives and guidelines of the Unitarian Universalist Ministers’ Association. A candidate for the Ministry shall also have a Master of Divinity degree or its equivalent from a theological school approved by the Committee, or have had an equivalent educational experience. Any exceptions to these qualifications must be approved by the MFC.

The MFC retains the right to request and consider any and all information it deems relevant in making its determination regarding whether to accept or reject a candidate.

2. Change to Rule 12 Internships: Change requirements for one- and two-year internships to be consistent and require that internship supervisors are members of the UUMA

CURRENT TEXT:

All Candidates are required to complete satisfactorily a full-time or part time supervised internship. Full-time internships must be for at least nine months. Part-time internships

extend over a total of 18 months at a minimum of 20 hours per week. Supervision will be provided by a minister in Full Fellowship. Equivalent experience, e.g., fieldwork placements or supervised ministries, may be considered on a case by case basis.

Part A. Amend total internship hours to be consistent at 1,000 hours

RATIONALE FOR CHANGE A: The Internship Manual currently requires 1440 hours for those who pursue a one-year full-time internship and 1080 hours for two-year part-time. Both exceed what most other denominations require. We propose this change for clarity and to provide consistency in one- and two-year internships.

Part B. Require that internship supervisors are UUMA members

RATIONALE FOR CHANGE B: We want to ensure that supervising ministers are not only in full fellowship but also in covenantal relationship with the UUMA, accountable to the UUMA's code of ethics.

PROPOSED CHANGE for Parts A and B:

AMEND RULE 12. Internships

All Candidates are required to complete satisfactorily a full-time or part time supervised internship. **Interns must complete at least 1,000 hours over one to two full congregational years.**(2A) ~~Full time internships must be for at least nine months. Part time internships extend over a total of 18 months at a minimum of 20 hours per week.~~ Supervision will be provided by a minister who is in Full Fellowship **and a member of the UUMA.**(2B) Equivalent experience, e.g., fieldwork placements or supervised ministries, may be considered on a case by case basis.

3. Rule 18A Three-Year Rule

CURRENT TEXT:

A minister is not eligible for settlement in a congregation for at least three years following previous engagement in a professional capacity in that congregation. This includes but is not limited to interns, field-education students, interims, contract ministers, Ministerial Settlement Representatives, religious educators, etc. Waivers may be granted by application to the MFC.

Part A: Clarify “settlement” as any paid professional work

RATIONALE FOR CHANGE A: We propose this change for clarification. The intent of this rule was to prohibit congregations from retaining ministers who had recently served in a variety of capacities. Historically, this sort of insider candidate or succession planning served as a roadblock to ministers with marginalized identities. This rule is one effort to open those positions to all qualified candidates. However, the term “settlement” implies only called ministerial positions while the intention is to address employment in a

wider sense. We have seen an increasing confusion over the meaning and intent of this rule. We believe this wording brings the rule closer to the intent. Note that the Ministerial Settlement Rep role was removed from the list as this position no longer exists.

Part B: Add UUA Covenanting Communities

RATIONALE FOR CHANGE B: For consistency with the proposed change to Rule 11 (above) which would offer sponsorship of candidates to Covenanting Communities. We feel that including Covenanting Communities in the privilege of sponsoring candidates for the ministry also requires that they abide by responsible hiring practices.

PROPOSED CHANGE for Parts A and B:

Rule 18A. Three-Year Rule

A minister is not eligible ~~for settlement~~ to serve in a professional paid role in a congregation ~~or other UUA recognized covenanting community~~ for at least three years following previous engagement in a professional capacity in that congregation. This includes but is not limited to interns, field-education students, interims ministers, contract ministers, ~~Ministerial Settlement Representatives~~, religious educators, etc. Waivers may be granted by application to the MFC.

Updated: January 20,2022
Position Title: President and Chief Executive Office of the Unitarian Universalist Association
Staff Group: Office of the President
Reports To: UUA Board of Trustees
Location: Boston-preferred
Position Type: Salaried, full time

Purpose: The President is the primary public and spiritual leader of Unitarian Universalism within the UUA. The President serves as Chief Executive Officer of the UUA under policy-based governance, with responsibility for implementing the Association’s mission and Aspirations/Ends as set by the Board of Trustees, including the recommendations of the Commission on Institutional Change’s report [Widening the Circle of Concern](#). The President has primary responsibility for the strategic leadership of the Association and its staff, is empowered to speak for the Association in alignment with policies and priorities, and has a substantial role to play in fundraising. The President is responsible for leading in alignment with UU values and ethical leadership.

The Member congregations of the UUA elect the President to represent and lead our faith on a path to Beloved Community, and to execute the Association’s mission as articulated by the General Assembly and the Board of Trustees. The President must be mindful that, “the governance of the Unitarian Universalist Association allows a Board of Trustees and a president to take separate directions, and this makes it difficult to make systemic change. Yet we live in a time when systemic change is essential and cooperation among all leaders is necessary to move toward being an authentically inclusive, mission-focused faith grounded in the values of our religious heritage.” (Commission on Institutional Change’s Findings Related to the Southern Regional Lead Hiring Decision, Spring 2017, hereinafter “Commission Findings”).

The President must possess an “understanding of power and privilege as well as a sense of urgency around transforming the Association.” (Commission Findings). The President should **embrace** “centering the voices of the marginalized will be part of becoming whole as a faith and as a people.” (Aisha Hauser, accepting the Angus H. MacLean Award, 2018). The President should lead us to create a Unitarian Universalism that can welcome the questions, gifts, and talents of all who are attracted by this faith tradition.

Principal Responsibilities

1. Acts as the primary pastoral, spiritual and prophetic leader of Unitarian Universalism, including speaking on behalf of the UUA and UU values, and representing UUism in the public square with other faith and justice leaders. Provides a pastoral and ceremonial presence in key moments for the Association and our values, and as able, for our congregations and institutions.
2. Serves as the Chief Executive Officer and is responsible for the effective management and deployment of the resources of the Association in service of its mission, aspirations and priorities. This includes strategic leadership, defining and communicating priorities, supervision and guidance of staff, and resource allocation and budgeting.
3. Works with the press and news media, and contributes to a uniquely Unitarian Universalist social media presence.

4. Strengthens the UUA and UU congregations and institutions by inspiring acts of generosity. Helps set fundraising strategy, engages and solicits major donors to the UUA, and promotes an overall culture of generosity within Unitarian Universalism.
5. Nurtures and sustains strategic relationships with external leaders and groups both within and beyond Unitarian Universalism. This includes peer relationships with leaders of other denominations and religious organizations, including international UUA partners. This also includes peer relationships with presidents and executive directors of other UU and interfaith organizations.
6. The President reports to the Board, which holds accountability for monitoring the President's success in leading the organization in its mission and executing priorities, within the limitations of policy and resources.
7. Leads and sets the strategy for advancing measurably, the ongoing work at the UUA and among other UU institutions to implement cultural transformation, moving towards justice, equity, diversity and liberatory practices, including ensuring implementation of the recommendations of the Commission on Institutional Change's report [Widening the Circle of Concern](#).
8. Expresses personal and professional commitment to counter white supremacy, patriarchy, colonialism and other systems of oppression. Works with marginalized communities within Unitarian Universalism, including Black, Indigenous and People of Color UU communities, women, young people, communities of autistic, neurodivergent, and disabled people, and LGBTQ+ communities.
9. Attends to the overall culture of the UUA workplace. This includes ensuring policies and practices within the UUA that supports our aspiration to be a workplace where all people of all identities can thrive. This particularly includes hiring and personnel practices as well as attention to workplace dynamics and support for justice, equity, diversity and inclusion practices.

Preferred Knowledge and Skills

- 10-15 years of relevant professional experience, with a preference for work in religious, nonprofit, government, academic or similar environments.
- 5-7 years of experience in management and supervision, with prior executive-level experience in a mid-size or larger organization preferred (e.g., supervising other supervisors). Demonstrated ability to lead diverse, high-functioning teams is required.
- Profound and embodied understanding of Unitarian Universalism, including its history, theologies, and practices.
- Outstanding skills in written and verbal communication, especially with religious, philosophical, justice, and political ideas. Strong preaching and public speaking skills are required.
- Exceptional professional skill set in leading institutions and organizations to become more just, equitable, diverse, and inclusive.
- Successful experience in strategic planning, budgeting, evaluation, and goal setting is expected.
- Commitment to creating an open, equitable and supportive workplace is required.
- Demonstrated ability to build trust and inspire action and collaboration across UU groups and communities. Significant existing relationships with multiple types of UU leaders, groups and communities is expected.
- Must understand the explicit structures and patterns of the UUA as an organization, as well as the implicit dynamics of UU leaders, groups, and histories within the

Association, especially those that have perpetuated white supremacy culture. Prior experience as a staff member or volunteer of the UUA or other national UU organizations is especially valuable.

- Experience leading successful fundraising initiatives, including capital campaigns, major donor solicitation, and motivating small-dollar and grassroots donors.
- Experience and understanding of effective and relational community organizing, political action, issue advocacy and partnership with frontline movements. Willingness to personally engage in direct political action if needed.
- Comfort with acting as a public faith leader, with a sense of inner spiritual grounding. Status as an ordained minister is not required.
- Exceptional personal and professional ethical standards.
- Demonstrated ability to exercise clear leadership in complex and fraught environments; low-ego, non-anxious and trauma-informed leadership style is preferred. Strong emotional and pastoral intelligence and good listening skills are required.
- Bachelor's degree expected, and master's degree in a relevant area preferred (e.g., divinity, theology, nonprofit management, etc.) or possess other applicable professional, educational, and lived experience.
- Working knowledge of Microsoft Office Suite (Excel, Outlook, PowerPoint, and Word), and able to use other online platforms including Zoom meetings.

Potential nominees must be:

- A member in good standing of a UUA member congregation (per UUA By-Laws).
- Resident of the United States
- At least 18 years of age (per MA law).
- Able to travel extensively and work both weekdays, weekends, and evenings.
- Able to spend a significant amount of time in Boston.

Compensation and Benefits

About the UUA

The Unitarian Universalist Association is a progressive religious denomination headquartered in Boston's waterfront Fort Point Innovation District with offices in Washington, DC and at the United Nations in New York City. Our faith community of more than 1,000 self-governing congregations brings to the world a vision of religious freedom, tolerance, and social justice. Our normal workweek is 35 hours, we pay 80% contribution towards health insurance premiums, 10% towards retirement (after one year), and have generous paid time-off policies. We are a great place to work and we value diversity. The UUA is an Equal Opportunity Employer and is committed to the full inclusion of all. As part of this commitment, the UUA will ensure that applicants and staff with disabilities are provided reasonable accommodations. If reasonable accommodation is needed to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Office of Human Resources at (617) 948-4648 or humanresources@uua.org. For more information on the UUA, visit us online at UUA.org and uuworld.org. Support for the Mission and Values of the Association

The Unitarian Universalist Association is a progressive and historic religious denomination. While it is not generally required or expected that an applicant/employee identify as a Unitarian Universalist (UU) or be a member of a UU congregation in order to work at the UUA, all UUA staff members are expected to perform their job duties in accordance with the UUA's values, principles, and mission.

In particular, the following points, drawn from the Seven UU Principles, are of particular importance for the UUA's work environment and staff culture: ● The inherent worth and dignity of every human being: We affirm the need for a human-centered workplace that allows our diverse staff to flourish. We also understand that our wider culture and society oppresses and denies human dignity, and we seek to counter the effects of that oppression in our hiring and workplace culture so that each person feels whole and valued. ● Justice, equity and compassion in human relations, and the goal of world community with peace, liberty and justice for all: We speak openly and publicly of our support for social and political issues, including LGBTQ equity, racial justice, climate justice, gender equity, and reproductive justice. ● The interdependent web of existence: We recognize that the liberation of all people is interwoven, and we work to counter patriarchy, white supremacy, colonialism, homophobia, transphobia, ableism, environmental exploitation, and other interrelated systems of marginalization.

Article 2 Study Commission Board Report

January, 2022

Recent happenings:

- Though the Commission still has many stakeholders and other UUs to hear from, we have begun to see many common threads throughout the feedback we've received so far. So in addition to our more open-ended meetings, we will be adding some meetings and events for participants to begin to wrestle with more specific language. We are not intending proposed language to indicate a commitment to those particular words, but rather to begin to set a sense of how certain words and phrases resonate or don't. Our philosophy around this is to "fail fast" and we expect our language to evolve over time.

Current projects & initiatives:

- Stakeholder Conversations
 - Paula and Rob had a great meeting with the UU Ministry for Earth last week
 - Cheryl and Paula will be holding a Finding Our Way Home Pre-Gathering Focus Group in early February.
 - Our workshop for Youth on covenant was postponed, but we hope to hold it in February, and we are planning a meeting with UUA Youth program staff to create other engaging opportunities for Youth.
 - We are in the process of contacting other Stakeholder groups.
- Open Events
 - We have launched an "[Article 2 Individual Survey](#)" that is open to any and all. This is a comprehensive survey on our four areas of inquiry. We hope this will help to catch folks who we might miss through our stakeholder meeting process. This survey will close April 30, as we enter the next phase of our work.
 - Our next Speakers Series event, on Covenant, will be Jan. 27. Look for a link soon on our facebook page. These will feature engaging speakers on each of our four topics: Values, Inspirations, Purpose, and Covenant. Our first event, a [Conversation on Covenant](#) can be viewed at the link.
 - We will be holding monthly, drop-in "Office Hours" events where anyone is welcome to attend and ask questions of the Commissioners. Our first session will be Monday, Feb. 28 at 3pm Eastern. A registration invitation will be available soon. We'd love to see you there!
- Congregational Resources
 - All of our planned resources are now available! (and free to download and use, of course) Most can be found on our [Resources](#) page, including:
 - "[Love in Action](#)," — Rev. Aisha Ansano and Rev. Emily Conger of Nourish have created a wonderful dinner church service for youth and young adult groups focusing on shared values.
 - [Conversation Starter Slide Set](#) — These slides can be used in congregations or other groups to get folks thinking about Big Picture

questions. Each question features a link to that question's survey so we can get quick feedback from participants.

- [Promises for a New Unitarian Universalism](#) — This short workshop plan can be used in youth and young adult groups to think deeply about covenanting for Beloved Community
- [Small Group Ministry Guide](#) — This six-session program for Adult Faith Development programs (or any other interested groups!) will guide participants through our Big Picture questions
- UU Wellspring — If communities want to dive more deeply into a discerning exploration of Unitarian Universalism, Rev. Viola Abbitt and Rayven Holmes have crafted an excellent curriculum in the UU Wellspring style. This rich and creative eight-session curriculum is free to use, and is being administered through the UU Wellspring organization. To access materials or just investigate whether the program is right for your group, complete the [Facilitator Interest form](#).
- Data Analysis
 - We have received several RFPs for this position and look to hire someone soon.

On the horizon:

- Speakers Series on Covenant, Jan. 27
- Drop-in "Office Hours" with the Commissioners, Feb. 28, 3pm Eastern
- Commissioners Retreat, early March

Learnings and Hopes:

- We continue to adjust our meeting times to meet the scheduling needs of the group and make productive use of our time together and apart.

Support we need: Please spread the word about our open survey and the congregational resources available (all links included above). Thanks very much!

Respectfully Submitted,
Becky Brooks,
On behalf of the Article 2 Study Commission