

Board of Trustees

MEETING: November 18, 2024, 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: Chris Chepel (Co-Financial Advisor), Barbara de Leeuw, Charles Du Mond (Co-Moderator), Suzanne Fast, Emily Koriath, Sherman Logan, John B. Newhall, Meg Riley (Co-Moderator), Adam Robersmith, John Simmonds, David Stewart (Co-Financial Advisor), Justine Sullivan, Sam Trumbore (Financial Secretary), Bill Young (Secretary)

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Dave Valentine (Vice President of Finance and Investments), Stephanie Carey Maron (Governance Manager), Betty Clark (Executive Assistant to the Executive Vice President and Vice President of Programs and Ministry), Danielle Di Bona and Chris Buice (chaplains), LaTonya Richardson, Natasha Walker, Kimberly Quinn Johnson, Shige Sakurai, Gianni Fogliano, Julica Hermann de la Fuente, Tuli Patel, Elizabeth Foster, Tim Styer, Rob Spirko, Dick Burkhart

Meeting Minutes

EXECUTIVE SESSION

The Board began its meeting in Executive Session at 7:05 pm ET for the purpose of approving appointments and other sensitive business.

The following appointment was unanimously approved:

- Investment Committee
 - Didier Dumerjean

The following Policy on Benefits for Executive Officers was unanimously approved:

- Motion: *At the time of their appointment, all salaried officers of the UUA at or above the Vice President/Treasurer level shall receive the maximum paid time off accrual and utilization rate and maximum retirement benefit available to any UUA employee or allowable by policy, regardless of term of service.*

OPEN SESSION

Co-Moderator Du Mond opened the meeting to observers at 8:03 pm ET, and President Betancourt recognized the life and work of Jacqui James who died recently.

Consent Agenda

The consent agenda was unanimously approved, and included minutes from the September 12-14, 2024, October 21, 2024, and November 11, 2024 meetings. The consent agenda passed unanimously.



Investment Policy Statement Updates

The Board approved the changes to the Investment Policy Statement to update the portfolio allocation targets and correct typographical issues. (Attachment 1)

General Assembly 2025 Budget Approval

LaTonya Richardson, Director of General Assembly and Conference Services, presented the General Assembly 2025 budget, which was based on a conservative estimate of 1,800 in-person attendees. The budget included a deficit of around \$200,000, which would be offset by a surplus from previous years' General Assembly budgets. LaTonya also discussed the rising production costs, which were the single largest line item in the budget. EVP McDonald emphasized the potential for increased attendance and the need to restructure communication around the business-only delegate category. The budget was unanimously approved.

Meet the Moment Budget Approval

The Administration presented the proposal for expenses for the Meet the Moment (MTM) initiative, which had been reviewed at the most recent Values and Resources meeting. MTM is a multi-year, holistic framework to align UUA resources and partner with congregations to focus on the most urgent issues of the moment, discerning how we are called to be and how to answer that call most impactfully. The proposed budget provided for two years of programmatic costs and part-time staff/consultant support for the initiative, which will also be utilizing existing staff and resources for this broad approach. No additional questions were raised by Board members. The Board unanimously approved a total expense of \$200,000 over FY25 and FY26, as part of the presidential investment funds confirmed in August of 2023.

Accountability Launch Team Recommendations for Future Accountability Team

The Accountability Launch Team (ALT) provided an update on their work and discussed the scope of their charge. The Team needs to clarify their core mission and parameters with the Board before moving forward. They have developed some processes organically, but no formal rubrics to pass on. The Board's original charge was broad – to help transform UUA culture and practices, with a focus on decision-making processes reflecting UU values. There were questions around how to realistically take on such a large mandate.

ALT member, Elizabeth Foster, discussed the Team's approach to accountability, emphasizing that they are not proposing to hold others accountable but rather to explore and define accountability through conversations and participation. Fellow ALT members, Julica Hermann de la Fuente and Tuli Patel, agreed, highlighting the transformative nature of this work and the need for praxis to understand how to help institutions achieve liberation and transformation. EVP McDonald expressed the need for clarity on the relationship between the Board, ALT, and the Administration to effectively operationalize these questions and participate in discussions. The Team agreed on the importance of early conversations about power and understanding who holds what and why.



The Team discussed the need for clarity and direction in their roles and responsibilities, particularly in relation to their accountability to the Board. They acknowledged that their initial charge was vague and that they had done what they were asked to do but now needed more specific guidance. The Team agreed on the importance of creating a covenant with the Board and executive leadership to define their roles and responsibilities. They also discussed the need for a clearer understanding of their membership processes and the duration of their service. They expressed excitement about moving to the next level of their work and the potential for a more defined relationship with the Board.

Discussion focused on discussing the four areas of harm identified in the report: General Assembly, Widening the Path to Ministry, Governance, and Regionalization. The Team discussed the need for more clarity and accountability in these areas, with a particular emphasis on the Board's role in modeling the behavior they want to see in other places. They also discussed the potential for the Board to model these behaviors at General Assembly, and the need for more education and training in these areas.

The group agreed that the relationships between the Board, staff, and other entities was key to the project's success. The Team agreed to continue working on the project with reasonable speed and to recruit new members. The Team also discussed the four areas of focus in the project and the need for deeper discussion on the terms of engagement.

Suzanne Fast, on behalf of the Trustees, affirmed the efforts of the group, and acknowledged the scale of their challenge and opportunity as one that will take years to realize.



Co-Moderator Du Mond closed the meeting at 9:17 pm ET.

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

Appendices

Appendix A. Portfolio structure and allocation policy

It is understood that a single Investment Manager may have discretion to invest across a range of asset classes. The Investment Committee will select a team of Investment Managers to minimize the risk that multiple Investment Managers will become concentrated in any particular asset class.

Asset allocation targets and ranges:

Asset Class	Interim Target Commitment %	Long Term Targets	Range %
Public Equity	67%	67%	40 - 80%
Domestic Equity	33%	33%	23 - 43%
Large Cap	27%	27%	
Small/Mid Cap	6%	6%	
International Equity	22%	22%	12 - 32%
International Dev.	14%	14%	
Emerging Market	8%	8%	
Global Equity	12%	12%	6 - 18%
Fixed Income	21.5%	17%	10 - 30%

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<i>High Quality Fixed Income</i>	<u>11.5%</u>	7%	5 - 20%
TIPS	3.5%	3.5%	
Treasuries/ <u>Short Duration</u>	<u>8.0%</u>	3.5%	
<i>Return Seeking Fixed Income</i>	10%	10%	5 - 15%
<i>Private Markets</i>	<u>7.5%</u>	10%	0 - 20%
<i>Cash</i>	1%	1%	0 -10%
<i>Community Dev.</i>	3%	5%	0 - 20%

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Appendix B. Community Investment Guidelines and Policy

I. Apportioning the Target Allocation.

The target allocation for Community Investments will be as set forth in Appendix A. Up to 50% of the Community Investing allocation may yield a below market return (concessionary rate) and the remaining 50% must return the greater of 1.5% or a “cash” rate of return as determined by the U.S. 91-day T-bill yield (market rate) (**^IRX on Yahoo Finance**). The CI allocation shall be counted within the fixed income asset class when at market competitive rates and separately when concessionary.