

Unitarian Universalist Association

Staff Report June 2006



**William G. Sinkford-President
Kathleen Montgomery-Executive Vice President**

INTRODUCTION

The Association's mission for the staff is to:

1. Support the health and vitality of Unitarian Universalist congregations as they minister in their communities.
2. Open the doors of Unitarian Universalism to people who yearn for liberal religious community.
3. Be a respected voice for liberal religious values.

This report outlines for you, by staff group, the work that has been done on your behalf this year by the staff of the Unitarian Universalist Association. It comes with great appreciation for their extraordinary work in a time of many new initiatives in response to the needs of our faith and our congregations.

If you have questions in response to the information contained here, please feel free to contact Kay Montgomery (kmontgomery@uua.org).

William G. Sinkford, President
Kathleen Montgomery, Executive Vice President

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ADVOCACY AND WITNESS STAFF GROUP

Our mission is to take UU values into the world through legislative advocacy, strategic media work, and in partnerships, domestically and internationally, with other religious and secular groups that share our values. We work closely with local congregations to be effective in this public ministry at an international, national, and local level.

Congregational Support

A dozen Social Justice Empowerment workshops were held this year to identify passion, energy, criteria, and structures for engaging in effective congregational social action programs. See <http://www.uua.org/programs/justice/ep>.

“Inspired Faith, Effective Action,” is at www.uua.org/uuawo/pdf/sjworkbook.pdf. This workshop has been successfully used by congregations who are engaged in strategic planning.

Weekly communications go out to social action chairs through SAC-news, which currently has 1600 subscribers (www.uua.org/mailman/listinfo/sac-news), through news about Journey Towards Wholeness, JTW-News, which currently has over 2,200 subscribers. (www.uua.org/mailman/listinfo/jtwnews), and through a number of targeted advocacy lists.

The International Programs Director has begun a process of dialogue about international work of all kinds in our congregations, which will continue through next year.

Strategic Focus

Advocacy and Witness Programs staff perpetually evaluates how our small staff can be most effective. Following are updates on the major areas of focus we engaged in this year.

Family Matters (UU Family Values)

Comprehensive Sexuality Education: Partnering with both the United Church of Christ and Advocates for Youth, the UUA held an advocacy training for 30 UU and UCC youth, young adults and adult allies. The training focused on supporting comprehensive sexuality education as people of faith. (<http://www.uua.org/uuawo/new/article.php?id=703>).

Marriage Equality: Staff worked to oppose federal and state amendments to Constitutions, playing leadership roles in religious working groups. We developed resources for UUs, worked with other religious groups in interfaith advocacy efforts, and were in close contact with congregations and ministers across the country. www.uua.org/freedomtomarry.

Reproductive Health: Staff serve on the board and membership council of the Religious Coalition for Reproductive Choice, and coordinate an email network of activists on this topic. <http://www.uua.org/uuawo/new/article.php?list=type&type=31>.

Women’s equality in India: The UU Holdeen India Program (UUHIP) partners with many organizations that promote women’s rights. UUHIP’s longest-term partner, the Self Employed Women’s Association (SEWA), organizes and unites the poorest of the poor women workers. This organization is now under attack from the BJP Government of Gujarat because 1/3 of its 700,000 members are Muslim, and because they use Gandhian principles. UUHIP is strongly supporting SEWA in this time of need.

The Role of Religion in Society

Church/ state separation: Washington staff worked diligently in a variety of legislative arenas to end religious discrimination and uphold the First Amendment. Staff took a lead role in

planning the Faithful Democracy 2006 campaign, to promote religious values, civic participation, and community partnerships.

Civil Liberties: Washington staff worked to successfully reduce/eliminate onerous provisions of the Patriot Act during its renewal. Staff were also active in the “Coalition for a Free and Independent Judiciary,” which worked to counter the conservative fundamentalists who claimed to represent the only legitimate faith perspective on judicial issues. The Association opposed the confirmation of Judge Samuel Alito to the US Supreme Court, following the recommendation of the 2004 Civil Liberties Statement of Conscience.

Racial Justice

Voting Rights: Washington staff supported beginning a major advocacy campaign to reauthorize the Voting Rights Act in 2007, which helps ensure equitable voting participation by marginalized racial and ethnic groups.

The Boston staff worked to involve UUs with a rally and parade to commemorate passage of the 1965 Voting Rights Act, in which hundreds of UUs participated.

Economic Justice

A very successful program was held for Martin Luther King weekend on raising the minimum wage at United First Parish in Quincy, MA, with Senator Ted Kennedy as the key speaker. UUA staff and dozens of UU congregations are participating in Let Justice Roll campaigns to raise the minimum wage. See www.LetJusticeRoll.org.

Staff continue to support faith-based community organizing. Over 105 congregations, or 12%, have joined these local interfaith and community organizations. Staff convened a UU Ministers Advisory Council and printed a new booklet entitled Congregation Based Community Organizing: A Social Justice Approach to Revitalizing Congregational Life. See www.uua.org/programs/justice/cbco.html.

Efforts to engage congregations in Socially Responsible Investing were enhanced by three teleconferences with accompanying power point presentations in February and March, in which 87 participants from 32 congregations participated. The power point presentations are available at www.uua.org/finance/sri. Additional resources for congregations may be found at <http://www.uua.org/finance/invguide.html#r>.

International issues

HIV/AIDS: A new Legislative Assistant for International Issues will focus on international HIV/AIDS, with emphasis on sex education, sex trafficking, and women’s rights, as well as international crisis issues, such as the war in Iraq and genocide in Darfur.

Iraq: UUA staff continued to voice the Association’s opposition to the war in Iraq, primarily through a campaign to pressure Congress to have a public, substantive discussion of Iraq policy (see <http://www.openiraqdebate.org/>).

Darfur: UUA President Bill Sinkford visited Darfurian Refugee camps in November as part of his personal and the UUA’s ongoing commitment to ending the genocide. Working in close partnerships with the UUSC, UUA staff mobilized congregations to participate in the “Millions Voices for Darfur” Campaign, which included a major rally in Washington, DC, on April 30. See <http://www.uua.org/news/darfur/>.

The UU Holdeen India Program and its partner organizations work with people excluded or exploited on the basis of their gender, caste, ethnicity, religion or sexual orientation, especially on issues of migrant, bonded and child labor, untouchability, gender, caste and ethnic violence and human trafficking.

Work on disasters

Gulf Coast Relief: Advocacy and Witness staff have been closely involved with all aspects of the UUA/UUSC Gulf Coast Relief Fund. A complete report on this project is available on the web.

International Relief Work: In the last year, millions of people in India have faced natural and “man” made disasters including earthquakes, floods and droughts as well as riots, massive unemployment, and starvation deaths. Thanks to the UUSC/UUA/UUHIP collaboration and the generosity of UU congregations, UUHIP partners in the tsunami-affected areas of Tamil Nadu are helping to rebuild the lives and livelihoods of tsunami survivors who continue to be excluded from most government, international and voluntary relief and rehabilitation programs.

CONGREGATIONAL SERVICES STAFF GROUP

Anti-Racism Anti-Oppression Multiculturalism

Our antiracism, anti oppression, multicultural work seeks to meet congregations where they are and offer support in determining next steps while addressing issues of race and racism, supports newly elected and appointed leaders in developing skills to integrate anti-racism, anti-oppression and multicultural competencies into their role and responsibilities, and offers tailored support for recently settled ministers of color and Latino/a/Hispanic ministers and the leaders of their congregations. We do this through the JUUST Change Consultancy, Creating a Jubilee World, Jubilee 2 and tailored programs.

Congregational Services provides and promotes Jubilee workshops and trainings to UU congregations and districts. Seven Jubilee workshops were held at congregations throughout the U.S. In early February Jubilee 2 trainers met for a weekend to formally acknowledge and celebrate the transition from apprentice to trainer of two members of the team. Congregational and District Transformation Teams received tailored consultation and support to further their transformation. Relevant videos and books continue to be available for loan.

After GA 2005, newly elected and appointed UUA leaders including new members of the UUA Board of Trustees came together for a two day anti-racism training.

The JUUST Change Consultancy was created to facilitate connections between UU congregations and related groups and the UUA resources that develop ARAOMC (antiracism, anti-oppression, multiculturalism) competencies and

- To build collaborative relationships in the UUA community through ARAOMC work.
- To inform UU congregations, religious professionals, and lay leaders about UUA resources and to help them to access those resources to support ARAOMC work.
- To build leadership capacity and tap the talents of people in UU congregations.
- To be a catalyst for change by helping UUs take stock, determine next steps, articulate lessons learned, capture and use best practices, and document progress.

The JUUST Change Consultancy was formed to provide customized services to congregations that want to expand their social justice ministries to include antiracism, anti-oppression and multiculturalism. It is an effort focused on finding more ways for congregations to utilize UUA programs like Beyond Categorical Thinking, Jubilee Trainings, Welcoming Congregations, Social Justice Empowerment Workshop, etc. All consultations are provided by UUs with professional training and skilled in anti-oppression work, organizational development, and community organizing.

The JUUST Change Consultancy is in its second year of development and has already accomplished a great deal. In the first year a cross-functional group of UUA staff and lay leaders designed the program and recruited and trained a group of 13 consultants, including three at the district level. The consultancy was piloted in four congregations and provided consultation and training for many groups, including Ministry Fellowship and related groups, district boards, UUA consultants, and newly elected and appointed UUA officials. In its second year, FY 2006, the JUUST Change Consultancy matched consultants with congregations and began learning what it means to meet congregations where they are. Seven new congregations entered the

consultancy and two continued from the first year pilot. In addition, JUUST Change is continuing with its commitment to provide support to recently settled ministers of color.

Congregational Fundraising Services

The fundraising consultants in the Congregational Fundraising Services office created a new mission statement this year: *We partner with congregations to help each community transform its unique vision into bold action.* During the 2005-2006 fiscal year, the 10 fundraising consultants made a total of 159 visits to 67 different congregations including:

- 30 initial assessment visits
- 26 successful capital campaigns to fund their building projects and provide seed money for new programs and staffing
- 16 long-range strategic plans
- 10 successful annual stewardship drives.

In addition, one congregation received a building loan, two congregations received building loan guarantees, and three congregations were given grants to help finance their very first spiritual home.

The manuscript for a book on fundraising was completed during the fiscal year and publication is scheduled for sometime during the 2006-2007 fiscal year. The book will replace the 1997 *Fundraising With a Vision* and offers a much broader perspective on all aspects of stewardship.

Growth Strategies

Our goal: Opening the doors of Unitarian Universalism, welcoming those who seek a liberal religious community.

Recent past strategies (relying on local energy for new congregation starts; moving small congregations committed to growth into full time professional ministry) proved successful in some respects. However, modest numerical growth and a declining number of congregations applying for these grant programs led to the realization that it was time for new approaches. That has led us into a time of experimentation, where success is not guaranteed and both the risks and possibilities for success are greater. Our strategies are opportunities for us to try new ways to share and grow this faith; involving “successful” congregations and building new congregation/district/ UUA partnerships. Until we have more experience and measurable results with a variety of strategies, it is impossible to craft a strategic plan that will predictably lead to certain numerical growth.

Strategies:

#1: Identify and promote *Breakthrough Congregations* and *Breakthrough Practices*.

- Identify Breakthrough Congregations that have achieved numerical growth by overcoming barriers.
- Identify Breakthrough Practices where congregations are exceptional in areas such as contemporary worship, Lifespan Faith Development, Social Justice, even if it hasn't yet resulted in overall numerical growth.

- Showcase these congregations and practices at GA, regional conferences, district meetings. Publicize their efforts in various communications such as InterConnections, UU World, The Religious Leader.
- Make “congregations learning from congregations” a fundamental value of the UUA.

#2: Support promising congregational and district initiatives such as

- Hamden/CBD Partnership for Growth
- Davies Memorial/ Baltimore- Washington Growth Plan

#3: Initiate and support metro/regional growth strategies such as

- Dallas-Fort Worth Metroplex Strategies
- Philadelphia/Wilmington Regional Growth Plan

#4: Make UUism more broadly known and more broadly available in the world.

- Create and make easily available marketing and welcoming materials for use by congregations
 - Times Square
 - General Assembly outreach
 - Resources such as postcards, tabloid insert, 30 second video commercial, The Membership Journey (on line)

#5: Yoke our development work to support for local growth initiatives

- Develop and resource regional roundtables
 - Houston
 - Orange County/South Bay
 - San Francisco Bay Area
 - Boston Metro West
 - Twin Cities
 - Channel Islands (Santa Barbara/Ventura area)
 - Los Angeles/Valleys
 - San Diego

Currently the UUA is a partner to congregations and districts in sixteen regional growth strategies. For more information go to <http://www.uua.org/cde/newcong/index.html> or <http://www.uua.org/programs/congservices/uncommon/index.html>

Marketing and Outreach - The Uncommon Denomination

Regional marketing campaigns were conducted in partnership with our eight Houston area congregations and in partnership with the North Texas Association of UU Societies and their member congregations in the Dallas Fort Worth Metroplex. Planning is underway for regional campaigns in partnership with our congregations in Southern California (Orange County, Long Beach and South Bay) and in St. Louis. In addition, the UUA ran 192 30-second commercial spots on the Times Square NBC/Panasonic 1200 sq. ft. Astrovision Screen. These commercials ran over the course of 24 days during the holiday season with some showings during the Macy’s Thanksgiving Day Parade and the traditional New Year’s Eve “ball drop.” Our potential audience totaled 36 million visitors.

All the campaigns had the following goals:

1. Generate brand awareness of Unitarian Universalism
2. Increase visitor attendance at local congregations
3. Increase membership
4. Create excitement and pride among Unitarian Universalists in the area

All campaigns had congregational preparedness as a critical component.

Interest in marketing has generated requests for “Marketing 10” Workshops around the country to help individual congregations, and groups of congregations, build marketing plans. All-day workshops have been conducted in Orange County, San Francisco, Chicago, New York City, and St. Louis.

All the creative materials used in the Houston campaign have been converted into a generic format for use by any congregation. Available on the UUA website are the postcard direct mail pieces, newspaper ads, web-banners, radio text, tri-fold brochures, and outdoor billboards and banners.

The Uncommon Denomination congregational marketing program added introduction a new postcard program which has been successfully adopted by many congregations for mailing publicity of their regular programming and for special events. The radio ads, banners, newsprint ads, and brochures continue in popularity among both larger and smaller congregations. These materials are presented to congregations along side hospitality and belonging resources which enhance congregations’ welcoming practices ahead of their outreach campaigns. Congregations find that they more effectively welcome visitors and find newcomers become members when careful attention is paid to these practices.

The successful “Image a Religion” campaign, developed for the Houston market was recognized with a 2006 DeRose-Hinkhouse Memorial Award “Certificate of Merit” by the Religion Communicators Council.

Services to Large Congregations

Established eight years ago to better serve the UUA's largest congregations (those with 550 or more adult members), the mission of this office is to identify appropriate resources and develop strategies to deliver them to large congregations in partnership with the Association and its districts. There are presently forty-five large congregations served by this program, as well as a score of congregations that are edging towards 550 members, which receive services aimed at helping them manage the size transition.

During the past year, services have been provided on-site with the staff and leaders of fourteen congregations in a variety of ways, including leadership development workshops, board retreats, staff consultations, and overall reviews of congregational systems. In a typical month, the office receives 106 requests for information and advice by telephone and email. In addition to its work with congregations, the office maintains liaison with the Association of Senior Ministers of Large UU Congregations and LREDA-Large. The office sponsored three workshops at the UUA Midsize Church Conference, supported training events for senior ministers and religious educators, and provided training for the Interim Ministers Guild. Planning is underway for the third national conference for large church staff and for a special conference on congregational governance.

This office monitors trends among large congregations in other denominations, looking for models and methods that can be applied in a Unitarian Universalist context. The UUA has been represented at "Exploring the Large Church," a series of gatherings being convened by the Alban Institute. In addition to generating increased awareness of the challenges facing large churches and strategies for addressing them, this series of gatherings will lead to the establishment of an Alban-sponsored Large Church Network, a cross-denominational initiative based on the assumption that "we learn better from people who are in our same *setting* rather than in our same *system*." As a pioneer in targeted services to large congregations, the UUA is a leadership denomination, which gives it a unique position as Alban undertakes its own work in this field.

The Large Congregations Team is a panel which includes UUA staff and representatives from key large church constituencies. It meets on a regular basis to examine the needs of large churches, review the UUA's efforts to serve them, and establish priorities for our ongoing work in with large congregations.

Resources for Congregational Growth and Vitality

The Office of Safety and Ethics works with the districts to provide support and information regarding the complexities of congregational safety for children and adults. The Safety/Abuse Clearinghouse Packet is a hard copy resource that compliments the information available on the UUA web pages. A review of the recommendations found in the Restorative Justice report was completed in January. A link to the update report is found on <http://www.uua.org/cde/ethics/>

There were four (4) Planning for Growth and Vitality Weekend Workshops for the Small Congregation (for congregations with 150 members or fewer) and two (2) Planning for Growth and Vitality Weekend Workshops for the Smaller Mid-size Congregation (for congregations with 150 – 350 members) were scheduled. These workshops are hosted by districts or groups of congregations, led by consultants, and provide a solid base of congregational growth and vitality knowledge.

In collaboration with the Small Group Ministry Network, resources and information for small group ministry/covenant groups are available online at: <http://www.uua.org/cde/sgm/>

The UUA Faith Communities Today survey of all UUA congregations had a nearly 50% response rate, at 497 congregations responding to the survey. This data will help us all to better understand one another's congregations and the UU Movement as a whole. Several reports on the data will be posted in spring and summer 2006. Topics covered range from worship, religious education programming, congregational identity, leadership, membership, to finances. Size categories are being considered in the analysis, as are the growth or decline of congregations in size.

The UUA offers a reduced price in ordering a demographic study from Percept, Inc. a demographic research firm that specializes in studies serving religious communities. Four Congregations were assisted in devising their studies and making use of them. The Office of Young Adult and Campus Ministry offers a free demographic visual of the young adult community in each study ordered, and follows up with the congregations concerning their outreach to and programming for young adults.

The 2005 Web edition of The Congregational Handbook was posted with links to services, resources, and programs within the UUA and outside it. A substantial number of new growth resources were posted and linked to the Web Congregational Handbook covering such topics as vital membership practices, holding successful meetings, managing conflict and congregational systems, committees, Vision/Mission/Covenant processes, governance, bylaws, and much more.

Congregational Services processed applications from aspiring congregations and presented them for acceptance by the UUA Board of Trustees. The [Congregational Membership in the Unitarian Universalist Association](#) packet, updated in April, is posted on the membership web pages at <http://www.uua.org/cde/education/affiliation.html>

Two hundred sixty plus Unitarian Universalists gathered in Phoenix, AZ in March for the 6th Midsize Congregations Conference. The conference theme, "Congregational Change is Personal: Meeting People Where They Are and Moving On", attracted leaders and staff from congregations throughout the continental United States to learn strategies for dealing with transition. The Friday afternoon program was an in-depth examination of change and how to help bring congregations through transition successfully. Saturday offered up thirty different workshops developed with the mid size congregation in mind. Materials from the conference are available on the Congregational Services web pages at <http://www.uua.org/cde/midsize2006/>

Young Adult and Campus Ministry

The Office of Young Adult and Campus Ministry remains dedicated to serving congregations in their ministry to and with 18-35 year olds. This year's programs have been geared towards skill training, continuing education and leadership development in our congregations and our movement at large. In this work, the office partners with the Continental Unitarian Universalist Young Adult Network (C*UUYAN), which focuses on the needs of individual UU young adults, creating an accountable and meaningful set of resources and programs.

Consultants have worked with a number of congregations to assist them in developing and strengthening programs and capacities in such areas as contemporary worship and young adult outreach.

With C*UUYAN, the Office has developed a regional young adult leadership development program, called Radius. Radius conferences offer local young adults the chance to develop skills in group building, programming, worship and outreach. As with all C*UUYAN-sponsored conferences, Radius conferences include significant programming on anti-racism and anti-oppression.

Six Regional Campus Ministry Trainings were held with added components on advanced campus ministry organizing, and strengthened sections on using anti-racist and anti-oppressive analysis in campus ministry. Campus group leaders, ministers, religious educators and congregational lay leaders have all found these trainings to be effective.

In order to meet the ongoing training and development needs of professionals working with campus groups, a six-week seminar was developed and offered this year with more than thirty people participating. Topics included leadership ethics, conflict management, outreach, worship and anti-racism work. Other outreach to religious professionals working with young adults included the publication of a directory to help them better support each other.

Anti-racism and anti-oppression continue to be priorities for young adult programming. Three weekend-long young adult anti-oppression trainings were held and led by young adults who are

part of the Youth and Young Adult Anti-Racism Trainer-Organizer Program. New programs and resources for young adult anti-racism and anti-oppression work are constantly being envisioned and developed.

The Office worked with the Lifespan Faith Development staff group on a new *Our Whole Lives* curriculum for young adults. Field testing of the curriculum is expected to happen in the fall of 2006. A second Sexuality Education Advocacy Training was held this spring, bringing together the Washington Office for Advocacy with our youth and young adult offices as well as partners in the United Church of Christ and Advocates for Youth.

DISTRICT SERVICES STAFF GROUP

District staff members contribute to the mission of the Association in a myriad of ways, and almost always in partnership with others. Primarily they do it by serving as leaders, consultants, advocates, and educators in our association of congregations, often the “first call for help” by congregations needing UUA resources.

There are twenty districts of the UUA. All have a *District Executive* who serves as the Association’s local presence and is often the first person to be contacted about UUA services. Many districts also have *Program Consultants* who serve the District in particular program areas based on local priorities, most often in the area of lifespan faith development or growth. District Executives and Program Consultants work in close alignment to the district board and the director for district services at the UUA to ensure the greatest needs of congregations are met. Areas of competency in district staff include leading mission/vision work with congregational leadership, providing lay leadership development training in such areas as healthy congregations, growth, lifespan faith development, worship, stewardship, navigating size transitions, board governance, and building strong congregational staff relationships. District staff are also fully engaged in assisting congregations through changes in ministerial leadership, the settlement of part-time ministers, organizing and leading district assemblies, long-range planning with the district board, and perhaps most importantly, mission and vision work with the congregations they serve.

District staff members are enthusiastically promoting the concept of “transformational leadership” at the congregational and district level in every way possible -- in workshops they lead, conferences they organize, and individual consultations they provide. Transformation leadership is defined as a shift from “maintenance to mission”. Articulated by Roy Oswald of the Alban Institute and others, it means minimizing the administrative activities devoted to maintaining an organization and maximizing those efforts that lead to congregations fulfilling their vision of ministry.

Key partners in the success of district staff members are the lay and professional leaders who make up the district boards and led by the district presidents. Each November the district presidents gather to identify ways in which districts and the association can work together in supporting Unitarian Universalism. Soon afterwards, district staff members meet and discuss many of the same topics. Together with insights gleaned from UUA board meetings four times a year, staff and lay leaders help promote and support vital, healthy, mission-driven congregations.

In addition to over 350 individual workshops in a typical year, district staff members continue to update and support the InterConnections Connections website, the website designed specifically for lay leaders of UU congregations. Select members are working with the UUA’s Growth Team to create a DVD on “creative worship” for congregations of every size. Due to the success of last years *DriveTime Essays Volume 1*, a second volume will be distributed in the fall “*DriveTime Essays Volume 2, The Best of InterConnections*”, with selections from the online and hardcopy newsletter that has been since 1996 an important provider of lay leadership insights for those wanting to enhance their skills as congregational leaders.

Small Talk, a newsletter for leaders of small churches written and edited by one member of the district staff, continues to be published in hardcopy and is available online as part of a larger effort to ensure services for all size congregations exists.

The success of designating congregations that have grown numerically as “Breakthrough Congregations” and inviting them to share their experiences and insights to others who wish to grow continues to be effective and continues with district staff identifying and supporting those connections. Through presentations at General Assembly, district assemblies, and in special weekend trainings, these breakthrough congregations share their stories and have the affect of informing and inspiring others towards numerical growth.

IDENTITY-BASED MINISTRIES

Identity-Based Ministries seeks to make Unitarian Universalism a more welcoming, inclusive, empowering, and just faith for all people who yearn for liberal religious community. Core ministries of this staff group focus on advocacy, education, and resource development for Unitarian Universalist identity-based constituent groups and congregations.

The work of the Identity-Based Ministries staff supports community building, leadership development, and organizing among Unitarian Universalists who identify as bisexual, gay, lesbian, and/or transgender; economically oppressed; Latina/o and Hispanic; multiracial families, people of color; and people with disabilities. The staff group also collaborates with UUA staff groups, and consults with continental committees and affiliates, to develop resources that educate congregations about how to dismantle institutional and cultural ableism, classism, heterosexism/homophobia, and racism and increase the multicultural welcome in our faith community.

Accessibility

Identity-Based Ministries' Office of Accessibility Concerns (OAC) started a library of foundational Unitarian Universalist books on audiotape and in electronic format for people who cannot enjoy Association publications in regular print. Resources such as the *UU Pocket Guide* and *Our Chosen Faith* have been recorded and are now available for every congregation to include in their resources for members and prospective members who need alternative formats. *Singing the Journey* has been transposed to a Microsoft document that is accessible to people who cannot enjoy the hymnals in printed form.

The *Accessibility Website* (<http://www.uua.org/programs/idbm/accessibilities/>) has attracted over 7,000 visits from people seeking information about ways that people with disabilities can fully participate in congregational life. *Access-L Email Listserv* is an accessibility listserv that facilitates community among Unitarian Universalists with disabilities.

Beyond Categorical Thinking

Beyond Categorical Thinking (BCT) is a workshop to help UU congregations in search welcome ministers who identify as bisexual, gay, lesbian, and/or transgender; Latina/o and Hispanic; people of color; and people with disabilities. With the addition of 14 new facilitators, there are now 41 workshop presenters spread across the continent, and 27 have led BCT workshops in the 2005 – 2006 congregational year.

Several revisions and improvements were made to the BCT program application and evaluation process in summer 2005. The forms now provide a more in-depth profile of the congregation to enable facilitators to customize the workshop for individual congregations, and the revisions also provokes reflection on how the congregation might begin or deepen its engagement in anti-oppression, anti-racism, and accessibility work.

Racial and Ethnic Concerns (formerly People of Color Networks and Office of Latina/o and Hispanic Concerns)

In 2005 – 2006, Racial and Ethnic Concerns work emphasized relationship building with constituent and stakeholder groups, particularly supporting youth and young adult leaders in the community of color, and advocating for religious professionals who identify as people of color

and/or Latina/o and Hispanic. In attempt to provide age-specific resources for children and youth, Identity-Based Ministries developed ten pages of activities on racism, ableism, and anti-oppression that can be used as the basis of lesson-plans for religious educators working with young Unitarian Universalists. These are available on the Identity-Based Ministries pages of the UUA website.

Freedom to Marry

One of the UUA's most effective social justice initiatives has been in the area of marriage equality. The Freedom to Marry Fund, launched in 2004, has supported congregations and clusters of congregations in direct advocacy, congregational and community education, public witness, and organizing on behalf of marriage equality. Grants have supported several innovative projects that include grassroots organizing, education, and volunteer advocacy training. Recipients of Freedom to Marry grants include the California UU Legislative Ministry, the Equal Hearts campaign in North Carolina, training for organizers in rural Indiana, and educational events in Georgia and Colorado. In September, Rev. Sill Sinkford received honors on behalf of the UUA from the Gay and Lesbian Advocates and Defenders (GLAD) in September 2005.

Congregational Resources

Building the World We Dream About is the title of a new "welcoming congregation" curriculum that will focus on race and ethnicity. Mark Hicks, Associate Professor of Educational Transformation in the Graduate School of Education at George Mason University and a member of All Souls Church, Unitarian in Washington, DC, will develop the new curriculum, which is scheduled for field tests in congregations in 2007.

Welcoming Congregation

There are now 486 Unitarian Universalist congregations officially recognized as "Welcoming Congregations" for bisexual, gay, lesbian, and transgender people.

LIFESPAN FAITH DEVELOPMENT STAFF GROUP

LFD Mission Statement: *Guided by Unitarian Universalist Principles and the UUA's goal of becoming an anti-racist, anti-oppression, multicultural organization, we provide lifespan resources for education, worship, advocacy, and social action that nurture UU identity, spiritual growth, a transforming faith, and vital communities of justice and love.*

The Consultation on Ministry To and With Youth

Goal: To revision and increase support for Unitarian Universalist ministry to and with youth by involving youth and adults throughout the Association in dialogues about youth ministry.

Desired outcomes of the consultation include: youth ministry that goes beyond a one-size-fits-all model, 2) Youth resources that better serve local congregations, 3) Mutually respectful and empowering partnership of youth and adult leaders, 4) A forum for youth identity development and institutional change through anti-racism and anti-oppression work, and 5) Effective communication and networking within and between all areas of the Association.

Work this year on the Consultation on Ministry To and With Youth included:

- *Taskforce on Ministry To and With Youth* – The taskforce, formed in August 2005, is composed of eight youth, two young adults, and five adults representing the key stakeholders in the process (youth involved in YRUU, youth not involved in YRUU, DRUUMM, GLBTQ youth, the Canadian Unitarian Council, religious educators, ministers, youth advisors, and UUA administration, staff and board). The taskforce met in October 2005 to set the course for the year.
- *Website* – <http://www.uua.org/TRUS/youth> now hosts detailed and updated information and resources about the consultation and youth ministry.
- *Youth Ministry Survey* – This survey of youth was designed by the taskforce and the LFD staff group with the consulting services of Market Voice Consulting in Indianapolis, IN. Much information about the involvement and experiences of Unitarian Universalist youth ages 12-20 was collected through the 1,399 surveys returned. These results will inform congregational, district, and stakeholder conversations.
- *Process Guides* – The LFD Staff Group produced three process guides to facilitate the conversation about ministry to and with youth: one for congregational conversations, one for district gatherings, and one for conversations within stakeholder groups.
- *Outreach* – Members of the taskforce and LFD Staff Group visited 17 districts to raise awareness about the consultation, seek buy-in, and train facilitators for congregational conversations. Staff also produced promotional/educational materials and a monthly newsletter, available online.
- *Work with Districts* – The LFD staff organized conference calls with every UUA district (staff and lay leaders, youth and adults), provided support for outreach to congregations, and began plans for 2006-2007 district gatherings on youth ministry.
- *Youth Ministry Awards* – The taskforce sponsored two awards – the UU Youth Ministry Sermon Award for adults and the Youth Voices Award for youth, both of to be presented at General Assembly in St. Louis.
- *Unitarian Universalist Funding Panel Grant* – The Consultation on Ministry To and With Youth was awarded a \$10,000 grant from the Unitarian Universalist Funding Panel. This grant funded the production of the process guides and outreach to districts.

Tapestry of Faith

Goal: To develop and publish programs and resources for all ages that nurture Unitarian Universalist identity, spiritual growth, a transforming a faith, and vital communities of justice and love.

This year has seen an acceleration of work on *Tapestry of Faith* with increased staff and funding for this project:

- Staff additions and changes: Sarah I. Gibb joined the staff as Adult Program Director, Tracey L. Hurd became the Children and Families Program Director and moved to full-time, and Adrienne Ross assumed new responsibilities as Project Manager, overseeing the tasks, timelines, and database for *Tapestry*.
- A new roadmap was designed detailing components and target publication dates.
- New freelance editors were employed.
- New money. Thanks to a new, large donation, the free, electronic publication of *Tapestry* curricula is underway! IT and LFD staff are collaborating on the web design and formats for the online publication of *Tapestry* curricula for all our congregations.

Tapestry of Faith Curricula:

- *Families*: a curriculum for junior and senior high youth has been fieldtested and prepared for electronic publication.
- *Exploring Our Identities Through Poetry* for senior high youth has been fieldtested and prepared for electronic publication.
- *Giants Among Us* (tentative title) a manual for congregations doing social justice work with youth, has been prepared for print publication.
- *Coming of Age*, a youth program, has been prepared for Fall 2006 fieldtest and for beta-testing online in July 2006.
- *Principled Commitment: A Program for Couples* (tentative title) has been prepared for Fall 2006 fieldtest and Summer 2006 beta test.
- *Our Whole Lives for Young Adults*, designed for adults ages 18-35 for use in congregations and on campuses, has been prepared for fieldtest for Fall 2006.
- *Sexuality and Our Faith: A Companion to Our Whole Lives for Young Adults* is in development for Fall 2006 fieldtest.
- The children's curriculum was conceptualized, outlined, and scheduled this year. A preliminary report is online. It includes fourteen half-year (sixteen session) programs; six intergenerational programs (eight sessions each); and five additional resources including Family Resource and Teacher Development Websites. Four themes organize the *Tapestry* programs: Living Faith, Seeking Truth, Creating Love and Serving Community.
- The *Living Faith* component of the children's curriculum is in early developmental stages for fieldtest in 2007
- Authors have been sought for both child and adult curricula. Authors interested in writing curricula for *Tapestry of Faith* should watch for calls for proposals and authors on uua.org, congregational mailings, and listserves such as LREDA-L. Such calls will be made periodically in the next two or three years.

Tapestry of Faith Web Resources

- *Teacher Development Website*: This site features materials for teaching in faith including exemplary materials developed by congregations. Its contents are organized in the following

sections: Teacher Development Survey, Framing Teaching, Understanding Learners, Sustaining Teaching, Supporting Teaching, Teaching as Social Justice Work, and Enriching Teaching.

- The Families Website: This site is being revised and updated to support Tapestry of Faith as recommended by the Family Matters Task Force.
- Tapestry of Faith Website: Information about *Tapestry* programs is available at www.uua.org.

Resources

- *Building Your Own Theology II*, a new edition by Richard S. Gilbert was published.
- *Youth Group Handbook*: This handbook covers everything from fundraising to effective social justice programming. It also includes *Deep Fun* games.
- Children's Sabbath, 2006. Unitarian Universalist worship service, sermons, and resources prepared for the Children's Defense Fund Children's Sabbath Manual, 2006.
- YRUU Steering Committee Handbook: This facilitation resource was revised to address anti-oppression and anti-racism. A workshop to accompany this resource will be available on DVD.
- Multimedia for YRUU: The Youth Office experimented with multi-media/digital media technology this year. They have saved money by using CDs instead of paper for pre- and post- packets for events and meetings. Two videos have been developed: one for the DRUUMM Youth and Young Adult Caucus and one for Youth Council Representatives to let them know what the YRUU Steering Committee has been working on. Videos and audio recordings are an attempt to better reach audiences that struggle with reading (including those with reading-based learning disabilities).

Reprints and Revisions

- To maintain the usefulness of curricula resources, LFD revises and updates existing programs which this year included: *Weaving the Fabric of Diversity*, *OWL 7-9*, *OWL Adult*, *OWL Adult SOF*, *OWL K-1*, *OWL Parent Guide*, *Nurturing Children and Youth*, *Timeless Themes*, *We Believe*, and numerous pamphlets and web resources.

Web Resources

Web resources play an increasingly central role in supporting religious education for children, youth and adults. The following are some new resources developed and posted this year.

- UU Faith Works, a collection of resources for lifespan religious education programming was published online: Summer, 2005 Edition and Winter, 2006 Edition
- Synapse: The Youth Office produced four editions of *Synapse*, the magazine by and for Young Religious Unitarian Universalists everywhere:
 - Spring 2005, theme: Sexuality (in printed format, available online)
 - Fall 2005, theme: Spirituality (in electronic format)
 - Winter 2006, theme: Come aboard the Leader-Ship! (in electronic format)
 - Spring 2006, theme: Community Building (in electronic format)
- Curriculum Mapping. This resource, describing each UU curricula available to congregations, has been significantly expanded and updated.
- Earth Day 2006: Honoring our Home, Planet Earth. Article, resources, activities and stories about global warming and the celebration of Earth Day.

- *Talking with children and youth about Darfur*: Resources and appropriate messages for children about Darfur and how to help.
- *The Gift of Time*: Busy families. Article and resources about time, family life, and how to strive to create balance.
- *Winter Holiday resources*. A collection of resources about how to observe winter holidays from a Unitarian Universalist perspective.
- *Seeking justice for children: Putting our faith into action*. Article, activities, worship materials, and resources.
- *Faith in the Face of Disaster: Unitarian Universalist response to disaster*. Resources for children and families about coping with tragedy and loss in the context of hurricane disaster.
- *Queer Youth Resources*: A new page on the YRUU website with a comprehensive list of resources and links for GLBTQ youth.
- *Making Meaning in the Face of Disaster*. Being prepared for on-line publication.

Pamphlets

- Three new UUA pamphlets were published this year: *A Leap of Faith: Youth Leadership*, by Megan Selby; *We Dedicate This Child*, by Linda Olson Peebles; and *Religious Hospitality: A Spiritual Practice for Congregations*, by Peter Morales.
- Four pamphlets in development include *UU Views of Evil*, *UU Views of the Sacred*, *Table Graces and Prayers*, and *What Do I Say?* (help for children to explain UUism).
- Two UU pamphlets developed in LFD are *Five Guidelines for Committees With Youth Members*, by Michael Ohlrogge; and *Including Youth in Congregational Life*, by Jason Lydon.

Worship Web

Development of a UU liturgical calendar and expansion of the depth and breadth of online worship resources are ongoing. Preparation has begun on a significant redesign of the look and feel of the WorshipWeb site, including building a network of links to related worship materials. Outreach efforts include publicizing WorshipWeb to a larger audience of ministers, religious educators, and lay leaders. The use and appreciation of this website grow monthly. We continually seek and receive contributions for worship of all types, including worship with children and youth as well as adult worship.

Trainings

- *The Teacher Development* module of the UUA Renaissance Program for religious educators was rewritten and beta tested.
- *The Renaissance Religious Education Philosophy* module of the UUA Renaissance Program for religious educators was rewritten and beta tested.
- *Chrysalis Training Program*: Both youth and adults were trained through the Youth Office in a variety of topics important to youth ministry. This year, UUA districts/regions requested: eleven Basic Advisor Trainings, seven Spirituality Development Conferences, seven Leadership Development conferences, three Anti-Racism Analysis Development conferences, three Chaplain Trainings, and one Advanced Advisor Training.
- *Basic Advisor and Chaplain Trainings-of-Trainers*: In March 2006 Basic Advisor and Chaplain trainings-of-trainers were held at Murray Grove Retreat Center in Lanoka Harbor, New Jersey. Four youth and four adults were trained as continental chaplain trainers, and eight youth and eight adults were trained as basic advisor trainers. Each participant in the Basic Advisor Training received an updated version of the training manual.

- *YRUU Social Justice Training*: A successful training for approximately 50 participants was held in November, 2005. There were more people of color in attendance than at any previous YSJT and the first ever Canadian anti-racism training at a YRUU conference was presented by the Northern Alberta Anti-Racism Association. The YSJT focused on Education Reform and Multiculturalism 101, Militarism, the No Child Left Behind Act, Standardized Testing, Sexuality Education, Tracking, Multicultural Education and Prison Reform
- *Our Whole Lives*: Grades 7-9 and 10-12: There have been 25 Youth Combo *Our Whole Lives* teacher trainings this past year. These Youth Combo trainings train teachers in both the junior and senior high curriculum in one weekend.

Workshops

- *Teaching as Spiritual Engagement*. A full day workshop for teachers and others engaged in religious education in the congregation.
- *Nurturing Children and Youth: A Developmental Perspective* (Workshop One) and *Nurturing Children and Youth: A Family Ministry Perspective* (Workshop Two).
- *Growing in Faith: Nurturing Children's Spiritual Growth*. A LFD/Family Matters Task Force workshop.
- *Making Families Matter-Affirming and Nourishing our Faith Communities*. A LFD/Family Matters Task Force workshop.
- *Teaching in Faith: Beckoning, Summoning and Supporting teachers*. A workshop by LFD/District Staff.
- *Effective Adult Programs for the Program-Sized Congregation*. A workshop for UU conferences.
- *Adult Religious Education*. A workshop for ministers, religious educators, and lay leaders.

Groups We Support

- *Family Matters Task Force*: A new task force was formed and met for an initial retreat in March, 2006 where short and long term visions and strategies for family ministry were identified. The FMTF report outlining their work appeared with the LFD April Board Report.
- *Anti-Racist Identity Development Working Group*: An interdepartmental committee in its third year, the AR-ID Working Group attends to anti-racism programming, people of color organizing, and white anti-racism organizing for youth and young adults. Staff from the Youth Office AR-ID support anti-racist programs such as the Youth and Young Adult Transformation Team (now on an indefinite hiatus), the Anti-Racism Trainer/Organizer Collective, and the DRUUMM/White Allies Spring Summits.
- *YRUU Steering Committee*: The YRUU Steering Committee meets four times a year. The Youth Office staff coordinates logistics and arranges for new skill building opportunities such as anti-oppressive facilitation and consensus. The Youth Office supports the YRUU Steering Committee in achieving their goals. This year, their goals included YRUU's involvement in the Consultation, staying in communication with youth representatives and the People of Color Caucus, getting in right relationship with the board and the administration, anti-racism work and supporting local and district youth groups as well as continental events.
- *UU RE History Group*: The mission of this group of active and retired UU religious professionals is to inspire and support quality research in topics of Unitarian, Universalist, and UU religious education history. LFD hosts their meetings and events and provides moral and tangible support. With grants from the UU Funding Panel and the New York State

Convention of Universalists, the UU RE History group held a conference at the UUA and Harvard Divinity School to generate research papers. Another conference is in the discussion stages.

- *Renaissance Advisory Committee*. This group meets once a year to evaluate and advise LFD/MPL on the Renaissance program.
- *Pamphlet Advisory Committee*. This group meets once a year to evaluate and advise the UUA on the development of UUA pamphlets.
- *General Assembly Youth Caucus*: The Youth Office worked closely with the General Assembly Youth Caucus Staff and the General Assembly Planning Committee to bring together programming for youth at General Assembly. Programming includes business meetings, workshops, youth group and anti-racism and anti-oppression programming, and identity caucusing. The Youth Office has also worked to make sure that the recommendations of the Special Review Commission (formed after the racially charged events at last years General Assembly) are implemented at this year's General Assembly.
- *Youth Council*: Over 60 youth and adults from across the Association gathered in Iowa in August 2005 to discuss issues facing YRUU. Youth Council appointed members to the Taskforce on Ministry To and With Youth and made recommendations to that taskforce. They allocated all of the Youth Fund for Unitarian Universalist Development toward the support of UU Youth of Color.
- *Diverse Revolutionary Unitarian Universalist Multicultural Ministries Youth and Young Adult Spring Summit (DRUUMM)*: Through funding and staff support from the Youth Office, DRUUMM held its Youth and Young Adult Spring Summit outside of Chicago in March 2006. Much time was dedicated to visioning and expressing the hopes and fears of people of color within Unitarian Universalism. Participants attended a number of workshops, including one on poetry, internalized racial oppression, and organizing. Caucuses based on sexuality were held during the weekend.
- *Youth & Young Adult White Anti-Racist Allies Summit*: The Youth Office supported, through funding and staff-time, the Youth & Young Adult White Anti-Racist Allies Summit, held in Chicago in March 2006. The focus of the conference was analysis development and organizing a network of youth and young adult white anti-racist activists.
- *YRUU and DRUUMM YaYA*: The Youth Office has been a bridge between the YRUU Youth of Color leadership and the leadership of DRUUMM Youth and Young Adult Caucus leadership. By helping the People of Color Advisory Caucus of the YRUU Steering Committee write a proposal to the DRUUMM YaYA that details specific new structures that will bring these two groups into closer relationship and better mutual support.

E-mail lists and online communities

LFD manages and participates in the following list-serves: UU-Parenting, REACH-L, Adult RE, OWL-L, OWL Trainers, OWL-adult, OWL-child, Advisor-L, Bgltqq-youth, UU-Scouting, Youth consultation, YRUU-Announce, YRUU-L, YRUUsacs, and YRUUsj.

MINISTRY AND PROFESSIONAL LEADERSHIP STAFF GROUP

During the 2005 – 2006 church year, the Ministry and Professional Leadership Staff Group continued its primary and essential work of providing for the ongoing development and support of well trained, capable and committed ministers and professional leaders for service in UU congregations and for ministries in the larger world.

MPL works closely and interactively with UUA congregational leaders, Association leaders, other UUA staff, and several UU professional groups – UU Ministers Association, Liberal Religious Educators' Association, UU Musicians Network, Association of UU Administrators, Society for Community Ministries and UU Retired Ministers and Partners Association – in carrying forward its mission.

As the following reports illustrate, at the same time that MPL is providing key ongoing services and support to the leaders who are essential to the health and growth of our congregations, our ministry in the world and Association, it is also breaking new ground, offering and supporting new innovative programs; a proposed UUA health insurance plan, the developing credentialing program for religious educators, certification programs for administrators and musicians, a new interim religious educator program, a new Professional Leadership Coordinating Council which helps UU religious professional groups work more effectively together in key matters of training and in finding ways of strengthening the collaboration between UU ministers and professional leaders in their service to congregations. Ministry and Professional Leadership works to be a co-leader in ongoing UU efforts to better understand and face up to our own racism and patterns of oppression, and to support the development of safe congregations and responsible staffing policies in our congregations and institutions.

This has been a year of significant staff transition in Ministry and Professional Leadership, with long term staff members working in Settlement, Professional Leadership and the Director of the Staff Group retiring. The new staff members who have come on board have and will continue to provide the same high quality of leadership, creativity, dedication and commitment that have long characterized the staff of Ministry and Professional Leadership.

Religious Education Credentialing

The goal of the office of Religious Education Credentialing is to strengthen religious education and faith development in Unitarian Universalist congregations through providing a comprehensive path for professional development and articulating and upholding professional standards for religious educators. Support of the Religious Education Credentialing Committee and the administration of the Religious Education Credentialing program is the primary means of doing so. This year nine religious educators were granted. There are currently forty-nine participants in the Religious Education Credentialing program. A special project undertaken this year was to make the program more accessible by developing its requirement equivalency and waiver features.

Professional development opportunities administered by this office included a training for interim directors of religious education and the Renaissance Module program of training for religious educators. Twenty nine Renaissance module trainings were conducted this year in 16 UUA districts and Canada.

Settlement

The Settlement Office assists congregations in taking maximum advantage of the opportunities provided by ministerial and staff transitions, and assists ministers in pursuing opportunities in ministry to which they are best suited. The Settlement Office staff responds daily to a myriad of congregational and ministerial needs and concerns.

Crucial to its work with congregations is the UUA's Accredited Interim Ministry Program. The Settlement Director supports interim ministers in their ongoing professional development, and annually seeks to match them with congregations in which they will serve with greatest effectiveness. The Settlement Director also appoints, trains, and supervises the district-nominated Ministerial Settlement Representatives.

The Settlement Office undertook two primary initiatives during the past year. One was the successful institutionalization of the *Responsible Staffing* recommendations, empowering congregations to conduct extensive reference checks as well as criminal record background on staff and volunteers. The other was opening up new departures in transitional ministry in large congregations.

Ministerial Credentialing

The Ministerial Credentialing Office believes its highest priority is to continue efforts to make the ministerial credentialing process anti-racist, anti-oppressive and multicultural. This past year, the Regional Sub-Committees on Candidacy received anti-racist and anti-oppression training, and are now engaging with JUUST Change consultants to continue the work. In collaboration with staff from Identity-Based Ministry and Congregational Services, an anti-racism, anti-oppression and multiculturalism training is being offered to ministerial candidates during Ministry Days.

The Regional Sub-Committees on Candidacy continue to provide important support and discernment for aspirants and candidates who are seeking ministerial fellowship. This year, representatives of the RSCCs sat in with Ministerial Fellowship Committee during their interviews for the purposes of making the RSCC work more consistent and fair.

The Internship Clearinghouse continues to be an increasingly comprehensive web based resource and the Internship Clearinghouse Coordinator has worked actively to address internship related concerns. The revised Internship Manual has been well received. After modifying the criteria to increase the possible number of applications for the grant, the Internship Stipend Grant Program received a large number of excellent applications.

At the present time, the Ministerial Credentialing Office has files on 450 persons who are actively preparing for ministerial fellowship. Women now comprise two thirds of all individuals preparing for the ministry. The number of aspirants and candidates who identify as a person of color or from a historically underserved community continues to rise. There are many fine future ministers preparing for ministerial fellowship!

Professional Development

Working collaboratively, provide and schedule training programs that assist clergy, congregations, and agencies make plans for ongoing ministerial development. Four major training programs/initiatives took place the 2005-06 church year (*three are new):

- Annual spring *First-year Ministers' Seminar* for clergy in their first or second year of settlement (5/15-26 on-line seminar with five live-sessions).
- *An *Addictions Ministry* is being planned with meetings held in March and during Ministry Days 2006. The purpose of these conversations is to begin to design Addiction Workshops for colleagues via UUMA Chapters, and then workshops will be designed for congregations.
- **The Sankofa Project Archives* will advance a collection that digitizes, records, and showcases the lives and ministries of Unitarian Universalist ministers and laity of Color (African, Caribbean, Native American, Asian and Pacific Islander, Latino and Hispanic ancestry/descent). The Project is a partnership of Ministry and Professional Leadership, Meadville Lombard Theological School, and members of the Society of Sankofa (UU women of African descent-CMWD). Rev. Dr. Michelle Bentley is founder and Director.
- **Spiritual Director's Network* of ordained and lay directors who have completed or are enrolled in a certificate program in spiritual direction has gathered under the leadership of Rev. Jade Angelica. The Network's website will open in time for GA, which will allow Unitarian Universalists to search by state for a UU Spiritual Director.

Church Staff Finances

During fiscal year 2006, the Office of Church Staff Finances put special emphasis on the development of a new UUA health insurance plan, while also carrying out its ongoing duties for the UUA retirement plan, the Fair Compensation Program for staffs of congregations, the UU group dental, term life, and long-term disability policies, and the authorization of financial aid grants to ministers, retired ministers, and others in need.

OCSF personnel staff the Compensation, Benefits, and Pension Committee and the Council on Church Staff Finances, which includes representation from the UU Ministers Association, the Liberal Religious Educators Association, the UU Musicians Network, and the Association of UU Administrators, among others.

OCSF staff members respond daily to requests for information from lay and ordained congregational leaders about the many financial aspects of religious organizations. If the UUA offers a self-funded health insurance program to its congregations, the informational and administrative services will rest in this Office.

COMMUNICATIONS STAFF GROUP

The Communications Staff Group is devoted to denominational publishing, including the Association's principal periodicals and its non-Beacon Press Books:

- The quarterly *UU World* magazine, produced in behalf of UU congregations as a benefit they provide for their members.
- The weekly *uuworld.org*, its partner publication, which serves not only Unitarian Universalists everywhere but also makes quality journalism reflecting UU interests and values available to people wherever the Internet reaches.
- *InterConnections*, the newsletter and Web resource library for congregational leaders that's filled with practical guidance from exemplary solutions UU congregations have found for dealing with the challenges all of our congregations face.
- Skinner House Books, whose titles for Unitarians Universalists include meditations, spirituality enrichment, guidance for congregational leaders, theology, religious history, and children's resources.
- Production services for other UUA publications including religious education curricula, pamphlets, the annual Directory, and reports and other resources.
- The UUA Bookstore, which sells UUA-published titles as well as titles by other publishers that appeal to UUs.

As of April 1, the staff group was expanded to include the Office of Information and Public Witness, and a new staff group director was named. On July 1, Communications is to be expanded again, to include www.uua.org, the Association's website. Several Communications staffers also take part in the UUA's Interdepartmental Public Witness Team.

The staff group's most visible event since the last General Assembly was the launch last August of *uuworld.org*. The number of regular visitors to the magazine site has grown steadily, as has the number of people subscribing to weekly email alerts about what's new on the site and to its RSS feed – you can sign up for either with just a click or two from the Web magazine's front page. When *uuworld.org* was only eight months old it received its first award, best-of-industry recognition from a respected Internet trade association called the Web Marketing Association.

The UUA Bookstore, meanwhile, has racked up record sales in the last year, with the new UUA hymnbook supplement, *Singing the Journey*, leading the way and sales of Skinner House titles holding steady since the last General Assembly. In fact, UUA Bookstore sales grew more than 50 per cent this year, and sales of Skinner House titles to trade bookstores expanded significantly.

Periodicals Office

With the summer issue, *UU World* completed its first year as a quarterly. The reduced publishing frequency means reduced printing and postage costs; even after the costs of the new Web magazine are added in, periodical publishing now costs the UUA substantially less than our old practice of publishing six print issues a year.

The Web publication is closely related to the print magazine, but it is not just an electronic version of it. It has its own spirit, as expressed by its full name: *uuworld.org: liberal religion and life*. While the print magazine circulates almost exclusively to members of UU congregations, *uuworld.org* is available to all who peruse the Internet – including UU youth and young adults on campus or not yet affiliated with congregations, UUs who are active in our congregations but have yet to join, and, especially, seekers looking for a religion that fits them just right. Its articles turn up in blogs and in Internet searches by a variety of people interested in a topic our journalism addresses.

In short, *uuworld.org* broadcasts our liberal religion into the world of people who don't know much about us. That's what won the young publication its first award, for the Best Faith-Based Online Campaign in the 2006 Internet Advertising Competition. The Web magazine, as journalism, bears no resemblance to advertising in the usual sense of the word, but by exposing our liberal religion to the digital universe, *uuworld.org* "advertises" it to lots of people who don't know about us. It is for this that the Web magazine was recognized.

Publications Office

Skinner House Books published 12 new titles this year. Aimed primarily at Unitarian Universalists, Skinner House books are read by a broad audience. The Skinner House backlist includes some 80 active titles, and many out-of-print Skinner House titles are now archived on our web site at uua.org/skinner/outofprint. This is the fifth year that Skinner House has distributed selected titles to the trade – independent and chain bookstores, libraries, and other non-UU markets. This year 47 Skinner titles are distributed to the trade. The revenue from trade sales has doubled in the past year.

2005-2006 Skinner House titles:

Being Liberal in an Illiberal World: Why I Am a Unitarian Universalist, Revised Edition, by Jack Mendelsohn.

Beyond Absence: A Treasury of Poems, Quotations and Readings on Death and Remembrance, Ed Searl, editor.

Bless This Child: A Treasury of Poems, Quotations and Readings to Celebrate Birth, Ed Searl, editor.

Blessing the World: What Can Save Us Now, by Rebecca Parker; Robert Hardies, editor.

Christian Voices in Unitarian Universalism: Contemporary Essays, Kathleen Rolenz, editor.

Gay Marriage, Real Life: Ten Stories of Love and Family, by Michelle Deakin.

A Guest of the World: Meditations, by Jeffrey Lockwood.

In Nature's Honor: Myths and Rituals Celebrating the Earth, by Patricia Montley.

Rejoice Together: Prayers, Meditations and Other Readings for Family, Individual and Small-Group Worship, Revised Edition, Helen Pickett, editor.

True Harvest: Readings from Henry David Thoreau for Every Day of the Year, Barry Andrews, editor.

Unitarian Universalism Is a Really Long Name, by Jennifer Dant, Illustrated by Anne Carter.
We Pledge Our Hearts: A Treasury of Poems, Quotations and Readings to Celebrate Love and Marriage, Ed Searl, editor.

UUA Publishing:

The Publications Office published these new UUA resources:

2006 UUA Directory.

Singing the Journey Large Print Edition.

The Youth Group Handbook, UUA Youth Office.

Religious Hospitality: A Spiritual Practice for Congregations (pamphlet), by Peter Morales.

A Leap of Faith: Youth Leadership (pamphlet), by Megan Selby.

My Seven Principles: A Full-Color Poster for Children.

UUA Bookstore

The UUA Bookstore carries books and resources from Beacon Press, Skinner House, and many other publishers, including a number of self-published Unitarian Universalists. In addition to selling directly to customers by phone, mail, fax, the Internet, and email, the Bookstore welcomes customers to its store located on the first floor of UUA headquarters in Boston. The Bookstore's email newsletter features new books, excerpts from titles of interest, discounts and announcements. Customers can reach the Bookstore online at www.uua.org/bookstore.

BEACON PRESS

In 1854, the year the American Unitarian movement founded Beacon Press, American Unitarian Association president Samuel Kirkland Lothrop explained the rationale behind a book publishing arm for the organization: “We can send forth a thousand volumes, to be read by ten thousand, for what it will cost to send one missionary to speak here and there to a few hundreds.”

Today, Beacon is the country’s premiere denominational press and continues to publish general interest titles that spread Unitarian Universalist principles to a global audience. Beacon authors find high-profile platforms through print media such as *Newsweek International*, Salon.com, and *The New York Times*; television and radio shows such as *Fresh Air*, *The Charlie Rose Show*, and *Good Morning America*; and venues that range from the National Zoo in Washington, DC, to Cody’s Books in Berkeley, CA.

In February, Beacon Press mourned the death of Octavia Butler, the author of a dozen novels, including *Kindred*, which remains one of Beacon’s bestselling backlist titles over 25 years after it first appeared. Beacon was proud to sponsor Octavia Butler’s appearance at the Long Beach GA in 2004. Her hometown newspaper, *The Seattle Times*, applauded her lifetime achievement of writing “social science fiction.” One of only a few African-American women in her field, she was the first science fiction writer to receive a MacArthur genius grant.

Traditionally, Beacon books become access points for Unitarian Universalists and non-UU audiences alike to effect social change. Among their many uses, these books may be part of an anti-racist curricula, grassroots organizing, or dialogues on religious pluralism.

During the last year, Beacon’s religious titles received a lot of attention: *Publisher’s Weekly* included *Unchosen: The Lives of Hasidic Rebels*, by Hella Winston, and Timothy K. Beal’s *Roadside Religion* among the ten Best Religion Books of 2005. The cover story of the December 2005 *Harper’s Magazine*, titled “Jesus Without the Miracles,” featured the Beacon edition of *The Jefferson Bible*. Several other Beacon titles have attracted notice in both mainstream and alternative outlets lately:

Beacon Press has recently taken back paperback rights to **Victor Frankl’s** classic memoir of the holocaust, *Man’s Search for Meaning*, and will be bringing out this perennial bestseller with a new foreword by Rabbi Harold S. Kushner in May. In addition to the hardcover and trade paperback editions, Beacon will also be printing a mass market paperback—the first in press history.

Martin Moran’s *The Tricky Part: One Boy’s Fall From Trespass Into Grace*, a memoir of abuse and redemption, took silver for the 2005 Barnes and Noble Discover New Writers Program, a juried selection of the best forthcoming works by debuting writers. *The Tricky Part* was also voted the best General Trade, non-illustrated book by this year’s 49th Annual New England Book Show Judging Committee.

Beacon often collaborates with independent booksellers to raise awareness of important new titles. In February, the editors of *Global Values 101*—along with contributors **Howard Zinn**, **Juliet Schor**, and **Lani Guinier**—attracted a capacity crowd to First Parish Church in Cambridge, MA. Harvard Book Store, named among the Top 10 Shops in the World by *Forbes*, hosted the event. *Global Values 101* grew out of one of the most popular courses ever offered at Harvard University, a religion class dubbed “Idealism 101” by the *New York Times*. Tikkun

magazine called this collection of essay-length interviews a “valuable primer for young activists.”

One of Beacon’s newest books is *Getting on Message: Challenging the Christian Right from the Heart of the Gospel*, edited by **Rev. Peter Laarman**, chair of Progressive Christians Uniting. This ecumenical rebuttal to the “right makes right” line of reasoning includes essays from **Marilynne Robinson**, the Pulitzer Prize-winning author of *Gilead*; **Sr. Joan Chittister**, co-chair of the Global Peace Initiative of Women Religious and Spiritual Leaders; **Rev. Alexia Salvatierra**, executive director of Clergy and Laity United for Economic Justice; and our own **Bill Sinkford**, whose essay, titled “Whom God Hath Joined Together,” was featured on the home page of the Human Rights Campaign during the month of March, in their efforts to promote same-sex marriage rights. **Peter Laarman and Bill Sinkford will present a workshop on the book at GA 2006 on Thursday, from 9:45 to 11 a.m., in America's Center 275.**

Beacon has just published *My Sister, Guard Your Veil; My Brother, Guard Your Eyes*, an anthology of uncensored Iranian voices edited by **Lila Azam Zanganeh**. **Reza Aslan**, author of *No God But God*; **Marjane Satrapi**, creator of *Persepolis*; and **Azar Nafisi**, author of *Reading Lolita in Tehran*; are among the contributors. This well-timed collection takes U.S. readers beyond the clichéd perceptions of Iran, such as George Bush’s “axis of evil,” which saturate the media. In April, the New York Public Library hosted a major event around this book, titled “Who’s Afraid of Iran,” which also aired on C-Span/Book TV.

The Unitarian Universalist Service Committee and other rights organizations have deemed access to fresh water a fundamental human right. Beacon has just published **Fred Pearce’s** *When the Rivers Run Dry* in the U.S. So far, the author has found a national platform for heightening awareness of this issue; his media appearances have included *Fresh Air* with Terry Gross and Salon.com. Fred Pearce has just signed on with Beacon to write another book on environmental stewardship, titled *With Speed and Violence: Why Scientists Fear Tipping Points in Climate Change*.

Mary Oliver’s *At Blackwater Pond*, Beacon’s first audio book ever, took #2 in the Spring 2006 Book Sense Picks Poetry Top Ten List (the first time an audio book has appeared in the Top Ten). The list was based on the nominations of independent booksellers across the country so it’s quite an honor. Last fall, Mary Oliver spoke to sold-out crowds in Boston, New York, Seattle, Denver, and San Francisco. **The Pulitzer Prize-winning poet will be this year’s Ware Lecturer at GA 2006 on Saturday, from 9 to 10 p.m., and will be signing books Saturday afternoon in the Beacon Press booth.**

Beacon published *Confessions of the Other Mother* in time for Mother’s Day. Edited by **Harlyn Aizley**, this is the first book to feature the voices of nonbiological mothers in lesbian relationships. Contributors include **Hillary Goodridge**, director of the Unitarian Universalist Funding Program and one of the lead plaintiffs in the case for same-sex marriage in Massachusetts. **Harlyn Aizley**, accompanied by several contributors, will go on a coast-to-coast tour, with stops from the Brookline Booksmith in Boston, MA, to the San Francisco Public Library. **Harlyn Aizley and Hillary Goodridge will present a workshop at GA 2006 on Saturday, from 11 a.m. to 12:15 p.m., in America's Center 222.**

In July, Beacon will publish *The Tent of Abraham: Stories of Hope and Peace for Jews, Christians and Muslims*. The three major faiths of the world—Islam, Christianity, and Judaism—

are Abrahamic faiths, descended from the people of Abraham. *The Tent of Abraham* brings together three key religious writers, one from each of these major faiths, to write about the story of Abraham, stressing themes of commonality.

This August, Beacon will publish *Mama's Boy, Preacher's Son* by **Kevin Jennings**, founder of GLSEN, the Gay, Lesbian, Straight Education Network, which works to bring together teachers, parents, students, and community members to end anti-LGBT bias in schools. GLSEN is one of the largest gay rights organizations in the county, with representation in 50 states, and is actively working with the press on a nationwide tour for Jennings, **which will include an appearance at GA 2006 on Saturday, from 7:15 to 8:30 p.m., in America's Center 276.**

STEWARDSHIP AND DEVELOPMENT STAFF GROUP

Our vision and mission is to encourage generosity and secure financial resources for Unitarian Universalism as donor advocates working in collaboration with each other, UUA staff groups, and other UU entities. Development is what we do. Stewardship is how we do it.

Every financial gift tells a story of Unitarian Universalist generosity and of the ever-growing spirit of collaboration and partnership upon which Stewardship and Development's work is based. These stories reveal a pattern of passion and commitment existing among the more than 20,000 donors and 910 congregations who have given to the Association this year.

Major and Special Gifts: Among the many major and special gifts received this year, three in particular positively impact the growth and visibility of our movement. The Ralph Waldo Emerson Unitarian Universalist Association Professor of Divinity at Harvard Divinity School is now fully endowed with new gifts totaling \$500,000 from two UU families. Also, a multi-year gift of \$125,000 will establish the infrastructure needed to publish online the next generation of Lifespan Religious Education curricula, making *Tapestry of Faith* available to congregations free of charge. Last but not least, three donors together gave \$60,000 and made it possible for the UUA to advertise in New York's Times Square from Thanksgiving through New Year's.

The eight regional President's Roundtables have met 30 times this year. Three of the Roundtables have planned marketing projects designed to strengthen Unitarian Universalism in their areas. UUA staff and local volunteers are collaborating to raise funds for these projects. Two other Roundtables are discussing other collaborative efforts; the remaining three are in their early phase and will choose a project later.

In partnership with two other UU organizations, Stewardship and Development created two disaster relief funds in 2005. The UUA-UUPCC Transylvania Flood Relief Fund was created with the UU Partner Church Council and raised \$146,125.16 to assist Unitarians impacted by the devastation of an August flood in the Nyiko Valley of Romania. In the wake of Hurricane Katrina, the Association and the UU Service Committee formed the UUA-UUSC Gulf Coast Relief Fund, which raised \$3,029,301.37 for long-term relief projects in the Gulf Coast region. A generous matching grant from the UU Congregation at Shelter Rock added \$500,000 to this total. Over 12,000 donors gave to these combined efforts, with donations ranging from 23 cents to two anonymous donations of \$100,000 each.

Annual Program Fund: This year will be remembered as one of significant staff transition and change in the Annual Program Fund (APF) office, bringing many opportunities for new growth, creativity, and relationships. Working with the APF staff is a 25-member, volunteer committee appointed by the Association's Board of Trustees. Current Committee members include representatives from 18 of the 20 districts as well as a General Chair and liaisons to District Presidents, UU ministers, religious educators, and the UUA Board of Trustees; all are listed on the UUA website at www.uua.org/giving/apf/apfcom.html. The APF's relational work with UU constituencies is ongoing and positive.

Congregational giving has remained stable this year, putting the Association on track for reaching its 2006 fiscal year goal of \$6,493,307. As of April 18, 2006, contributions totaled \$4,862,721, or 74.9% of the goal. This compares favorably to contributions of \$4,744,826 at this

time last year (76.2% of the FY05 goal). Total contributions for fiscal year 2006, as tallied by the APF Committee Chairs, are projected at \$6,426,514, or 99% of the goal.

Several APF projects support Stewardship and Development's mission. The annual Stewardship Sermon award lifts up and encourages stewardship and generosity throughout the UU community. The staff group's mission is linked and explicitly communicated and affirmed through APF marketing and educational materials, web-based resources, and workshops.

Charitable Gift and Estate Planning: In keeping with Stewardship and Development's mission, the Charitable Gift and Estate Planning (CGEP) staff expects to complete at least 66 gifts totaling \$6,199,050 by the end of June 2006. Approximately one-third of that amount is designated for the direct benefit of congregations and other UU entities once the donors are deceased. These wonderfully generous individuals join others who have helped secure both the current and future financial resources for Unitarian Universalism by making gifts in their estate plans.

For the 2006 fiscal year, the income goal for unrestricted gifts and bequests was \$400,000. As this report goes to print, it is projected that CGEP will fall short of that goal by about \$55,000. Congregations and other UU entities have received approximately \$83,000 from matured gifts once held in trust by our Association.

One of the most important ways that the staff group acts as donor advocates working in collaboration with member congregations and UUA entities is umbrella giving, which enables the Association to offer "one-stop giving" to Unitarian Universalists who wish to give to more than one UU organization. Donors contact the UUA to arrange charitable bequests, trusts, and other deferred gifts for the benefit of congregations, UU theological schools, the Service Committee, and other UU institutions.

CGEP also offers many free services to congregations and other UU groups, including assistance with charitable gift annuities and pooled income fund contributions, the "uu-planned giving" listserv, print materials, and information on the web. To learn more, visit www.uua.org/giving/giftplans.

Friends of the UUA: Stewardship and Development is grateful to the many thousand Friends of the Association. Giving to Friends of the UUA is an opportunity for UUs to fiscally nurture their Unitarian Universalist family and to help support the staff group's mission of making the dreams of Unitarian Universalists come true through the important work of the UUA. As of April 18, 2006, donations to Friends totaled \$938,252, or 58.6% of the \$1.6 million goal. It is projected that contributions to Friends of the UUA will reach goal this year.

Gifts from individuals who become Friends help create a more just and equitable world by contributing to efforts in support of reframing the debate on moral values in this country, allowing equal access to the rights and responsibilities of marriage, human rights for people of all nations, and extending the reach of Unitarian Universalism beyond member congregations. Gifts from Friends also fund the wonderful programs and services that congregations enjoy, such as the new and exciting *Tapestry of Faith* Lifespan Curriculum, which is designed to fulfill the Association's stewardship obligation to the next generation of Unitarian Universalists.

But the most important aspect of giving to Friends of the UUA is that Friends donors truly become a friend by joining a whole community of people who, bound together by affection and esteem for one another, promote the Association's cherished principles and values.

It was a year of abundant Unitarian Universalist generosity, and the Stewardship and Development staff group is profoundly grateful to each and every congregation and individual who gave this year. Thank you!

FINANCIAL SERVICES STAFF GROUP

In serving and interacting with all Association staff groups and districts, Financial Services is responsible for developing and maintaining the UUA's financial records and reporting; issuing timely payments to staff, volunteers and vendors; accounting administration and reporting for the general investment and endowment funds; billing, collecting and reporting to the Congregational Properties and Loan Commission on the financial status and results of the building loan program; and the administering of the financial aspects of the UU Organization's Retirement Plan.

OPERATIONS / FACILITIES STAFF GROUP

The role of the Operations / Facilities staff group is to support the UUA staff and the Association's members, directly and indirectly, by providing services for daily operations and maintaining our physical facilities while protecting the Association's assets at the most economical cost.

Eliot & Pickett House: The meeting and lodging house offers accommodations for Unitarian Universalists who tour historic Boston, are here on business at our great location and comfortable, affordable accommodations adjacent to the UUA offices and the Massachusetts State House. Ongoing improvements and maintenance to the facility continue, including a handicap access ramp and an additional accessible bedroom, with rooms being regularly re-carpeted and painted on a planned schedule. Boston meeting rooms and lodging are especially available during the mid-summer months and also throughout the year at reasonable prices. The Eliot & Pickett lodging house has space for committee meetings and lodging during tours of historic New England and our Unitarian Universalist roots. Daily room rate for a single is \$70 and for a double is \$100, with an opportunity for seasonal discounts. Contact Morgan Ryan for information at (617) 948-4679 or by email at e&p@uua.org.

REPORT ON UUA EQUAL EMPLOYMENT OPPORTUNITY

March 24, 2006

The 1973 General Assembly resolved that the UUA report annually on its efforts to provide employment opportunities to women and racial "minorities" at all levels of its staff, said report to include a statistical summary similar in scope and content to those reported by Federal agencies and most US corporations.

STATISTICAL SUMMARY

	All Employees			Grades 1-7			Grades 8+			Ungraded		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Black	15	8	7	0	0	0	6	1	5	0	1	0
Hispanic	5	2	3	0	2	0	1	0	1	0	2	0
Asian / Pacific Islander	5	1	4	0	1	0	1	1	0	0	3	0
American Indian / Alaskan Native	1	0	1	0	0	0	1	0	1	0	0	0
White	156	43	112	1	14	5	9	34	81	1	26	4
TOTAL	182	54	127	1	25	13	12	0	125	36	88	1

	All Employees			Leadership Council			Officials / Managers			Professionals			Technicians			Sales			Office & Clerical			Craft Workers			Service Workers		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Black	15	8	7	2	1	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	5	2	3	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian / Pacific Islander	5	1	4	0	0	0	0	0	2	1	1	0	0	0	0	1	0	1	0	2	0	2	0	0	0	0	0
American Indian / Alaskan Native	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White	151	43	111	11	6	5	44	20	24	0	9	39	0	0	0	1	0	1	0	51	7	43	1	0	0	1	0
TOTAL	182	54	127	13	7	6	46	21	25	0	52	10	42	0	0	2	0	2	0	64	11	52	1	0	0	5	0

The UUA practices equal opportunity and affirmative action for women and persons of color in the recruitment process for all staff positions. Under the current affirmative action policy, a review of hiring and termination vis-à-vis race and gender is conducted annually. Copies of the affirmative action policy and past reports are available on request from the Affirmative Action Officer and the Human Resources Director.

REPORT ON UUA EQUAL EMPLOYMENT OPPORTUNITY

March 24, 2006

PERCENTAGES

	All Employees	Grades 1-7	Grades 8+	Ungraded
Black	8%	32%	5%	3%
Hispanic	3%	8%	1%	6%
Asian / Pacific Islander	3%	4%	1%	9%
American Indian / Alaskan Native	1%	0%	1%	0%
Female	70%	48%	70%	84%

STAFF GROUP ANALYSIS

STAFF GROUP	All Employees			Black			Hispanic			Asian / Pacific Islander			American Indian / Alaskan Native			White			
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	
Advocacy & Witness	14	2	12	0	1	0	0	0	0	0	0	0	0	0	0	13	2	11	0
Congregational Services	9	4	5	0	0	0	0	0	0	1	1	0	0	0	0	8	3	5	0
District Services / Field Staff	36	9	27	0	0	0	0	0	0	0	0	0	1	0	1	35	9	26	0
Identity Based Ministries	5	1	4	0	1	0	1	0	1	0	0	0	0	0	0	3	1	2	0
Lifespan Faith Development	11	1	9	1	0	0	1	0	1	0	1	0	0	0	0	9	1	7	1
Ministry & Professional Leadership	14	4	10	0	3	0	0	0	0	0	0	0	0	0	0	11	4	7	0
Communications	18	6	12	0	1	0	0	0	0	0	0	0	0	0	0	17	5	12	0
Administration	6	2	4	0	1	0	0	0	0	0	0	0	0	0	0	5	1	4	0
Stewardship & Development	10	3	7	0	0	0	0	0	0	0	0	0	0	0	0	10	3	7	0
Information Technology Services	10	4	6	0	0	0	0	0	0	0	0	0	0	0	0	10	4	6	0
Financial Services / General Assembly	13	4	9	0	1	0	0	0	0	1	0	1	0	0	0	11	4	7	0
Operations / P&E	11	9	2	0	7	1	0	1	0	0	0	0	0	0	0	3	2	1	0
Beacon Press	25	5	20	0	0	0	2	1	1	0	2	0	0	0	0	21	4	17	0
TOTAL	182	54	127	1	15	8	7	0	5	2	3	0	5	1	4	156	43	112	1

The UUA practices equal opportunity and affirmative action for women and persons of color in the recruitment process for all staff positions. Under the current affirmative action policy, a review of hiring and termination vis-à-vis race and gender is conducted annually. Copies of the affirmative action policy and past reports are available on request from the Affirmative Action Officer and the Human Resources Director.