



BOARD OF TRUSTEES
MEETING AGENDA
THURSDAY, APRIL 19, 2018
24 Farnsworth Street
Boston, Massachusetts



6:00 – 7:00	Dinner	
7:15 – 9:00	Check-In Marking 1-Year Anniversary Worship	Danielle Di Bona

Pre-9:00	Breakfast on Your Own	
9:00 – 9:30	Check-In and Worship	Bailey Saddlemire Tanner Linden
9:30 – 9:45	Covenant Review and Group Agreements	Manish Mishra-Marzetti Denise Rimes
9:45 – 10:00	Approval of Consent Agenda	Manish Mishra-Marzetti Denise Rimes
10:00 – 10:30	Accomplishments Over the Last Year (Racism Audit Motion, Shared Leadership, etc.)	Manish Mishra-Marzetti Denise Rimes
10:30 – 12:00	President's Report	Susan Frederick-Gray
12:00 – 1:00	Lunch	
1:00 – 1:30	What Has Been Happening Since January in UU World and Beyond and Reflections	Tim Atkins Lucia Santini Field
1:30 – 2:15	Commission on Institutional Change (COIC) Report COIC/Board Agreements	Leslie Takahashi Tim Atkins Lucia Santini Field
2:15 – 3:00	Supporting Religious Professionals of Color and Finding Our Way Home (FOWH) Report	Carey McDonald Tim Atkins Lucia Santini Field Attendees of FOWH
3:00 – 3:15	Break	
3:15 – 4:15	Budget Conversation	Tim Brennan
4:15 – 5:15	Ministerial Fellowship Committee Memo	Christina Rivera
5:15 – 6:00	Bike Rack (parking lot or things that came up earlier that there is now time to discuss)	Christina Rivera
6:00 – 6:15	Break	
6:15 – 7:00	Vespers	Sarah Dan Jones
7:00 – 8:00	Dinner and Hang Out	

Pre-9:00	Breakfast on Your Own	
9:00 – 9:30	Ingathering	Sarah Dan Jones
9:30 – 10:15	Conflict of Interest Policy	Denise Rimes Manish Mishra-Marzetti
10:15 – 12:00	General Assembly: What's Going Down? <ul style="list-style-type: none"> Schedule Including What's New General Sessions Including Discussion Bylaws Including Article 2 Safety Team Board Roles and Responsibilities Discussion and Sign Up 	Gregory Boyd Kathy Burek
12:00 – 1:00	Lunch	
1:00 – 1:30	Executive Session - Appointments	Dick Jacke
1:30 – 2:00	Executive Session - Distinguished Service Award	Christina Rivera
2:00 – 3:00	Election Campaign Practices Committee (ECPC) Report Presidential Search Committee (PSC) Report	Christina Rivera ECPC Members PSC Members
3:00 – 3:15	Break	
3:15 – 3:30	May June Board Meetings – What Needs to Happen	Patrick McLaughlin
3:30 – 4:15	Bike Rack (parking lot or time to discuss things that came up earlier)	Patrick McLaughlin
4:15 – 5:15	Assignments and Next Steps	Tanner Linden Bailey Saddlemire
5:15 – 6:00	Closing and Check Out	Tanner Linden Bailey Saddlemire Sarah Dan Jones
6:00 –	Dinner on Your Own	

Changes in Congregational Status
April 2018 UUA Board of Trustees Meeting

ITEMS FOR INFORMATION, AND REPORTING TO THE BOARD:

Unitarian Universalists of Charlestown of Catonsville, MD has been recognized as a Covenanting Community

Groveland Unitarian Universalist Fellowship of St. Paul, MN, formerly an Emerging Congregation, has been recognized as a Covenanting Community.

Unitarian Universalist Fellowship of Southwestern Utah (UUFSU) of Saint George, UT, has been recognized as a Covenanting Community.

Camp de Benneville Pines of Angelus Oaks, CA has been recognized as a Covenanting Community.



Formerly: First Unitarian Society in Newton

Now Known As: First Unitarian Universalist Society in Newton

Formerly: First Universalist Church, Pittsfield, ME

Now Known As: Unitarian Universalist Meeting House of Pittsfield

Heather Bond
Budget and Safe Congregation Manager
Congregational Life

Board of Trustees

MEETING: January 19-20, 2018

LOCATION: The Highlander Center (New Market, TN)

MEMBERS PRESENT: Tim Atkins (financial secretary), Greg Boyd, Kathy Burek, Susan Frederick-Gray (president), Mr. Barb Greve (co-moderator), Dick Jacke, Sarah Dan Jones, Tanner Linden (youth observer), Patrick McLaughlin, Manish Mishra-Marzetti, Christina Rivera (secretary), Bailey Saddlemire (youth observer), Lucia Santini Field (financial advisor), Elandria Williams (co-moderator)

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & COO), Tim Brennan (Treasurer), Leslie Takahashi, Mary Byron, Stephanie Carey Maron, Danielle Di Bona and Chris Buice (Chaplains), additional observers

Meeting Minutes

January 19

The meeting opened at 9:05 am with a worship service led by Bailey Saddlemire and Tanner Linden, and then a discussion community agreements and covenants for the group's time together.

The meeting transitioned at 9:26 into a closed session for Board members and UUA senior staff led by chaplains Chris Buice and Danielle DiBona. Discussion, first in small groups and then in a larger group together, included questions about the impact of the turmoil of the spring of 2017 and its effects on the roles and leadership held by Board and staff members.

Commission on Institutional Change

Co-Moderator Mr. Barb Greve called the public business section of the meeting to order at 1:03 pm, and welcomed members of the Commission on Institutional Change who were joining the meeting virtually, including chair Rev. Leslie Takahashi as well as Mary Byron. The Commission noted they have issued a request for proposals for consultants to conduct a racism audit of the UUA, and will be reviewing letters of interest in the next few weeks. They described how the Commission and UUA staff added questions to the annual congregational membership certification about demographics in congregations. They said they continue to need help getting out the Commission's call for testimony and individual stories of racism's impacts in the UUA.

Rev. Takahashi and Ms. Byron noted that Rev. Danielle Di Bona will be brought on as a consultant to review UUA data and files on the professional experiences of people of color. They also said they are interviewing candidates for a part-time administrator and coordinator for the Commission. They reported the Commission has conducted 20 hours of interviews with 15 different people involved in the



Southern Regional Lead hiring process to fulfill that portion of their charge, and they are thinking carefully about how the findings of this investigation should be presented to the Board and the Association. They hope to convey the findings in a more engaging format than a standard report, modeling “truth telling” about who was impacted and why, including when people disagree. Commission members noted that being willing to publicly grapple with difficult conversations is a critical practice for addressing the lack of public trust or ability to communicate across differences within the Association, amplified by a culture of conflict avoidance. When the Commission members gather in February, they anticipate substantial discussion about how to frame the multiplicity of perspectives in the process to support learning and healing.

Board members noted that changes have been made to Board process following the events of the spring, including avoiding making decisions by email and limiting the use of an Executive Committee, and that further discussion is required around conflict of interest policies. Discussion also noted that while the events of the past spring are the starting point for this investigation, those events were influenced by decades of marginalization for UU’s of color and in the wider national culture. This highlighted the reality that true reconciliation will unfold over many years and will require restructuring entire systems of leadership and structure. Board, Commission and staff members noted the need to hold what is for our generation to do, and what is to leave for the future. Board and staff members recommitted to the amplifying the Commission’s work and specifically their call for stories.

Ends Monitoring

For the President’s report, President Susan Frederick-Gray led the Board through a presentation outlining a new approach to interpreting the global ends through the monitoring process. The outline to this approach, shared as part of the Board packet, condensed the monitoring areas from nine to four sub-ends, using some of the existing sub-ends as metrics for these areas rather than unique ends. The outline also included some suggested metrics for each area.

Board members broke into five small groups to review the outline’s details for the global end and four sub-ends. Following small group review, the entire Board discussed their feedback for each area. The outline was well-received, and discussion included questions and suggestions around specific language and possible metrics (see Attachment 1). One specific concern raised was that, in consolidating End 1.9 into other sub-ends which addresses the UUA’s commitment to the health of partner institutions, the UUA find another way to affirm its investment in these relationships while still being clear that these organizations are independently accountable.

Co-Moderator Elandria Williams asked Board members to approve the changes to policies suggested by the President’s report, including the language changes discussed by breakout groups, which received unanimous approval. The approved outline will be the foundation for Global Ends Monitoring Reports submitted by the President at future Board meetings.

The meeting took a break at 3:33 pm, and reconvened at 3:51 pm.

Co-Moderator Greve welcomed new observers that had recently joined the meeting. The schedule was revised to continue with the General Assembly

Mission/Vision conversation, and changed the Moderator Search discussion to a report on legal counsel's advice regarding selecting the next moderator.

General Assembly Mission/Vision

Sarah Dan Jones facilitated a conversation engaging in the mission and vision of General Assembly. Members and observers shared their recollections of their first General Assembly, their worst GA experience and their best GA experience. The discussion voiced a wide range of experiences, and it was asked how a similar process could be used at GA this year to encourage attendees to connect with one another as a foundation for mission and vision conversations.

Moderator Search I

Chief Operating Officer Carey McDonald summarized the memo from legal counsel Tom Bean describing the options for nominating candidates for the regularly scheduled moderator election in 2019 by the February 1 bylaw deadline, given that the Moderator Nominating Committee did not return any candidates. The experience of the Presidential Search Committee in 2016 showed it was most in line with UUA bylaws to ask candidates to run by petition once nominating deadlines had passed. The options outline in the memo included the Board encouraging one or more candidates to run by petition for moderator, or discouraging candidates to run by petition for the time being while the Board considers changes to the structure of the moderator position.

In discussion, members asked how clear the Moderator Nominating Committee's recruitment process was about the scope and demands of the position. Co-Moderator Williams noted the need to define the job more accurately, since it has been viewed in the past as requiring more time and travel than necessary to meet the bylaw-specified role. Both Co-Moderators were asked whether they would be willing to continue in their role, and described a number of concerns and challenges with occupying the permanent role.

Consent Agenda

Tim Atkins moved, and Kathy Burek seconded, to accept the consent agenda, which was approved unanimously.

The meeting took a break at 5:02 pm, and reconvened at 5:20 pm Co-Moderator Greve again welcomed observers, and noted that the GA Review of Procedural Rules conversation will be postponed to tomorrow.

Bylaw Discussion I

Co-Moderator Williams described the review team which used a process to prepare and review general bylaw changes and Article II changes in preparation for this meeting. The team included representatives from the Board, other UUA boards and commissions. It filtered and prioritized the results of a survey on possible bylaw changes, which was completed by members of the organizational stakeholders represented on the team. In addition to specific changes proposed for this year, the bylaw review group developed a bylaw change purpose statement which calls for a complete reconsideration of bylaws in coming years. The changes which the bylaw review group asked the Board to consider proposing were summarized in the Board packet, these included:

- Collaborative leadership (multiple moderators and presidents)
- Gender neutral pronouns
- Youth observers to be youth trustees
- Terms staggered for the Ministerial Fellowship Committee
- Shortened and simplified process from the Commission on Social Witness for Congregational Study/Action Issues (CSAIs) and Actions of Immediate Witness (AIWs)
- Increase democratic participation from religious professionals
- Possibility for every other year General Assembly
- Neutrality for the Secretary
- Reducing Executive Committee role and authority
- District/regional language cleanup

Questions which arose in the discussion proposed bylaw changes included examination of the ways the role of moderator is defined. Most of the expectations for the moderator role are not in the bylaws, so changes to policy and practice may also be necessary. Members asked whether they should consider a proposal for more people who should be neutral, not just the secretary. A number of question arose around how youth trustees would fit in an at-large board. Membership on the Board should not just be about representing the youth community, but is about generational access. There is also a need to understand what Massachusetts law says about minors serving on Boards, on which COO McDonald agreed to follow up.

Co-Moderator Williams said it is the responsibility of leaders to establish the rationales of why proposed bylaw changes should move forward, and that it is critical for both Board and senior staff members to be on the same page. It was noted that both the Presidential Search Committee and the Election Practices Committee will be making recommendations about the role of President and the election and nomination process.

Co-Moderator Williams described the process of modified consensus to be used for these bylaw proposals, which is that proposals can be blocked by any individual if it violates a principled commitment they hold. Members can also stand aside with a concern, which encourages the group to find a way to address the concern. In addition to voting Board members, the President, youth observers, COO and Treasurer will participate in the consensus process. It was affirmed that the goal of this consideration of bylaw changes is to determine what should move forward, and that proposals may be prioritized at a later date based on the structure of the GA agenda.

The meeting adjourned for the day at 6:01 pm. Members and leaders from local congregations were invited in the Highlander Center for dinner and an evening program on the legacy of social justice work in East Tennessee.

Saturday, January 20

Co-Moderator Greve opened the meeting at 9:04 am. Christina Rivera led the morning worship. Co-Moderator Greve welcomed observers.

Co-Moderator Greve read the Board's covenant, and invited process observation and other commentary on the linkage activities from the previous day's meeting. He recognized that this is the first Board meeting that has been livestreamed when not in Boston. Board members said it was energizing to connect with the many local UU's who joined the evening program, and saw that local UU's also valued interacting with national UU leaders. Appreciation was expressed for the stories shared by congregational members and leaders, and for the opportunity to engage with a Coming of Age group and other youth attendees. Members also noted the importance and emotional intensity of the conversation on previous GA experiences, especially around the difficult and painful stories shared by leaders of color.

Bylaw Discussion II

Board members, staff and observers broke into small, rotating discussion groups to review the goals of the primary areas under consideration for bylaw changes this year (see Attachment 2).

Returning to the full group, consensus decisions were made about whether to proceed to the drafting phase, which subsets of Board and staff members will prepare this Spring.

- *Membership in the Association by congregations or communities* – will not proceed, just starting a conversation this year
- *Youth Observer to Trustee* – yes to proceed; questions to answer would include the nomination and election process, legal status of the trustee under Massachusetts law, whether this counts as expanding the board, and how to ensure expectations for youth leaders and emerging young adults are realistic and supportive.
- *Collaborative leadership* – yes to proceed with changes to the moderator role, especially given urgency of upcoming election, but not to proceed with changes to the president role; questions included desire to tackle two roles together since there is agreement that the principle of collaborative leadership is important, but with a need more time to consider how changes to presidential role will affect staff, budget and leadership structures, and the desire to ensure the debate at GA is an effective use of time; there was agreement to revisit this at a future meeting.

Members had substantial conversation about the prioritization of bylaw changes, the value of shorter-term technical changes versus the time required for larger term changes, the ways in which white supremacy culture shapes decision-making, and the desire to affirm both current and previous Board and staff leaders (e.g. the success of interim co-presidents).

Agreements to proceed on were also reached on the CSW process, the MFC term changes and adding gender-neutral pronouns. Proposed changes to the executive committee, the neutrality of Board members in elections, and the voting of all religious professionals were held for future discussion.

The meeting broke for lunch at 12:18, and reconvened at 1:05

Finance Updates

Mary Katherine Morn, Director of Stewardship and Development, gave a stewardship update, noting the publication of the Annual Report, and demonstrated the packet on the Annual Program Fund changes which was sent to congregations in regions where the formula is changing (Southern, Central East and New England). Board members were asked to make thank you calls to specific congregations and donors, and said Board members would be asked to make calls to congregations in the spring to support the Promise and Practice campaign to fulfill the UUA commitment to Black Lives UU.

Tim Brennan shared the good news that 2017 audits concluded with clean opinions. In describing the growth of net assets over the past few years, he described the financial health of the organization as strong, despite mostly flat income. He gave an updated forecast for the FY2018 operating budget, which is projecting a small surplus. Treasurer Brennan also noted the excellent sign that Annual Program Fund contributions are up over last year, representing growing trust in the UUA and the payoff of years of investing in the relationship with congregations around APF. Additional conversation covered progress with shareholder advocacy, impact investing, and annual changes to the retirement and health plans, which had zero rate increases. Discussion noted the long-term impact of getting UU religious professionals enrolled in high-quality health coverage has been to make them healthier and thus lower healthcare costs, and that the UUA's values-based decisions around healthcare and retirement (e.g. covering gender reassignment surgeries) have helped influenced other faith groups to follow suit.

Moderator Search II

Co-Moderators Greve and Williams offered two options to the Board, given that a nomination has not been forthcoming by the February 1 deadline: to encourage candidates to run by petition, or to postpone or change the nomination process (which would likely require bylaw changes) for the next election, currently scheduled for 2019. It was noted that, regardless of which option moves forward, there will be additional work for the Board to do to consider changes to the role and possible candidates. There was informal consensus that the Board would choose the separate option, to postpone encouragement of candidates to run by petition until changes to the moderator position can take place. Board members Sarah Dan Jones, Patrick McLaughlin and Tim Atkins agreed to join the Co-Moderators and Vice Moderator Denise Rimes in an ad hoc group to propose changes to the moderator search process going forward.

The meeting was adjourned at 1:48 pm, with gratitude for the care and intention which members, staff and observers brought to the Board meeting.

Respectfully submitted,

/s/ Carey McDonald
Recording Secretary

Attachments

The following attachments are not adopted as part of the minutes which comprise the formal record of decisions made by the Board, but are included in unedited form for context and reference.

Attachment 1 – Ends Monitoring

[rough notes]

Ends 1.0

- Pretty good with some edits
- In the end and in the metrics, change to “sustainability,” not just “institutional sustainability”
- Include diversity as part of sustainability
- Amplify language around faith and values, in addition to amplifying diversity
- Metric – health of relationship between UUA and UU institutions
- Metric – diversity within congregations

End 1.1

- Yay with amendments
- Accountability and covenants should be both among congregations and between congregations and the UUA
- Refer to all congregations as “communities” to include covenanting communities
- Like adding UUMA and LREDA
- Do other denominations have examples of what healthy conflict looks like?
- Ask about congregational donations for social justice work in addition to income
- Unsure about membership or “friends” goals, maybe look at historical trends?
- Broaden RE measurement beyond enrollment (e.g. family ministry)
- Like question revision about being driven by mission statement
- Less sure about whether capital campaigns are a valuable metric

End 1.2

- Good with some additions
- Metric – % of congregations that actually certify
- Metric – when was the last time congregational life staff engaged with the congregation?
- Metric – what percentage of UUA budget goes to congregational life staff? (or mission budget analysis of support for congregations)
- Metric – what percentage of congregations use UUA outreach materials?

End 1.3

- Pretty good, with some additions
- Instead of “member & staff diversity,” make it “member, staff and leader diversity”
- Make an effort to retain young people into adulthood
- Could congregations do a self-reflection on how they are fulfilling the end for inclusive community, e.g. mission statements and RE programs

- Acknowledge inevitable implicit bias in measurements, and our available metrics frame our understanding

End 1.4

- Happy, suggesting some tweaks
- Don't let metrics of "wins" obscure long-haul work – what are interim benchmarks? Can't let this be just about policy changes, but must also be about creating alternative structures, institutions and cultures
- Can we get a report of what challenges congregations are facing? Are there trends or patterns? Good sense of where resources are needed
- Be clear about with whom partnerships are expected (of UUA and of congregations) – led by community leaders who are most impacted!
- Shift language of "marginalized" to "most impacted"
- How do we invest in long-term partnerships, after the spotlight has left? How long have you been a part of these partnerships?

Attachment 2 – Bylaw Changes

[transcribed rotating small group notes, * indicates agreement from another group]

Commission on Social Witness - board agreed

4 recommendations

1. shorten process **
2. Process moves to procedures or rules **
3. Affirm AIW- shorter debate *
4. No mini-assemblies are set in stone *

Comments

- AIW affirmation - does it lose its meaning? Does it matter or have meaning at all
- Details matter a lot, need to be in more direct with CSW, though goals seem ok - Please (the recommendations btw were done with the CSW- Elandria comment)

Ministerial Fellowship Committee - board agreed

2 recommendations

1. Staggering terms
2. Board needs to make more ownership

Comments

- Yes!
- Yes!*
- Yes! Or maybe give the board authority to set terms

Youth trustee - board agreed

2 recommendations

1. Name change from youth observer to youth trustee
2. Ability to vote
3. Still two year terms

Comments

- YES
- Nominating committee and relationship with the Youth and Young Adult Office- YES!
- Who funds or pays for campaign/attendance at GA for contested elections?
- Possible limitations in the law
- Liability of course comes with being a board member- fiduciary responsibilities
- Possibility of lawsuits should be disclosed
- Work with youth and young adult office
- Hopefully still 2 years on board- not at large, still full voting member
- Are we trying to save a problem with nominating committee by doing a bylaw proposal
- YES!!

Gender Neutral Language - board agreed

Recommendation

1. Change all she and he or him and her pronouns to gender neutral pronouns

Comments

- “They” has been an English commonplace for centuries. DO IT.
- Yes x5
- Yes X6
- Yes X7
- Yes x US

Collaborative Leadership - Moderator board agreed and President did not move forward but in conversation

Recommendation

1. add an (s) to the moderator and President

Comments

- Moderators should be compensated
- Yes to the (s)!
- The principle of collaborative leadership is important to uphold
- Moderator shared role is urgent given the election and more in line with broader expectations
- Critical for attracting candidates
- \$ investment in more Presidential leadership is considerable
- Collaborative leadership needs to be way bigger than multiple executives
- Should they run as a team?
- Feeling of group for is “yes” if multiple
- Experiment with moderators first?
- What happens if one person can’t continue to serve - How/whether replace?
- Covenant between public/accessible
- Yes, the role really is shared by two people with specific shared call, like co-ministry of a congregation
- Need to designate successor if single Pres vacates office at least for an interim

Executive Committee -did not move forward

Comments

- More discussion
- Authority needs to exist- but Board needs to fully understand and agree about how/why the executive committee does what it does
- Need more info and discussion
- Support proposal as written, keep flexibility but isn't separate authority - not super high priority

Voting- Religious Professionals and Communities - did not move forward only conversation

Recommendation

1. offer voting power to all religious professionals that are in good standing with the professional organization

Comments

- Credential all religious professionals
- Let congregations decide where their delegate status goes (prof, lay, etc.)
- Maybe professional organizations and member of a UU congregation or covenanted community
- Concern over laity losing effective control of their association- many congregations would have as many staff as lay delegates
- Who determines good standing?
- Some professional organizations don't have systems for tracking misconduct and reporting it to the UUA
- Wide support for LREDA proposal?
- Should ministers automatically get delegate strategy
- How does this interact with Association membership questions
- Don't want to extend the vote without a sense of covenantal relationship with the UUA (fellowship of ministers is an example)
- Could encourage more offsite
- Making sure other professional organizations are able to be added without changing the bylaws
- Credential only laity

Neutrality- Leadership Positions - Elections- Governance side - did not move forward only conversation

Comments

- Support in principle- bylaw requirement of neutrality of leaders especially moderator and president
- How would this affect trustee exercise of a delegate vote? Lack of clarity about boards role at GA
- Suggestion: Anyone involved in UUA Elections Governance must remain neutral! This is not currently in writing, example: moderator search committee, presidential search committee, moderator, president, elections campaign practices committee and UUA board
- Should this be by-law or procedure

General Assembly/General Conference - did not move forward only conversation

Questions to consider

1. How often
2. What do we need

Comments

- shorten deadlines, but still need some
- Every other year not a savings
- Who comes depends on what is offered- business only may not draw
- Need a justice process, but not AIW
- AWI makes us feel like we did "something" but we haven't
- Language doesn't matter
- General conference can happen
- Not elections may be on 3 year terms
- GA is not just a business meeting, multiple events, could play with location of conduct of business meeting online
- Perhaps there is enough flexibility already in the bylaws if we get creative *
- The proposal would likely be a lightning rod- it may not be worth these small changes without a clear sense of what the future of GA should be
- Provide opportunity for "real work" rather than "language work" (AIW)
- Most people not engaged or committed (AIW)
- Needs detailed work proposal
- Needs commitment to the work and find the previous work already done

Membership- did not move forward only conversation

Comments

- Article III is very specific
- Want to find ways for congregations to have meaningful conversations about the covenant of the Association - but do not support requiring annual vote by congregations (concerns re: creating barriers and burdens, also Association membership is the purview of the Board)
- Could we broaden language re "communities"?
- Membership is tied to financial model of the association
- Would support covenanting communities having full equal status to congregations (they do make a money contribution)
- Would need to define "covenanted communities" - UUA has process already
- Does vision have to come first before this conversation about who votes
- What are pros and cons? - respond to new trends not just "brick and mortar"; more revenue if \$ contribution is a requirement; can you as an individual be covenanted in more than one congregation or covenanted community? (The answer is yes- there are people both members of CLF and a brick and mortar congregation)
- How wide do we open our arms to UU communes, how welcoming are we really?
- C-3.10- 14 and over can be members

BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: February 2018**
Thursday, February 22, 2018
Meeting URL: <http://zoom.us/j/760537802>
Meeting ID: 760 537 802
Phone: (646) 558-8656
- **Videoconference Meeting: March 2018**
Thursday, March 22, 2018
Meeting URL: <http://zoom.us/j/178430852>
Meeting ID: 178 430 852
Phone: (646) 558-8656
- **Meeting: April, 2018, Boston, MA**
Friday, April 20 - Saturday, April 21, 2018
- **Videoconference Meeting: May 2018**
Thursday, May 24, 2018
Meeting URL: <http://zoom.us/j/525980325>
Meeting ID: 525 980 325
Phone: (646) 558-8656
- **Meetings: June 2018, Kansas City, MO**
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting
Wednesday, June 20—Sunday June 24: General Assembly
Monday, June 25: Board of Trustees Meeting

Board of Trustees

MEETING: February 12, 2018, 8:00 pm, Eastern Time

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

MEMBERS PRESENT: Tim Atkins, Greg Boyd, Kathy Burek, Susan Frederick-Gray (President), Barb Greve (Co-Moderator), Sarah Dan Jones, Manish Mishra-Marzetti, Patrick McLaughlin, Denise Rimes, Christina Rivera (Secretary), Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator).

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & COO), Leslie Takahashi

Observers - Chris Walton, Elaine McArdle, Kim Hampton, Debra Gray Boyd, Jamie Hinson-Rieger, Matthew Johnson

Meeting Minutes

Co-Moderator Mr. Barb Greve called the meeting to order at 8:06 PM on February 12, 2018. Lucia Santini Field offered an opening reading. Co-Moderator Barb welcomed observers and guests, and Board members and observers did a quick personal check-in.

The Board noted that items on the bylaw consent agenda are ready to be drafted, and that the Board will see drafted language before it is added to the tentative agenda for General Assembly. Kathy Burek moved to accept the agenda, Patrick McLaughlin seconded the motion, and it was approved unanimously.

Patrick McLaughlin and Greg Boyd, as the Board's members on the Article II working group, described the group's desire to move towards considering the principles and purposes as a whole package rather than adding or revising the existing principles and sources. Co-Moderator Elandria Williams noted that there are likely to be opportunities at the 2019 General Assembly to engage the entire faith in reconsideration of bylaws, principles and purposes. COO Carey McDonald agreed to compile the full slate of bylaw changes that will appear on the tentative agenda and send it to Board members for review.

Board members discussed the possibility of putting the proposed eighth principle on the agenda by Board decision, since no congregational petition was filed. Members expressed the desire to acknowledge the wishes of the General Assembly delegates to change the principles to be more explicitly anti-oppressive, but were wary of the ways in which debate over bylaw changes could make it harder to have wider, more visionary conversations. Co-Moderator Williams noted there will be time on the April Board meeting to explore the pathway towards Associational conversations about mission and vision.

Leslie Takahashi, representing the Commission on Institutional Change, noted that Commission members have felt frustrated by the length of time it has taken to get the Commission fully staffed. She acknowledged the Commission's recent statement was confrontational, and described it as influenced by the wider set of



challenges currently faced by UU's and religious professionals of color. The Board noted the rising concern over the difficult conditions being faced by religious professionals of color as an urgent, over-arching concern. As Commission Chair, Rev. Takahashi requested the Board extend the Commission's timeline from General Assembly 2019 to 2020. Patrick McLaughlin moved to extend the Commission's timeline to GA 2020 and Lucia Santini-Field seconded the motion, and it passed unanimously.

Co-Moderator Greve encouraged Board members to complete their stewardship thank-you calls.

Christina Rivera asked about the status of GA scholarships for people of color, noting the Board should avoid making last-minute changes that are difficult to implement. COO McDonald reported that the administration had already increased the scholarship amount beyond the increase set in the GA budget, and committed to providing more detail at a future meeting.

EXECUTIVE SESSION – Tim Atkins moved to go into executive session to discuss a personnel matter, and Patrick McLaughlin seconded, and the motion was approved unanimously. The Board entered executive session at 9:38 pm. Tim Atkins moved to stay in Executive Session, Patrick McLaughlin seconded, and the motion was approved unanimously.

Secretary Rivera later provided the following statement of the outcome of the executive session:

The Board met to discuss and accept invitation from former UUA President Peter Morales to meet with the Board in a future Executive Session. Rev. Morales is expected to discuss personnel issues in advance of speaking with the Commission on Institutional Change, and thus the need for Executive Session.

Board members and observers offered a personal check-out. Co-Moderator Greve adjourned the meeting at 10:47 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: March 2018**
Thursday, March 22, 2018
Meeting URL: <http://zoom.us/j/178430852>
Meeting ID: 178 430 852
Phone: (646) 558-8656
- **Meeting: April, 2018, Boston, MA**
Friday, April 20 - Saturday, April 21, 2018
- **Videoconference Meeting: May 2018**
Thursday, May 24, 2018
Meeting URL: <http://zoom.us/j/525980325>
Meeting ID: 525 980 325
Phone: (646) 558-8656
- **Meetings: June 2018, Kansas City, MO**
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting
Wednesday, June 20—Sunday June 24: General Assembly
Monday, June 25: Board of Trustees Meeting



Board of Trustees

MEETING: March 12, 2018, 8:00 pm, Eastern Time

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

MEMBERS PRESENT: Tim Atkins, Greg Boyd, Kathy Burek, Susan Frederick-Gray (President), Dick Jackie, Tanner Linden, Manish Mishra-Marzetti, Patrick McLaughlin, Denise Rimes, Christina Rivera (Secretary), Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator).

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & COO), Leslie Takahashi

Observers - Chris Walton, Kim Hampton, Debra Gray Boyd, Laura Conkle, Jamie Hinson-Rieger, David Shay

Meeting Minutes

Co-Moderator Elandria Williams called the meeting to order at 8:01 pm. Tanner Linden offered an opening reading, and Board members and participants did a brief check-in. Approval of the minutes was postponed to the April meeting, and Board members agreed to send around informal notes following each meeting.

Leslie Takahashi provided a brief report from the Commission on Institutional Change, noting that one consultant and two staff members have now been hired by the Commission. She noted the Commission will be speaking with religious professionals of color at the Finding Our Way Home retreat, and anticipates releasing its findings in April on last year's process for hiring the UUA Southern Regional Lead. The Commission is also encouraging congregations to read "Centering" as part of the UUA Common Read.

Co-Moderator Williams raised the question of how the Board can anticipate the upcoming report from the COIC, and members affirmed their desire respond to the report soon after it comes out. Members agreed to try to join a Zoom call to shortly after its release of the report to determine their response.

Reporting from the Article II working group, Patrick McLaughlin noted that the group has a desire to revisit the ways the principles and purposes interact with the bylaws, but the group has been unsure of its scope and authorization. Board members described a desire for a broad, inclusive process for congregational members to participate in a reconsideration of the principles and purposes as well as the bylaws as a whole. They agreed to spend time at the April meeting to create a charge for a bylaw review commission and design the process for democratic stakeholder and community engagement in the coming year.

Carey McDonald shared that the UUA currently has over \$110,000 set aside for scholarships for General Assembly this year, including funds from both the administration and the GA Planning Committee, which will be prioritized overall for applicants who identify as people of color and hold other marginalized identities.



The Board agreed to review via email the drafted text of bylaw changes approved at the February meeting, and to make any other necessary revisions at the April Board meeting.

Describing its role at General Assembly, the Board noted they will have matching shirts and office hours and will ensure there are multiple roles for Board members on the GA stage. Members Kathy Burek, Denise Rimes, Tim Atkins, Greg Boyd, Manish Mishra-Marzetti, Christina Rivera and Patrick McLaughlin agreed to be part of a GA Board Engagement Planning Team.

For the April Board meeting, the agenda is currently planned to include discussion on the following items:

- Article II revisions and the overall bylaw review process;
- General Assembly;
- Needs of religious professionals of color;
- Balancing the requirements of Board service with the demands of a full-time job; and
- The possibility of restarting a finance committee.

Noting that other possible bylaw changes were tabled at the January meeting, the co-moderators stated there would be opportunity at the October Board meeting to continue those conversations.

EXECUTIVE SESSION – Tim Atkins moved to go into executive session, with Kathy Burek seconding and unanimous agreement, at 9:16 pm. Tim Atkins moved to stay in executive session, with Patrick McLaughlin seconding and unanimous agreement.

Following their Executive Session, the Board announced the appointment of Ken Redd to the Investment Committee.

Board members and observers offered a personal check-out and Dick Jacke shared closing words. Co-Moderator Williams provided a closing gratitude and blessing, and adjourned the meeting at 9:33 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

BOARD OF TRUSTEES SCHEDULE

- **Meeting: April, 2018, Boston, MA**
Friday, April 20 - Saturday, April 21, 2018
- **Videoconference Meeting: May 2018**
Thursday, May 24, 2018
Meeting URL: <http://zoom.us/j/525980325>
Meeting ID: 525 980 325
Phone: (646) 558-8656
- **Meetings: June 2018, Kansas City, MO**
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting
Wednesday, June 20—Sunday June 24: General Assembly
Monday, June 25: Board of Trustees Meeting



Religious Education Credentialing Committee

Religious Educator Credentials Awarded This Week (4/10/2018-4/12/2018):

- Sheila Schuh, Master Level
- Kirsten Hunter, Credentialed Religious Educator
- Claudia Jimenez, Credentialed Religious Educator
- Katy Siepert, Credentialed Religious Educator
- Lauren Strauss, Credentialed Religious Educator

Music Leadership Certification Committee

Music Leadership candidates are not certified until mid-May when the Committee meets to review their final packet.

Here are the candidates that are wrapping up the program:

- Keith Arnold, Credentialed Music Leader
- Sara Brandt-Doelle, Certified Music Leader
- Alane Brown, Certified Music Leader
- Scott DeVeaux, Certified Music Leader
- Pam Siegler, Certified Music Leader

General Assembly Site Team Recommendation for 2021 General Assembly

A site visit for GA 2021, was conducted by Chelsea Surfus (Planning Committee Member), Jan Sneegas (Director, General Assembly and Conference Services), and Don Plante (GA Meeting Planner). We received proposals from Des Moines, Iowa, Milwaukee, Wisconsin, and Pittsburgh, Pennsylvania. **The Site Team recommends the 2021 General Assembly be held in Milwaukee Wisconsin.**

Des Moines did not have enough hotels within walking distance of the convention center so fell out of contention. Pittsburgh is a very attractive site, enough so that it is a top contender for GA 2023 if they are willing to renegotiate rates (Convention Center is 33% more and hotel rates are \$10-\$30 more per night). Milwaukee is in partnership with Pittsburgh and Portland, Oregon to promote each other's cities during geographical rotations. Financial incentives are given for groups who book in more than one of the three cities. Each city offers \$1.00 per room night each year that a group books in one of the cities. For example, if the UUA contracts with Milwaukee for 2021 and for Pittsburgh in 2023, UUA would receive \$1.00 per room night from both Milwaukee and Pittsburgh for both years resulting in a payout of approximately \$12,000 each year or \$24,000.

General Assembly was last in Milwaukee in 1990. Milwaukee's proposal provided the best package, i.e., hotels close to the convention center, and competitive rates. Room rates are critical as our delegates pay their own lodging. Milwaukee's proposal provided the best overall value for hotels and convention center.

Milwaukee, Wisconsin

Milwaukee is the largest city in Wisconsin and the 5th largest city in the Midwest. It is located 90 minutes north of Chicago, on the western shore of Lake Michigan. There is a 3 mile Milwaukee Riverwalk that takes you through downtown Milwaukee where it is lined with shops and restaurants. It is a city known for its neighborhoods and festivals, including the world's largest music festival, Summerfest. The average high temperature in June is 73 degrees and the average low is 59.

Travel

Milwaukee's General Mitchell International Airport is located eight miles (10 minutes) from downtown Milwaukee. Non-stop air service is provided from 40 cities and from 160 with just one stop. A cab ride costs \$25.00 - \$30.00 from the airport to downtown, while the shuttle cost is \$15.00 (per passenger). The airport is serviced by Lyft and Uber.

Convention Center

Milwaukee's Wisconsin Center is one of the most distinctive convention centers in the country. The halls are lined with \$1.2 million public art display which represents the history, geography and culture of Wisconsin. All space in the Center has complimentary basic wi-fi. The size of the center would require that some of our breakouts or ancillary meeting spaces be in the attached Hilton. The Milwaukee Convention and Visitors Bureau has arranged a \$10.00 per room night rebate with participating hotels to offset convention center rental to between \$69,000 and \$75,000.

Housing

There are abundant rooms available in the convention area (our peak is usually between 1500 and 1700). **The city is guaranteeing room rates for 2021 ranging from \$169** (Springhill Suites) **to \$189** at the Hilton Hotel, directly across the street from the convention center. Rates include Passkey fees (housing booking software) and convention center rebate.

We toured the following hotels:

- Hilton Our largest block (400 rooms).
- Hyatt (350 rooms and possible site for UUMA)
- Doubletree
- Courtyard by Marriott
- Springhill Suites
- Fairfield Inn
- Hampton Inn
- Ambassador

Accessibility

The area is relatively flat. Elevators in the convention center are small as is typical, holding two or three scooters at a time. Lifts and ramping are available for staging in the convention center.

Food

There are 150 restaurants in downtown Milwaukee of which 111 are locally owned and operated, with many within walking distance of the Center.

Racial Issues in Milwaukee

Milwaukee has struggled, and continues to struggle, with racial issues, including two shootings by police of unarmed African-Americans, Dontre Hamilton in 2014, and Sylville K. Smith in 2016 which resulted in rioting. It is a minority-majority city, with most of the white people living in the suburbs and the majority of people of color living in the city, making it a very historically segregated city. It is an economically depressed city. There are many civic organizations which attempt to influence race relations primarily through education, e.g. YWCA, the American Black Holocaust Museum. There is an active Standing Up for Racial Justice chapter and Black Lives Matter organization. The United Church of Christ is holding their General Synod this summer in Milwaukee in part to promote racial justice in the city.

UU Support

The largest congregation is First Unitarian Society of Milwaukee, with 750 members. The minister since 2016 is Rev. Jennifer Nordstrom. The next largest congregation is a suburban congregation, Brookfield West with 450 members. There are six local congregations that make up Black Lives Matter to Wisconsin Unitarian Universalists. There are two large UU congregations in close proximity to Milwaukee, Madison with 1457 members (3rd largest UU congregation after CLF and Tulsa) which is a 90 minute drive and Appleton, a two hour drive from Milwaukee, with 700 members.

	C	D	E	F	G	H	I
2	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
3	Budget Overview	Results	Results	Budget	2Q18 Fcst	3Q18 Fcst	Inc/(Dec)
4	Current Operations						G to H
5							
6	\$ in Thousands						
7	Income:						
8	Income for General Support						
9	Annual Program Fund	6,538	6,376	6,750	6,750	6,750	0.0%
10	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,636	0.0%
11	Unrestricted Gifts	957	1,169	1,435	1,145	1,145	0.0%
12	Leadership Annual Giving	0	40	500	500	500	0.0%
13	Bequest Income	445	500	500	500	300	-40.0%
14	Administrative Fees	2,216	2,416	2,206	2,272	2,237	-1.5%
15	Investment Income	3,148	2,971	2,772	3,001	3,001	0.0%
16	Publications Income	1,173	1,228	1,455	1,368	1,268	-7.3%
17	Net Lease Income	953	978	1,005	992	977	-1.5%
18	Other Current Fund Income	573	460	485	462	462	0.0%
19	Total Income for General Support	16,471	17,697	18,744	18,625	18,275	-1.9%
20							
21	Income for Designated Purposes						
22	Campaign Income	1,507	1,931	1,134	1,387	1,222	-11.9%
23	UUCSR Veatch Grants	2,372	2,465	2,589	2,594	2,551	-1.7%
24	Grants and Scholarships	1,006	979	890	923	923	0.0%
25	Ministerial Aid Funds	522	522	455	455	455	0.0%
26	Holdeen and International Trusts	1,469	1,343	1,272	1,490	1,482	-0.5%
27	Income for Other Purposes	1,689	2,292	2,071	2,914	2,980	2.3%
28	Total Inc for Designated Purposes	8,564	9,532	8,411	9,763	9,614	-1.5%
29	Total Income	25,035	27,229	27,155	28,388	27,889	-1.8%
30							
31	Expenses:						
32	Board & Volunteer Leadership	467	482	451	752	743	-1.1%
33							
34	Programs:						
35	Program and Strategy Office	815	582	565	10	10	0.0%
36	Multicultural Growth and Witness	1,309	1,071	1,130	1,220	1,239	1.6%
37	International Programs	1,936	1,451	1,317	1,564	1,571	0.4%
38	Congregational Life	3,450	5,474	5,395	5,305	5,296	-0.2%
39	Ministries and Faith Development	4,877	4,967	4,826	5,131	5,150	0.4%
40	UU Funding Program	1,405	1,392	1,374	1,377	1,379	0.2%
41	Crisis Relief & Misc. Programs	158	440	58	663	752	13.4%
42	Communications	2,660	2,672	2,860	2,888	2,869	-0.7%
43							
44	Total Programs	16,611	18,049	17,525	18,158	18,266	0.6%
45							
46	Administration	1,358	1,962	1,469	1,577	1,607	1.9%
47	Contingency/Salary Increase	0	0	554	554	76	-86.3%
48							
49	Infrastructure						
50	Stewardship and Development	1,867	2,019	2,351	2,390	2,302	-3.7%
51	Information Technology Services	1,441	1,463	1,582	1,597	1,627	1.9%
52	Internal Services	2,883	2,903	3,672	3,723	3,718	-0.1%
53	Total Infrastructure	6,191	6,384	7,606	7,710	7,647	-0.8%
54							
55	Total Expenses	24,628	26,877	27,605	28,751	28,339	-1.4%
56							
57	Depreciation Spending	0	0	450	450	450	
58							
59	Current Section Excess/(Deficit)	407	353	0	87	0	

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	2Q18 Fcst	3Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
4							
5	\$ in Thousands						
6	Income:						
7	Income for UUA General Support						
8	Annual Program Fund	6,538	6,376	6,750	6,750	6,750	0.0%
9	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,636	0.0%
10	Unrestricted Gifts	957	1,169	1,435	1,145	1,145	0.0%
11	Leadership Annual Giving	0	40	500	500	500	0.0%
12	Bequest Income	445	500	500	500	300	-40.0%
13	Administrative Fees	2,216	2,416	2,206	2,272	2,237	-1.5%
14	Endowment Income	3,148	2,971	2,772	3,001	3,001	0.0%
15	Publications Income	1,173	1,228	1,455	1,368	1,268	-7.3%
16	Net Lease Income	953	978	1,005	992	977	-1.5%
17	Other Current Income	573	460	485	462	462	0.0%
18		16,471	17,697	18,744	18,626	18,275	-1.9%
19	Income for Designated Purposes						
20	Campaign Income	1,507	1,931	1,134	1,387	1,222	-11.9%
21	Veatch Grants	2,372	2,465	2,589	2,594	2,551	-1.7%
22	Grants and Scholarships	1,006	979	890	923	923	0.0%
23	Ministerial Aid Funds	522	522	455	455	455	0.0%
24	Holdeen & International Trusts	1,469	1,343	1,272	1,490	1,482	-0.5%
25	Income for Other Purposes	1,689	2,292	2,071	2,914	2,980	2.3%
26		8,564	9,532	8,411	9,763	9,614	-1.5%
27	Total Income	25,035	27,229	27,155	28,388	27,889	-1.8%
28							
29	Board & Volunteer Leadership						
30	Board of Trustees	183	185	187	461	453	-1.8%
31	Board Committees	85	83	76	82	82	0.0%
32	Board Task Forces	4	3	1	2	2	0.0%
33	Moderator	23	26	20	34	34	0.0%
34	Nominating Committee	16	28	19	25	25	0.0%
35	Commission on Appraisal	21	20	18	18	18	0.0%
36	Ministerial Fellowship Committee	114	108	103	103	103	0.0%
37	Commission on Social Witness	21	28	27	27	27	0.0%
38	Total Board & Volunteer Leadership	467	482	451	752	743	-1.1%
39							
40	Programs:						
41	Program Strategy Office (former Growth Strategies)	815	582	565	10	10	0.0%
42							
43	Multicultural Growth and Witness	1,309	1,071	1,130	1,220	1,239	1.6%
44							
45	International Office	219	198	206	249	251	0.9%
46	Holdeen International Partners	165	150	100	159	159	0.0%
47	Holdeen India Program	1,239	826	734	858	862	0.5%
48	UU-UNO	314	277	277	299	299	0.0%
49	Total International	1,936	1,451	1,317	1,564	1,571	0.4%
50							
51	Congregational Life						
52	Congregational Life	2,267	1,523	1,408	1,406	1,365	-2.9%
53	Southern Region	1,118	1,080	1,147	1,161	1,169	0.7%
54	New England Region	0	1,188	1,128	992	1,001	1.0%
55	Central East Region	0	1,623	1,638	1,704	1,718	0.8%
56	Office of Congregational Stewardship Services	66	59	74	42	42	0.0%
57	Total Congregational Life	3,450	5,474	5,396	5,305	5,296	-0.2%
58							
59	Ministries and Faith Development						
60	Resource Development Director	146	159	143	207	209	0.7%
61	Resource Development Office	454	486	539	554	560	1.0%
62	Youth and Young Adult Ministries	580	633	630	617	614	-0.6%
63	Director of Ministries and Faith Development	426	487	428	439	442	0.7%
64	Director of RE Credentialing	98	18	0	0	0	0.0%
65	Director of Ministerial Credentialing	193	189	190	192	194	0.9%
66	Director of Transitions	339	315	322	327	328	0.5%
67	Office of Church Staff Finances	580	648	697	697	701	0.6%
68	Office of UUA Health Plan	244	242	217	220	221	0.9%
69	Director of Professional Development	208	222	218	219	222	1.4%
70	Worship Arts	0	0	0	52	52	0.9%

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	2Q18 Fcst	3Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
71	Scholarships and Ministerial Ed Grants	334	334	309	321	321	0.0%
72	Continuing Education	65	45	79	212	212	0.0%
73	Aid Funds	589	595	520	520	520	0.0%
74	Panel on Theological Education	621	596	533	555	555	0.0%
75	Total Ministries and Faith Development	4,877	4,967	4,826	5,131	5,150	0.4%
76							
77	UU Funding Program	1,405	1,392	1,374	1,377	1,379	0.2%
78	Crisis Relief & Misc. Programs	158	440	58	663	752	13.4%
79							
80	Communications						
81	IPW Office	368	358	396	447	449	0.4%
82	Periodicals Office	917	923	967	973	978	0.5%
83	Publications Administration	559	570	590	595	600	0.8%
84	UUA Bookstore	815	821	907	873	842	-3.5%
85	Total Communications	2,660	2,672	2,861	2,888	2,869	-0.7%
86							
87	Total Programs	16,611	18,049	17,526	18,158	18,266	0.6%
88							
89	Administration						
90	Office of the President	526	797	568	480	484	0.7%
91	Office of the Executive Vice President	407	615	388	580	602	3.9%
92	Contingency Expense	0	0	383	383	76	-80.1%
93	Salary Increase	0	0	171	171	0	-100.0%
94	Human Resources	426	550	513	518	521	0.5%
95	Total Administration	1,358	1,962	2,022	2,131	1,683	-21.0%
96							
97	Infrastructure:						
98	Stewardship and Development						
99	Vice President, Development	48	280	510	566	555	-2.0%
100	APF Campaign	290	345	429	449	453	1.1%
101	Friends Campaign	289	287	416	375	346	-7.9%
102	Charitable Gift and Estate Planning	155	227	383	387	343	-11.4%
103	Comprehensive Campaign	1,085	879	613	613	605	-1.2%
104	Total Stewardship and Development	1,867	2,019	2,350	2,390	2,302	-3.7%
105							
106	Information Technology Services	1,441	1,463	1,582	1,597	1,627	1.9%
107							
108	Internal Services:						
109	Finance						
110	Treasurer and Vice President of Finance	367	398	394	397	401	0.9%
111	Financial Services	662	704	757	769	778	1.2%
112	Total Finance	1,029	1,102	1,151	1,167	1,179	1.1%
113							
114	Facilities						
115	24 Farnworth Street	1,854	1,801	2,521	2,556	2,539	-0.7%
116	Total Operations Services	1,854	1,801	2,521	2,556	2,539	-0.7%
117							
118	Total Internal Services	2,883	2,903	3,672	3,723	3,718	-0.1%
119							
120	Total Infrastructure	6,191	6,385	7,605	7,710	7,647	-0.8%
121	Total Expenses	24,628	26,877	27,605	28,751	28,339	-1.4%
122							
123	Depreciation Spending	0	0	450	450	450	
124							
125	Current Section Excess/(Deficit)	407	353	0	87	0	

MEMORANDUM

To: UUA Board of Trustees
From: UUA Administration, submitted by
President Susan Frederick-Gray
Acting Chief Operating Officer Carey McDonald
Treasurer Tim Brennan

Re: Budget Planning for 2018-2019
Date: April 2, 2018

We are pleased to submit to the Board of Trustees for its approval a balanced and faithful budget for Fiscal Year 2019 (July 1, 2018 to June 30, 2019) for the Unitarian Universalist Association. With this budget, the UUA staff will continue its faithful work in three primary mission areas: supporting congregations, training leaders, and advancing our values in the wider world. Through careful planning and management, this flat budget allows us to invest in our covenantal relationship with our member congregations and partners, focus on our key priorities, and overall maintain current levels of service in each of our primary mission areas.

The foundation for this year's budget planning process has been the UUA's ongoing commitment to dismantling white supremacy and working to model and advance equity and liberation within and beyond our organization. Funding for FY19 includes the following items:

- Designated funding to support organizational equity, inclusion, and institutional change, led by Taquiena Boston, Special Advisor to the President. Funding will support cross-staff learning opportunities, individual and staff-group coaching, and skill development for front-line UUA staff working with congregations;
- Continuing to fully fund our commitment to Black Lives of Unitarian Universalism (\$5.3 million within five years, plus endowment-equivalent support over that period and no-cost fiscal sponsorship), and for the Commission on Institutional Change (\$500,000 over two to three years);
- Investment in the ministries of religious professionals who hold marginalized identities, including ongoing support for the annual Finding Our Way Home gathering for UU religious professionals of color, and first-time budgeted support for the annual retreat of Transgender Religious Professional UUs Together (TRUUsT); and
- Other specific equity-based priorities in each staff group that were identified during the budget process.



Recognizing staff are our biggest asset, we are planning to analyze and revise our salary schedules to embody our institutional commitments to equity. The FY19 budget includes cost-of-living and equity salary adjustments, which will be allocated in part based on this analysis. We are also continuing all current benefits and funding for the UUA retirement plan at the 11% level.

The UUA's FY19 budget reflects the financial trends, that have been present for years, of level revenues and increasing costs. The UUA's largest single source of income, the Annual Program Fund, is undergoing a major transition in three of the five UUA regions next year to a new formula based on a congregation's ability to pay rather than its number of members. Years of careful planning have led up to this transition, and we feel confident that we can maintain stable APF performance given the strong returns we have seen through APF so far in FY18. Predictions for donor fundraising are modest, acknowledging the demands of the BLUU campaign, and projections for publications income are reduced, reflecting a more honest estimation given past performance. The UUA's primary assets are better leveraged this year, as endowment performance continues to be steady and we have developed new plans for building management and rental income.

Additionally, in order to invest in our priorities, we have reduced spending overall in nearly every staff group. These spending reductions include not filling certain positions that will be open from attrition and improving our accounting for expected facilities and staff transition costs. Additionally, several ideas emerged through the budget process for ways to enhance collaboration and free up staff capacity, which will allow us to further align our resources in service of our mission.

We have endeavored to create a budget that allows the UUA to be a successful caretaker of its resources, realistic in its revenue projections, and more creative in addressing urgent challenges. We believe we have drafted a prudent budget that invests in our key priorities around equity and institutional change. We look forward to further reviewing this budget at the April Board meeting.



	C	D	E	F	G	H
2	Unitarian Universalist Association	FY17	FY18	FY19	Percent	FY20
3	Budget Overview	Results	2Q18 Fcst	Budget	Inc/(Dec)	Budget
4	Current Operations				E to F	
5						
6	\$ in Thousands					
7	Income:					
8	Income for General Support					
9	Annual Program Fund	6,376	6,750	6,760	0.1%	6,800
10	Annual Program Fund - Regional	1,559	1,636	1,659	1.4%	1,659
11	Unrestricted Gifts	1,169	1,145	1,199	4.7%	1,237
12	Leadership Annual Giving	40	500	600	20.0%	675
13	Grants Income - Unrestricted	0	0	0	0.0%	150
14	Bequest Income	500	500	500	0.0%	400
15	Administrative Fees	2,416	2,272	2,303	1.4%	2,305
16	Investment Income	2,971	3,001	2,858	-4.8%	2,634
17	Publications Income	1,228	1,368	1,262	-7.8%	1,262
18	Net Lease Income	978	992	1,012	2.0%	1,008
19	Other Current Fund Income	460	462	533	15.3%	538
20	Total Income for General Support	17,697	18,625	18,686	0.3%	18,668
21						
22	Income for Designated Purposes					
23	Campaign Income	1,931	1,387	1,105	-20.3%	1,112
24	UUCSR Veatch Grants	2,465	2,594	2,562	-1.2%	2,442
25	Grants and Scholarships	979	923	877	-5.0%	886
26	Ministerial Aid Funds	522	455	449	-1.5%	453
27	Holdeen and International Trusts	1,343	1,490	1,530	2.7%	1,531
28	Income for Other Purposes	2,292	2,914	2,541	-12.8%	2,436
29	Total Inc for Designated Purposes	9,532	9,763	9,064	-7.2%	8,860
30	Total Income	27,229	28,388	27,750	-2.2%	27,528
31						
32	Expenses:					
33	Board & Volunteer Leadership	482	752	712	-5.3%	523
34						
35	Programs:					
36	Program and Strategy Office	582	10	0	-100.0%	0
37	Multicultural Growth and Witness	1,071	1,220	1,230	0.9%	1,263
38	International Programs	1,451	1,564	1,519	-2.9%	1,520
39	Congregational Life	5,474	5,305	5,392	1.6%	5,395
40	Ministries and Faith Development	4,967	5,131	4,961	-3.3%	5,004
41	UU Funding Program	1,392	1,377	1,391	1.1%	1,391
42	Crisis Relief & Misc. Programs	440	663	390	-41.3%	274
43	Communications	2,672	2,888	2,946	2.0%	2,979
44						
45	Total Programs	18,049	18,158	17,829	-1.8%	17,826
46						
47	Administration	1,962	1,577	1,502	-4.8%	1,520
48	Contingency/Salary Increase	0	554	527	-4.9%	653
49						
50	Infrastructure					
51	Stewardship and Development	2,019	2,390	2,422	1.4%	2,424
52	Information Technology Services	1,463	1,597	1,657	3.7%	1,678
53	Internal Services	2,903	3,723	3,751	0.7%	3,748
54	Total Infrastructure	6,384	7,710	7,830	1.6%	7,850
55						
56	Total Expenses	26,877	28,751	28,400	-1.2%	28,372
57						
58	Depreciation Spending	0	450	550		550
59	Church Staff Finances Reserve	0	0	100		0
60						
61	Current Section Excess/(Deficit)	353	87	0		(294)
62						

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY17	FY18	FY19	Percent	FY20
2	Forecast Summary	Results	2Q18 Fcst	Budget	Inc/(Dec)	Budget
3	Current Operations Expenses				F to G	
4						
5	<i>\$ in Thousands</i>					
6	Income:					
7	Income for UUA General Support					
8	Annual Program Fund	6,376	6,750	6,760	0.1%	6,800
9	Annual Program Fund – Regional	1,559	1,636	1,659	1.4%	1,659
10	Unrestricted Gifts	1,169	1,145	1,199	4.7%	1,237
11	Leadership Annual Giving	40	500	600	20.0%	675
12	Grants Income - Unrestricted	0	0	0	0.0%	150
13	Bequest Income	500	500	500	0.0%	400
14	Administrative Fees	2,416	2,272	2,303	1.4%	2,305
15	Endowment Income	2,971	3,001	2,858	-4.8%	2,634
16	Publications Income	1,228	1,368	1,262	-7.8%	1,262
17	Net Lease Income	978	992	1,012	2.0%	1,008
18	Other Current Income	460	462	533	15.3%	538
19		17,697	18,626	18,686	0.3%	18,668
20	Income for Designated Purposes					
21	Campaign Income	1,931	1,387	1,105	-20.3%	1,112
22	Veatch Grants	2,465	2,594	2,562	-1.2%	2,442
23	Grants and Scholarships	979	923	877	-5.0%	886
24	Ministerial Aid Funds	522	455	449	-1.5%	453
25	Holdeen & International Trusts	1,343	1,490	1,530	2.7%	1,531
26	Income for Other Purposes	2,292	2,914	2,541	-12.8%	2,436
27		9,532	9,763	9,064	-7.2%	8,860
28	Total Income	27,229	28,388	27,750	-2.2%	27,528
29						
30	Board & Volunteer Leadership					
31	Board of Trustees	185	461	401	-13.1%	216
32	Board Committees	83	82	82	-0.5%	82
33	Board Task Forces	3	2	5	200.0%	5
34	Moderator	26	34	34	0.0%	34
35	Nominating Committee	28	25	25	0.0%	25
36	Commission on Appraisal	20	18	20	6.4%	22
37	Ministerial Fellowship Committee	108	103	109	5.8%	103
38	Commission on Social Witness	28	27	36	32.5%	36
39	Total Board & Volunteer Leadership	482	752	712	-5.3%	523
40						
41	Programs:					
42	Program Strategy Office (former Growth Strategies)	582	10	0	-100.0%	0
43						
44	Multicultural Growth and Witness	1,071	1,220	1,230	0.9%	1,263
45						
46	International Office	198	249	208	-16.2%	207
47	Holdeen International Partners	150	159	160	0.5%	160
48	Holdeen India Program	826	858	892	4.0%	894
49	UU-UNO	277	299	259	-13.4%	259
50	Total International	1,451	1,564	1,519	-2.9%	1,520
51						
52	Congregational Life					
53	Congregational Life	1,523	1,406	1,438	2.3%	1,443
54	Southern Region	1,080	1,161	1,219	5.0%	1,228
55	New England Region	1,188	992	1,045	5.3%	1,022
56	Central East Region	1,623	1,704	1,655	-2.9%	1,667
57	Office of Congregational Stewardship Services	59	42	35	-16.6%	35
58	Total Congregational Life	5,474	5,305	5,392	1.6%	5,395
59						
60	Ministries and Faith Development					
61	Resource Development Director	159	207	207	-0.2%	208
62	Resource Development Office	486	554	525	-5.3%	521
63	Youth and Young Adult Ministries	633	617	601	-2.6%	614
64	Director of Ministries and Faith Development	487	439	462	5.4%	466
65	Director of RE Credentialing	18	0	0	0.0%	0
66	Director of Ministerial Credentialing	189	192	192	-0.1%	194
67	Director of Transitions	315	327	326	-0.1%	328

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY17	FY18	FY19	Percent	FY20
2	Forecast Summary	Results	2Q18 Fcst	Budget	Inc/(Dec)	Budget
3	Current Operations Expenses				F to G	
68	Office of Church Staff Finances	648	697	729	4.6%	734
69	Office of UUA Health Plan	242	220	219	-0.2%	221
70	Director of Professional Development	222	219	222	1.2%	224
71	Worship Arts	0	52	56	8.9%	57
72	Scholarships and Ministerial Ed Grants	334	321	311	-3.0%	317
73	Continuing Education	45	212	79	-62.9%	80
74	Aid Funds	595	520	512	-1.4%	517
75	Panel on Theological Education	596	555	520	-6.4%	523
76	Total Ministries and Faith Development	4,967	5,131	4,961	-3.3%	5,004
77						
78	UU Funding Program	1,392	1,377	1,391	1.1%	1,391
79	Crisis Relief & Misc. Programs	440	663	390	-41.3%	274
80						
81	Communications					
82	IPW Office	358	447	531	18.8%	538
83	Periodicals Office	923	973	973	0.0%	989
84	Publications Administration	570	595	587	-1.4%	595
85	UUA Bookstore	821	873	855	-2.1%	857
86	Total Communications	2,672	2,888	2,946	2.0%	2,979
87						
88	Total Programs	18,049	18,158	17,829	-1.8%	17,826
89						
90	Administration					
91	Office of the President	797	480	510	6.3%	515
92	Office of the Executive Vice President	615	580	583	0.7%	591
93	Contingency Expense	0	383	377	-1.4%	383
94	Salary Increase	0	171	150	-12.3%	270
95	Human Resources	550	518	409	-21.1%	414
96	Total Administration	1,962	2,131	2,029	-4.8%	2,173
97						
98	Infrastructure:					
99	Stewardship and Development					
100	Vice President, Development	280	566	604	6.8%	607
101	APF Campaign	345	449	472	5.3%	473
102	Friends Campaign	287	375	408	8.7%	464
103	Charitable Gift and Estate Planning	227	387	342	-11.7%	272
104	Comprehensive Campaign	879	613	596	-2.7%	608
105	Total Stewardship and Development	2,019	2,390	2,422	1.4%	2,424
106						
107	Information Technology Services	1,463	1,597	1,657	3.7%	1,678
108						
109	Internal Services:					
110	Finance					
111	Treasurer and Vice President of Finance	398	397	406	2.3%	410
112	Financial Services	704	769	787	2.3%	794
113	Total Finance	1,102	1,167	1,193	2.3%	1,204
114						
115	Facilities					
116	24 Farnworth Street	1,801	2,556	2,558	0.1%	2,544
117	Total Operations Services	1,801	2,556	2,558	0.1%	2,544
118						
119	Total Internal Services	2,903	3,723	3,751	0.8%	3,748
120						
121	Total Infrastructure	6,385	7,710	7,830	1.6%	7,850
122	Total Expenses	26,877	28,751	28,400	-1.2%	28,372
123						
124	Depreciation Spending	0	450	550		550
125	Church Staff Finances Reserve	0	0	100		0
126						
127	Current Section Excess/(Deficit)	353	87	0		(294)
128						

Budget Fiscal Year 2019 – Flux Analysis

The following is an analysis of the changes from the FY18 2nd quarter forecast to the FY19 budget.

Overall income – down 2.3%

Annual Program Fund – No change

Flat with the FY18 forecast. FY19 will see the launch of the new APF formula based on congregational expenses instead of membership. This comes with some risk as we are not sure how congregations will respond, despite significant modeling, research and consultation. However, because of the strong showing of this year's effort, we believe FY19 will at least equal this year.

Unrestricted gifts – up 4.7%

We assume a small increase in unrestricted giving driven by the volatile political climate and the momentum from a new UUA president.

Leadership Annual Giving – up 20%

In its second year, the Leadership Annual Giving Program – consisting of unrestricted gifts of \$10,000 and above – will build on the success of FY18. Our major donors are responding well to this appeal for regular support. This program is a major priority for the director of Stewardship and Development and the President.

Investment Income – down 4.8%

The decline in payout from the endowment is because principal repayments on the loan used to finance the build-out of the UUA's offices at 24 Farnsworth Street reduces the asset balance used in calculating the payout.

The UUA's spending policy is based on the current year's spending increased by inflation, weighted 70%, and 4.5% of the average asset value for the four quarters ending December 31, weighted 30%. The formula is as follows:

	(Previous year endowment spending X (1+inflation rate)) X 70%
plus	<u>(4 quarter average asset value at 12/31 X 4.5%) X 30%</u>
equals	Endowment spending for FY starting 7/1

The effect of this formula is to dampen volatility in the endowment payout.

Publications income – down 7.8%

Book sales were over-estimated in the FY18 budget and in the 2nd quarter forecast. The budget for FY19 is in line with the current pace of sales and the estimates for this fiscal year.

Other current fund income – up 15.3%

Included in this income category is a new source of revenue – building management fees. Since acquiring 24 Farnsworth Street, the UUA has outsourced the management of the building and tenant spaces to Barkan Management. Our plan for next fiscal year is to take building management in house; thus the UUA would be paid for building management services by the tenants.

Campaign Income – down 20.3%

Campaign income for FY 19 is consistent with the original budget for the current fiscal year. The 2nd quarter forecast increased the expected campaign income due to the one-time release of restricted gifts received in past periods.

Grants and Scholarships – down 5.0%

Revenue for grants and scholarships is primarily from endowment funds restricted to ministerial scholarships and theological education. This current fiscal year also includes some spending of funds carried over from past years.

Income for Other Purposes – down 12.8%

This line includes donations to the hurricane relief funds during this fiscal year. There is no assumption for similar funding next year.

Overall Expenses – down 1.2%**Board and Volunteer Leadership – down 5.3%**

Reflects the expenses of the Commission on Institutional Change, which are projected to be lower in the second year of their work.

Program and Strategy Office – down 100%

This office is eliminated in the FY19 budget with the work shifted to other departments.

International – down by 2.9%

The work of the International Office is funded by the payout from the Holdeen Trusts. The budget for the current fiscal year included the spending of some funds carried over from previous years.

Ministries and Faith Development – down 3.3%

In the current fiscal year, a restricted fund was tapped to pay for special training programs that will not be repeated in FY19. In addition, the administrative staff will be reorganized and reduced in FY19.

Crisis Relief & Miscellaneous– down 41.3%

The current fiscal year includes over \$300,000 in hurricane relief grants that were funded through a special appeal. This income and expense are not carried into FY19.

Administration– down 4.8%

The Human Resources budget includes an allowance for savings from unfilled positions of \$125,000, or 1% of total payroll. This is consistent with past experience.

Contingency/Salary Increase

Contingency is set in the by-laws as 3% of unrestricted income. The salary increase for FY18 is carried in this section as a lump sum that will be distributed into the staff group budgets when increases are determined around mid-year.

Salary increase assumes:

- 2% pool for staff cost of living increases and attendant benefits effective January 2018
- 0.5% pool for grade and job changes

Information Technology Services – up 3.7%

Increase is driven by increased hardware and software depreciation arising from IT investments this year.

Depreciation Spending

One important use for the depreciation allowance is ongoing capital replacement. But there is no necessary relationship between depreciation charges and prudent capital investment. It is best practice among nonprofit institutions with substantial physical assets to conduct a Facilities Condition Assessment (FCA) periodically to determine the right amount to set aside for the replacement of major building systems. The FCA looks at each major system – roof, HVAC, elevator, electrical panel, fire safety, etc. – and estimates when each will reach the end of its useful life and the cost of replacement at that time. This is plotted over time, typically 10 years, which yields an annual capital budget for major systems replacement. The FCA will be updated with the guidance of consultants and engineers in the next three months.

In the FY 19 budget, total depreciation expense is forecast to be \$ 1.2 million compared to a projected capital need of \$450,000 yielding an cash surplus of \$750,000. This budget assumes that \$550,000 of that amount is spent on the operating budget.

Church Staff Finances Reserve

The Office of Church Staff Finances, which oversees the benefit programs for congregations and the UUA, has accumulated a significant cash reserve over the years. These funds are unrestricted, but have been held aside for special one-time projects. In FY19 the reserve will be tapped for several projects addressing inclusion, equity and change managed by the Multicultural Growth and Witness staff group. Because these funds were received in past years, the cash expended is not technically income in FY19, and is therefore shown on a separate line.

Notes on Fiscal Year 2020 “Out-year” Budget

The purpose of creating a budget for the year following the upcoming budget year is to see where current income and spending trends are pointing. For the most part, income and expenses are assumed to be steady. Significant exceptions are as follows:

- Endowment income will decline due to the principal repayment of the bank loan that funded the build-out of the UUA's offices. The payments lower the asset balance used in calculating the payout.
- Small increases in program expenses primarily reflect the salary increases that became effective January 1, 2018.
- The increase in Contingency/Salary Increase includes the carry-forward of the raises budgeted for FY19 and an allowance for a 2% cost of living adjustment in FY20.

The analysis shows we are tracking towards a deficit of \$325,000 in FY20 plus any raises. The UUA Administration will make adjustments in its operating plan to address this shortfall during FY19.

UUA CAPITAL BUDGET

	FY18	FY19
	Forecast	Budget
	2-Apr-18	2-Apr-16
Computer Hardware & Software		
Computer Hardware	\$ 134,000	\$ 171,600
Computer Software	207,200	123,250
Telephone system	-	-
	341,200	294,850
Property & Renovations		
UUA occupied space	58,500	51,000
Furniture and fixtures	20,000	30,000
General building improvements	550,000	900,000
	628,500	981,000
Total Capital Expenditures	\$ 969,700	\$ 1,275,850

UUA FY19 and FY20 Consolidating Budgets
Statement of Unrestricted Operating Income and Expense

(in \$000s)

Fiscal Year 2019	Current Operations	Beacon Press	General Insurance Program	Building Loan Fund	UUCEF	General Assembly	Farnsworth Bldg	Eliminations	UUA Total
Support and Revenue									
Income for general support	18,686	-	1,842	19	-	1,579	1,706	(4,379)	19,452
Income for designated purposes	9,064	175	-	-	-	-	-	(1,326)	7,913
New sales form publishing	-	6,745	-	-	-	-	-	-	6,745
Interest income	-	-	-	180.75	-	-	-	-	181
Investment income, gains/losses	-	60	-	-	7,017	-	-	-	7,077
	<u>27,750</u>	<u>6,980</u>	<u>1,842</u>	<u>200</u>	<u>7,017</u>	<u>1,579</u>	<u>1,706</u>	<u>(5,705)</u>	<u>41,368</u>
Expenses									
Programs	18,541	-	1,258	28	-	1,579	-	-	21,406
General and administrative	9,859	-	522	249	-	-	693	(1,240)	10,083
Cost of goods sold and publishing	-	7,075	-	-	-	-	-	-	7,075
Expenses associated with investments	-	-	-	-	1,067	-	-	-	1,067
	<u>28,400</u>	<u>7,075</u>	<u>1,780</u>	<u>277</u>	<u>1,067</u>	<u>1,579</u>	<u>693</u>	<u>(1,240)</u>	<u>39,632</u>
Depreciation Spending	<u>550</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>550</u>
Church Staff Finances Reserve	<u>100</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100</u>
Surplus (deficit)	<u>0</u>	<u>(95)</u>	<u>62</u>	<u>(77)</u>	<u>5,950</u>	<u>-</u>	<u>1,012</u>	<u>(4,465)</u>	<u>2,286</u>

Fiscal Year 2020	Current Operations	Beacon Press	General Insurance Program	Building Loan Fund	UUCEF	General Assembly	Farnsworth Bldg	Eliminations	UUA Total
Support and Revenue									
Income for general support	18,668	-	1,897	20	-	1,618	1,722	(4,169)	19,756
Income for designated purposes	8,860	175	-	-	-	-	-	(1,339)	7,696
New sales form publishing	-	6,815	-	-	-	-	-	-	6,815
Interest income	-	-	-	172	-	-	-	-	172
Investment income, gains/losses	-	60	-	-	7,160	-	-	-	7,220
	<u>27,528</u>	<u>7,050</u>	<u>1,897</u>	<u>191</u>	<u>7,160</u>	<u>1,618</u>	<u>1,722</u>	<u>(5,508)</u>	<u>41,659</u>
Expenses									
Programs	18,349	-	1,296	27	-	1,618	-	-	21,290
General and administrative	10,023	-	538	249	-	-	714	(1,251)	10,273
Cost of goods sold and publishing	-	7,143	-	-	-	-	-	-	7,143
Expenses associated with investments	-	-	-	-	1,089	-	-	-	1,089
	<u>28,372</u>	<u>7,143</u>	<u>1,834</u>	<u>275</u>	<u>1,089</u>	<u>1,618</u>	<u>714</u>	<u>(1,251)</u>	<u>39,795</u>
Depreciation Spending	<u>550</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>550</u>
Surplus (deficit)	<u>(294)</u>	<u>(93)</u>	<u>63</u>	<u>(84)</u>	<u>6,071</u>	<u>-</u>	<u>1,008</u>	<u>(4,257)</u>	<u>2,414</u>

MONITORING REPORT
April 2, 2018

2.6.1 FINANCIAL PLANNING AND BUDGETING

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

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

Operational definition: Self-explanatory.

Supporting data: Budgets for all operating units covering fiscal years 2019 and 2020 were submitted to the board on April 2, 2018. Specifically, the package included the following:

- 1. Consolidating budget including budgets for all of the Association's business units: Current Operations, Beacon Press, the Building Loan Fund, the General Insurance Program, the UU Common Endowment Fund, and General Assembly.
- 2. Detailed budget of Current Operations and a variance analysis.
- 3. Capital budgets for fiscal year 2019.
- 4. Strategic memorandum from the President describing key assumptions, how the strategic plan shaped the budget, and how that plan advances the Ends.

Therefore, I report compliance.

2018 UUA BoT Charge to the MFC – DRAFT | PROPOSAL

Honoring Unitarian Universalism's commitment to engage in a process of reflection and change, with particular focus on how our existing systems are engaged in, support, and perpetuate systems of white supremacy and patriarchal oppression; and with an understanding of the urgent nature of these important issues and the potential for continued negative impact on those who are marginalized and oppressed, the UUA Board of Trustees hereby charges the MFC to:

1. Review and make recommendations related to all aspects of the committee's current operations and practices to identify systemic white supremacy, anti-blackness, anti-queerness, patriarchy, heteronormativity, and all other forms of oppression including polyamory and living with disabilities that are a part of the MFC's DNA.
2. Incorporate into your review and recommendation process the findings and guidance forthcoming from the Commission on Institutional Change.
3. Include an analysis of how ministers who have achieved Final Fellowship perpetuate white supremacy, anti-blackness, anti-queerness, patriarchy, heteronormativity, and all other forms of oppression including polyamory and living with disabilities in their ministries; and further how they are/are not keeping up to speed on how to lead themselves and their congregations in addressing these critical issues.
4. Model an accountability and transparency by engaging relevant constituencies in the review and data collection process. The MFC shall ask relevant constituencies for recommendations and direction on how the MFC should be restructured, rebuilt, or disbanded. The MFC will be expected share its findings in an open and transparent fashion modeling truly accountability.
5. Review existing rules, policies, and practices that may be having an immediate negative impact on candidates and ministers; and recommend changes to the Board immediately (e.g. address the rules and practice of giving candidates category numbers ranked one through five as well as the use of the tests/tools used by the Centers for Ministry. Feedback from across our denomination, candidates, and Fellowshiped ministers clearly indicate that this practice is extremely harmful, not helpful and is a clear manifestation of our system of white supremacy).

Timeline:

No later than one week following the end of the September 2018 MFC meeting, the MFC shall present to the UUA Board of Trustees a plan and clear timeline for how this charge shall be addressed, which will then be reviewed, discussed and affirmed/adjusted by the UUA Board of Trustees at its October 2018 meeting. It is the expectation of the UUA Board of Trustees that the totality of needed changes discovered during this charge will begin to be institutionalized within 2 years' time.

Article 2 and General Bylaws Process (includes GA 2018)

Bylaws Change Purpose Statement

The UUA's bylaws were first drafted in May 1961 and have been amended in piecemeal fashion over the past 57 years. Our bylaws necessarily carry the biases and limitations of the times when they were written. Historically, the UUA was organized as a nonprofit corporation modeled on the New England businesses that emphasized fiscal conservatism and "prudence". Our bylaws need to reflect the faith community we are and that we want to be: adaptive, creative, flexible, centered and grounded in relationships and linkage, while striving toward being an anti-oppressive, anti-racist and multicultural organization. Currently, our bylaws are not accessible, have dates and times that are no longer relevant, and are rooted in distrust of authority. As we reimagine what our faith could look and act like moving into the future, we should have a smaller set of bylaws that can liberate our leaders and members to do faithful, sustaining ministry. This year we are proposing bylaw changes that are necessary for our faith to reimagine what our leadership and governance model could become. Over the next year and a half leading into General Assembly 2019 we will be having conversations and dialogues about what a new set of bylaws should and could be.

Process during General Assembly 2018

1. Process is introduced during the board and moderator report
2. Process is shared along with the bylaw change purpose statement by the Moderator or member of the Board before Bylaw votes happen
3. There is time for discussion built into the schedule on both Saturday and Sunday during GA
4. The GA discussion time on Saturday will be done in concert with the Commission in Institutional Change that will be around how do our values, vision and practice of our faith help us be who we want to become. If our principles are a value document what values need to be expressed? If our vision is to move into being the Beloved Community that is rooted in our Unitarian Universalist theology what is our vision? How is the practice of our faith expressed through our bylaws, how we do governance, how congregations are represented and participate, who is in the room, etc.?
5. We will ask people to take notes on flip charts or computers and we will post the flip charts around the General Session hall or have them be running on a screen and available on the app. We will also people to type their notes or will assign a note taker to each group who will type the notes. We will use the notes to do a word cloud and we will share back what we have heard on Sunday morning. There will also be time for people to share from their conversations and thoughts with the entire assembly.
6. On Sunday we will again share with the attendees the process we are undergoing

Process from April 2018 to GA 2018

1. General process and timeline needs to be approved at April 2018 board meeting
2. Charge to the Bylaw review commission will be developed at the April 2018 Board Meeting
3. Conversation between the Commission on Institutional Change, Moderators and 1-2 board

members about the discussion time during GA

4. Congregational and covenanted community study guide development begun - maybe work with Fahs since they do this a lot now??

Process from GA 2018 to GA 2019

GA 2019 in Spokane will be 1/2 General Assembly and 1/2 General Conference. The workshops will be more like strategy sessions leading up to fundamental changes to be voted on first at GA 2019 and then again at GA 2020 if things pass.

- 1) The plan will be shared with people at GA 2018 and through the social media sites and also with an article in the UU World
- 2) A congregational and covenanted community study guide will be developed by the Board, Bylaw Study Commission, UUA Staff and the Commission on Institutional Change (hopefully) with staff support to help congregations have the necessary conversations after General Assembly
- 3) Regional/district and constituency gatherings will take place and conversations will happen there. There will also be an ask for UU groups, camps and conference centers to also host these conversations at their gatherings and share the information back with the Board, Bylaw Review Commission, UUA Staff and the Commission on Institutional Change
- 4) A gathering of people representing all these different assemblies will gather coming together to craft high level thoughts and language for a vision, value/principle statement, bylaw changes, and other key policy and practice changes.
- 5) The UUA Board, Bylaw Study Commission, UUA Staff with assistance by the Commission on Institutional Change (per their determination) will do more work to pull together the language with the word smithing supported by legal council and the compiled together bylaw and policy changes as well as any other recommendations will be brought to the 2019 General Assembly in Spokane.
- 6) GA/General Conference 2019 will be a place for reflection, contemplation and discernment about who we are as a faith and where we want to go and how our bylaws, policies, procedures and practices help us get there.
- 7) Whatever gets approved of at General Assembly in Spokane will move forward and if a second vote is required that vote will happen at GA 2020. The work after GA Spokane will be carried forward by the Bylaw Review Commission, the UUA Board, Staff and the Commission on Institutional Change (as necessary and wanted by them)

GA Rules of Procedure 2018

Key Changes

After motion has been introduced there must be one minute before debate or questions

There must be 5 minutes of debate before amendment can be introduced

After 7 minutes of debate if there are only people speaking from either the pro or con mike then the question can be called

After 15 minutes of debate the question can be called

After 30 minutes of debate procedural time will count against pro and con discussion time

Rules of Procedure

Rule 1 - same - Order of Business

Rule 2- same - Means of Voting

Rule 3- same - Minutes

Rule 4- same - Presentation of Items

Rule 5. Amendments (1st paragraph change and everything else the same)

Except for clarifying amendments, amendments to the main motion and monitions to refer, table or to call the question will not be in order until there has been at least 5 minutes of discussion, if that much is needed, on the merits of the main question as moved.

Rule 6: Time Limits

A) no person may speak for no more than two minutes.....

B) 3-0 minutes are allowed for discussion of any proposed bylaw or rule amendment, resolution or action on a report that is on or admitted to the Final Agenda. This time includes time devoted to discussion any amendments to the proposed amendment. Before debate begins 1 minute is devoted to people having time to process the motion before speaking. After 15 minutes of debate the question can be called by either the moderator or a delegate from the procedural microphone. Any motion to extend the time for debate must be made from the procedural microphone before time for debate expires. Whenever possible, discussion time will be equally divided between people who are in favor and people who have concerns with the motion through equitable recognition of speakers at microphones designed "Pro" and "Con" and off-site delegates in "Pro" and "Con".

C) A motion to call the previous question on the main motion shall not be in order, until 15 minutes of debate has occurred, if there are potential speakers at both Pro and Con microphones whether on-site or offsite, and the original or extended time for discussion has not expired. Notwithstanding the foregoing, a motion to call the previous question is in order if there has been at least 5 minutes of discussion concerning the main motion and the speakers are only at either the "pro" or "con" microphones, whether on-site or off-site.

D) Time taken at the Procedure microphone for procedural questions will not count against pro or con discussion time unless 30 minutes has expired.

Rule 7: Microphones

A) Pro and Con Microphones. Usage of the microphones designed "Pro" or "Con" and offsite "Pro" and "Con" queues is limited to statements in support of or with concerns to the motions.

B) Amendment Microphone. Usage of the microphone or off0site queue designated "Amendment" is limited to presenters of motions and members of the Board of Trustees who may use the microphone only for:

1. Making an amendment to a main motion or another amendment, provided the motion is otherwise in order.
 2. Using such additional time remaining, as outlined in Rule 6, if any, to speak in support of the amendment; and
 3. Stating the Board of Trustees' position at the outset of debate on those items on the Final Agenda on which the Board takes a position
- C) Procedure Microphone. All other matters must be brought to the Procedure microphone or off-site "Procedure queue."

Rule 8 - stays the same - Committee of the Whole

Rule 9- change to 2018-2019 budget and the right date and rule - Budget Motion

Rule 10. Correct date and time- Resolutions and Actions not on the Agenda

Rule 11. Congregational Study Action Issues - same as 2016

Rule 12. Actions of Immediate Witness - from 2016

A) same

B) same

C) same

D) same

E) same- each sponsor will have 2 minutes to speak

F) vote by ballot for up to 3 AIW added to the final agenda

G) make motion and those that receive a 2/3 vote will be admitted

H) same- not debatable and requires 2/3 vote of support

I) same

J) up to 20 minutes will be allowed for debate, if needed, on each proposed AIW admitted to the final agenda. No amendment shall be in order unless there has been at least 7 minutes of debate, if that much time is needed, on the merits of the proposed AIW. After 15 minutes of debate the question can be called unless 7 minutes of only people at either the pro or con mike has gone by and then the question can be called after the 7-minute mark.

K) same

Rule 13. Stay the same - Amending the Rules of Procedure

Rule 14. Stay the same - Precedence of the Bylaws and Rules

Rule 15. Adjournment- 2018 General Assembly and correct adjournment date and time

Safety Team GA 2018

This team is responsible for supporting and modeling community safety at the 2018 General Assembly in Kansas City, Missouri. To do this, the safety team will respond to and intervene in incidents of harm, attend to crises both medical and emotional and interact with outside agencies including the police towards the safety of convening participants.

The Safety Team is being co-led by India McKnight and Chris Crass. Members of the safety team will be

- 2 or 3 members of the Board of Trustees (role) and each board member taking at least one shift throughout GA
- 1 or 2 members of the RRT
- Potentially 1 member of BLUU
- Potentially 1 member of DRUUMM
- Potentially 1 member of Equal Access
- Potentially 1 member of TRUUST
- 1 member of the YaYA community
- Jason Lydon
- Jacqui Williams
- 2-3 people who have either done trauma work or were on the public witness support team in the past
- Who else makes sense
- 10-15 people on the team regularly
- Should be 20 people on duty during Opening Session, General Session, Ware Lecture, Sunday morning worship, Synergy, Public Witness and other major events. At least 5 people on during the dance and 10-15 during closing session. There should also be people at or outside the DRUUMM and BLUU worships and other closed events to provide support.
- Are there other key events where people should be or important times to have more people?

These team members can also offer support as walkers or support people to folks that normally have a tough time. The co-leads, moderators and others can reach out to people to see if this is a need.

Needs:

- Identify remaining team members
- Book hotel rooms for Chris Crass and India McKnight (both double beds). They need to be there on Monday or Tuesday if possible
- Offer volunteer registration for key 10 members of the team that are not currently paid to be there another way
- Come up with Community Values for Collective Safety - We need to develop a community values statement!!!
- Community Safety Room - in convention center
- Community safety shirt- what color makes sense- Purple maybe
- Community Safety Email - yet to come
- Community Safety Phone Number - yet come come
- Community Safety orientation - Wednesday and needs to be designed

- Other needs?

Language to be shared with people

We are working this week to co-create a liberated space that actually moves us beyond traditional safety and allows us to experience the world we are working so hard to bring about.

This week we come together from many different walks of life, cultures, faith practices and political understandings of safety and justice. We know that these differences may, at times, spark debate or create misunderstandings. We ask this team to model, embody and support debate and conflict that upholds the dignity of all and reminds us that we are all here to uphold the values and principals of Unitarian Universalism, the Beloved Community and Justice for all People especially those that have been marginalized in the larger society and in our faith. General Assembly has been both a source of excitement, joy, and happiness and at the same time for many Unitarian Universalists great suffering and pain. This team is here to support and care for the assembled community so that General Assembly can be a positive, thought provoking, heart and “spirit or faith or love” filled experience.

General Assembly 2018 Board Roles and Responsibilities List

Before GA Needs

General session webinars (last year - May 31, June 3, June 4, June 7, and June 12) for 75 min apiece – are we doing this? Who is down to help? 2 people per webinar

Write GA Script

General Session Grid finalization

GA Script readers - check for language and mix ups (2-3 people)

General

- Safety Team members - 2 or 3 main members; everyone sign up for at least one shift especially during major events
- Coordinate with Right Relationship Team
- Coordinate with Safety Team
- Coordinate with Crisis Team

Ceremonial Functions

Write scripts

Wednesday pm- Review and Adopt Rules of Procedure, Empty Chair (or something similar) and Invocation

Thursday am

Friday am

Saturday am

Sunday pm

Announce Election results

Closing

General Session

- Prep with legal counsel and parliamentarian
- Openings before each session (Thurs am, Fri am, Fri pm, Sat am, Sun am, Sun pm)
- Closings after each session (Thurs am, Fri am, Fri pm, Sat am, Sun am, Sun pm)

Board Communication

- Bylaw and Article 2 process and stance
- Moderator Nomination
- Rules statement articulating our hope for content focus rather than grammar – app and program book
- What else??

Mini Assemblies

Prep and Holding it down – 2-3 people

Mini assembly 1 – 2 people

Mini assembly 2 – 2 people

Mini assembly 3 – 2 people

General Assembly 2018 Board Roles and Responsibilities List

Board Report- Panel and Discussion

- Script for Co-moderators
- Prep moderator that is moderating
- Confirm panelists
- Panelists (3 people)
- Send questions to panelists
- Check in the day before

Saturday discussion - Board/ColC – 2 or 3 people

Vision and Mission of Association, Living into what the 8th principle project is stating, and racism audit, where are we trying to go

- Develop questions
- Help lead process
- prep facilitators
- help facilitate small groups
- Study guide development for after GA around the board bylaws and principles process

Discussion and Debate - General

- confirm moderators for each debate/discussion
- Explain the approach and rules to GA delegates - each session

Bylaws Debate Preparation

- Prep for bylaws debates process including board stance
- “People” from men and women
- Congregational Linkage
- Religious Educator Voting
- Youth Trustee- 6.3, 6.4, 6.5 (a and new b), 6.6 (a and new b), 6.11, Rule G-9.12.2
- Gender Neutral Pronouns - 8.3, 8.11, 9.9, 10.12, Rule 4.6.2 (board vote), Rule G-9.13.5
- MFC Committee Terms - 7.2
- Commission on Social Witness Process Timeline - 4.12,
- Co-moderator roles - 8.8, 9.11
- District/Region Updates- 4.4

Responsive Resolutions (1 or 2 people)

- Get forms for responsive resolutions
- Determine procedure for RRs if too many
- Develop trustees position
- Deliver trustees position

AIW Debate Preparation (1-2 people)

General Assembly 2018 Board Roles and Responsibilities List

- Prep for AIW Debate
- 1
- 2
- 3
- 4
- 5
- 6

CSAI Debate (1 or 2 people)

- Prep for CSAI Debate
- Dismantling Intersectional Oppression
- Undoing Intersectional White Supremacy

Possible Budget Amendment Preparation (1 or 2 people)

- Prep strategy for budget amendment debate
- Develop trustees position
- Deliver trustees position

Support for Groups During GA (1 person/group)

- Commission on Social Witness
- GA PC
- BLUU
- DRUUMM
- EqUUal Access
- TRUUST

Anyone else??

Board Commitments

- Monday 6-8:30 pm - Reception for Board and Leadership Council
- Tuesday 8:00-4:15 pm - Board Meeting
- Tuesday 6:30-8:30 pm- Board Retirement Dinner
- Wednesday 25/50 Worship Service
- Wednesday 10:15-1:45 pm- Board Meeting
- Wednesday Berry Street Essay
- Wednesday 9-10:30 pm- Board Reception
- Thursday 1:30-2:30 pm- Business mini assembly 1 (2 people)
- Thursday 3:00-4:00 pm - Business mini assembly 2 (2 people)
- Friday 11:15-12:16 pm Budget hearing (2 people)
- Friday 11:15-12:15 pm- Business Mini Assembly 3 (2 people)
- Friday Board sponsored reception for Presidents (are we doing this?)
- Saturday 1:30-2:30 pm- Candidates Forum (non-moderator)
- Monday, June 26 8:30-11:00 am- Board Meeting with CCCE
- Ware Lecture*
- SLT*

General Assembly 2018 Board Roles and Responsibilities List

- Public Witness*
- Sunday worship*

* noticeable board presence at these, not necessarily the full board so perhaps designating who is wanting to go and wearing BoT “uniform”?

7:00 – 8:00	Breakfast (<i>Omni - Rex Room</i>)	
8:00 – 8:30	Check-In Without Observers	
8:30 – 9:00	Opening Words	Danielle Di Bona
9:00 – 9:15	Call to Order, Welcome, and Introductions Board Covenant	Denise Rimes
9:15 – 9:20	Approval of Consent Agenda	Denise Rimes
9:20 – 9:40	Presidents' Report	Bill Sinkford Sofia Betancourt Leon Spencer
9:40 – 9:50	Acting Moderator's Report	Denise Rimes
9:50 – 10:00	Break	
10:00 – 10:10	Secretary's Report (including update on Presidential Campaign)	Rob Eller-Isaacs
10:10 – 10:40	Treasurer's Report	Tim Brennan
10:40 – 10:50	Financial Advisor's Report	Lucia Santini Field
10:50 – 11:00	Financial Secretary's Report	Christina Rivera
11:00 – 11:15	Black Lives of Unitarian Universalism Funding	Rob Eller-Isaacs
11:15 -11:45	Stewardship/Development (including the Annual Program Fund update)	Mary Katherine Morn Lucia Santini Field
11:45 – 12:15	Governance and Policies Working Group Moderator Nominating Process (Acting Moderator) Policy Monitoring	Tim Atkins
12:15 – 1:00	Lunch (<i>Omni - Rex Room</i>)	
1:00 – 1:30	Executive Session	
1:30 – 1:40	Report Out from Executive Session	Denise Rimes
1:40 – 2:00	Moderator Nominating Committee Charge (2019 election)	

2:00 – 2:30	General Assembly Run-Through	Christina Rivera
2:30 – 2:45	Break	
2:45 – 3:45	Review Board Panel Discussion for Thursday	Rob Eller-Isaacs Kathy Burek
3:45 – 4:00	Process Observation	Journey Toward Wholeness Transformation Committee
4:00 – 4:15	Closing Words	Bailey Saddlemire
4:15 – 6:30	Break	
6:30 – 8:30	Board Retirement Dinner (<i>Omni – Fulton Street Bistro</i>)	

10:15 – 10:30	Opening Words Welcome	Patrick McLaughlin Denise Rimes
10:30 – 10:45	Working Group Updates Appointments Communications Congregational Boundaries Empowerment and Inclusion	Tim Atkins Christina Rivera Denise Rimes
10:45 – 12:00	Discussion time for open items	Tim Atkins (facilitator)
12:00 – 12:45	Lunch (<i>Omni - Rex Room</i>)	
12:45 – 1:05	Review Motions, Actions for October Board Meeting	Tim Atkins (facilitator)
1:05 – 1:20	Board Report	Rob Eller-Isaacs
1:20 – 1:35	Process Observation	Journey Toward Wholeness Transformation Committee
1:35 – 1:45	Closing Words Adjournment	Andrea Briscoe Denise Rimes



BOARD OF TRUSTEES MEETING AGENDA

MONDAY, JUNE 26, 2017

Omni Hotel – Rex Room



7:30 – 8:30	Breakfast (<i>Omni - Rex Room</i>)	
8:30 – 9:00	Check-In Without Observers	
9:00 – 9:15	Board Photo	
9:15 – 9:30	Centering	
9:30 – 9:45	Call to Order, Welcome, and Introductions	Denise Rimes
9:45 – 10:30	Post-GA Review	All
10:30 – 10:45	Review of 2017-2018 Board Calendar	Denise Rimes
10:45 – 11:00	Closing and Adjourn	

MEMORANDUM

TO: The UUA Board of Trustees

FROM: The UUA Elections Campaign Practices Committee (2016-2017),

Rev. Manish Mishra-Marzetti, Chair, Dr. Elisabeth McGregor, Mx. KC Slack

The Secretary of the Board (2016-2017), Rev. Rob Eller-Isaacs (ex officio)

DATE: February 1, 2018

SUBJECT: ECPC Report to the Board on the 2016-2017 Presidential Election Cycle

In compliance with our UUA By-Laws, this report is supplied to assist the UUA Board in its efforts to improve our elections-related processes. This report is divided into categories of processes/issues in order to assist the reader.

I. Antecedents to the Election Cycle

- A. **Lack of Clarity Around How Many Candidates are to be Nominated:** The UUA utilized for the first time in a Presidential election cycle a Presidential Search Committee (PSC). However, that Search Committee was not given a clear mandate on how many candidates to nominate. In some election cycles we have had 3 candidates, and in others 2 candidates. The Search Committee chose to nominate 2 candidates, which proved insufficient when one of the two dropped out of the race.
- B. **Lack of Clarity Around the Petition Process:** The UUA instituted a Presidential Search Committee while simultaneously retaining the petition nomination process as provided for in the by-laws for all elected offices. This led to some questioning whether nomination by the search committee carried greater weight or value than nomination by petition. If so, how so? If not, why not? Why go through a months-long search committee process when it might, conceivably, be easier to secure 25 congregational nominations, if the two forms of nomination are of equal measure? If some greater weight is given to a nomination by committee than one by petition, how would that distinction be made known?
- C. **Sunsetting of the Presidential Search Committee:** We encountered confusion around the question of when the Presidential Search Committee's work is fully done. Is the PSC a standing committee? If so, why? To what end? If a candidate drops out of the election cycle after being nominated, does it or does it not revert to the Presidential Search Committee to nominate additional candidates? In this cycle, the deadline of Feb. 1, 2017 for the announcement of Presidential candidates, as stated in Bylaw 9.5, was interpreted by legal counsel as preventing the PSC from making further nominations

after that date. Perhaps a clarifying rule could be considered. Lack of process-related clarity around these issues led to some confusion and scrambling when one PSC-nominated candidate dropped out shortly after the announcement deadline. The ECPC subsequently needed to post a clarifying message (5/21/16) to try to address ongoing questions and concerns about transparency, accountability, and the actual processes that we were engaged in.

- D. **Running as a Member of UUA Staff:** Our movement has benefitted greatly from having UUA staff run for the Office of the President and then successfully lead our movement after winning. It seems as if our current 'dual interest/conflict of interest' policies and understandings might preclude that, or at minimum make it exceptionally hard for a member of the UUA staff to both run for the Presidency and simultaneously fulfill their responsibilities as staff. This needs deeper examination.

The applicable rule is Rule G-9.13.9. Separation of Campaigns from Conduct of Official Business, which states that (a) When running for office, candidates shall be prohibited from engaging in any electioneering or campaigning during the conduct of official business of the Unitarian Universalist Association, and (b) Financial accounting and bookkeeping procedures shall be established which make it explicit that no monies of the Association were used in the financing of a candidate's campaigning or electioneering activities.

In the past, members of the UUA staff have run for President without arousing major concerns about conflict of interest. However, when both were on staff, they were, so to speak, 'in the same boat.' In our most recent Presidential election cycle, the UUA Chief Operating Officer took what could be interpreted as a 'strict constructionist' view of the Rule, leading to one candidate feeling as if this framework gave parish ministers an advantage over staff members by allowing them far greater latitude. The Board might wish to review that candidate's letter about this experience again.

Are we, as a movement, interested in ever having a member of the UUA staff be eligible to run for the Presidency or the position of Moderator again? If not, if the conflicts of interest are too great given our present day understanding of ethics and professional boundaries, we should be clear about that. If so, should our current procedures be reviewed with an eye towards what parameters and understandings are needed in order to facilitate their ability to be candidates?

- E. **Covenanting:** While a Candidates' Covenant has been integral to not just this but also prior Presidential election cycles, there is nothing in our by-laws, rules, or generally accepted procedures that requires or expects the candidates to enter into self-determined covenantal understandings with one another. Is this sufficient, or should we capture this ongoing practice in some way, shape, or form?
- F. **Neutrality of those Involved in the Governance of UUA Elections:** At present, Rule G-9.13.10 (a) requires that the Election Campaign Practices Committee members remain

neutral in UUA elections processes. Similarly, By-Law 9.9 provides that the Secretary of the Association must remain neutral in UUA elections processes. There are no other provisions in our by-laws or rules that ensure the neutrality of others who are involved in the governance of our elections, such as members of the Moderator Nominating Committee, members of the Presidential Search Committee, members of the UUA Board of Trustees, the President of the Association, the Moderator of the Association, or the Chief Operating Officer of the UUA. The Board may wish to consider how far neutrality in our election processes might usefully extend in order to ensure fairness, openness, and transparency, and adopt the necessary measures in support of that.

II. During the Election Cycle

- A. **An Unanticipated Boon:** Ultimately, having three Presidential Candidates through to the end of the elections meant that the UUA had to utilize rank ordered voting, which in turn meant that each candidate had to appeal, to some degree, to the supporters of the other candidates. This created a relatively congenial and collaborative election process. It was in each candidate's best interest to maintain a positive and issues-focused campaign. Having more than two candidates was clearly a positive factor.
- B. **Lack of Clarity Around the Role of the ECPC Chair:** In the past, the ECPC Chair has served as an informal advisor and 'good officer' to the Presidential candidates, helping the candidates reflect on issues of discernment as well as problem-solving practical issues related to the elections process. In addition, the ECPC Chair has typically assisted the candidates in crafting and then in the application of whatever self-defined covenants the candidates agree to. As such, during this election cycle, the ECPC Chair had at least two key roles, each of which was critical: 1) the role of being an informal 'good officer,' and 2) an appointed representative of the elections governance process, with formal accountability to the Board and the UUA as a whole. Neither the Chair nor the candidates were always clear about which role was needed when, and eventually the candidates and the Chair named this difficulty, as well as the need for greater explicitness when they were in dialogue about which 'hat' or role was being utilized.
- C. **Lack of Clarity Around the Role of the Secretary of the Board:** Our by-laws explicitly capture that the Secretary of the Board has overarching responsibility for all UUA elections processes. But, what does this include and not include? Does the Secretary also have an informal role in assisting and supporting the candidates, similar to the ECPC Chair? While the Secretary and the ECPC Chair in this case maintained solid and ongoing communication that averted any misunderstandings between them, it is easy to recognize that the informal roles and expectations of the Secretary and the ECPC Chair could get muddled, and potentially confusing for themselves, the candidates, and others.

- D. **Confusion and Lack of Clarity Among UUA Staff:** Our attempt, in this election cycle, was to establish UUA Chief of Operations (COO) Harlan Limpert as a central point of contact among UUA staff for questions related to the elections process. This proved harder to implement, in practice. Some UUA staff may have been unsure of what needed to be run by the COO and what didn't need to be run by him. Based on ECPC conversations with UUA staff in the process of investigating a complaint, there also appeared to be dual messaging among the staff - one sense that affirmed that any issue with an election-related angle must be taken seriously and the other sense that staff should go about their routine work without being overly concerned about the elections, that 'higher-ups' were responsible for ensuring compliance with elections-related needs. This dual messaging led to on one hand over-caution and even the 'fear of getting it wrong,' and on the other hand insufficient elections-related consultation with the COO where consultation was needed.
- E. **Lack of Clarity Related to the Formal ECPC Complaint Process:** While it is rare for the ECPC to navigate a formal elections-related complaint, the Association does need a mechanism for doing so, and the by-laws provide one, which was used in this cycle. However, this process is complicated and fraught with the possibility of doing as much harm as it could do good. Are the complaint-related processes somehow "Confidential?" If so, what does that mean? Under what conditions might ECPC findings not be "confidential?" How do we navigate the impact on candidates of any information that is not held confidentially? In our experience, even the buzz of a potentially filed complaint could be damaging to one or more candidates. It is also worth noting that other than filing a report and, at the extreme, recommending that a candidate be removed from the elections process, the ECPC has little to no enforcement ability – we relied exclusively on good will to ensure that healthy recommendations were acted on. What if good will is not enough to get course corrections made mid-stream? What is the process if the UUA or the candidates themselves do not wish to adopt or act on ECPC recommendations?
- F. **The Limited Formal Role of the ECPC:** Formally, the ECPC's by-law related role in the elections process is circulating the rules and vetting formal complaints. Formal complaints rarely happen, and that by-law defined role places the ECPC in a 'reactive' rather than 'proactive' position. We found that the ECPC had useful proactive roles to play in, for example, ensuring that elections-related information was being disseminated in a timely and transparent fashion, managing online discussion forums, moderating candidate forums at GA, and moderating one of the regional candidates fora. What 'proactive' roles might the ECPC usefully play and how might we capture those functions in writing?
- G. **Lack of Continuity of Information and Practice Related to our UUA Elections:** We encountered significant confusion in the implementation phases of the election, on a wide range of practical matters. On one hand, many UUA staff and volunteers felt that

they had significant experience with past UUA election cycles and even civic elections. And, yet, it was a struggle to get some things done and done in ways that healthily supported the elections. For example, when we ultimately had 3 candidates for the Presidency, we could not get comparable GA booth access because the vendor contracts were on a different timetable from the nominations process. We also ran up against tech deadlines for submitting written material for captioning, although the crew did its best to accommodate the candidates. Another example, while the GAPC and our very capable tech crews have staged countless debates and fora, we had difficulty getting staging that made sense for our final GA 2017 Presidential Forum – despite significant advance conversation and planning. This had to do with disconnects between what had been planned versus what proved easily doable once on the ground at the convention center, and conversation was needed between the tech crews, the GAPC, the ECPC, and the candidates themselves, which was hard to do on the spot. The conversation and flexibility that is required in the midst of complex moving parts, all of which matter to some degree, was not always present, despite sincere efforts by all concerned.

- H. **Self-Monitoring of the Candidates' Covenant:** While the ECPC Chair and/or the Board Secretary have played informal roles in the past in assisting the candidates navigate and implement their self-defined covenants, what proved most effective in this cycle was when the candidates themselves decided to self-monitor their covenant and engage in regularly scheduled, ongoing teleconferences among themselves for the purpose of checking in on matters of scheduling, responding to correspondence and invitations, and other important matters. This might usefully continue to be the expected practice, with the ECPC Chair, the full ECPC and the Secretary representing subsequent levels of 'ratcheting-up' for the purposes of problem solving.
- I. **Board Sponsored Regional Election Fora:** This seemed to be a useful development in our elections process, particularly given the easy-to-reach financial spending limits that the candidates had to adhere to. This structure also helped give broad exposure to the candidates, while helping them stay within the financial limits. However, there was no funding set aside for helping make these fora happen, including whatever travel support might have been needed for the purposes of forum moderation. As a result, the responsibility for moderating these fora, and the accompanying preparatory work and travel, fell disproportionately on the Moderator's shoulders, with the Moderator using his travel funds to support this need. If this model is to be repeated in the future, it would be good to have forum moderation led by neutral parties designated by the Board, such as the ECPC or Board members or others who have fully committed to election neutrality. In addition, a budgetary plan that supports the travel and other related needs of forum moderators should be in place.
- J. **Lack of Clarity Around Financial Reporting:** The by-laws only require a preliminary financial report at the start of the GA at which elections are taking place and then a final financial report from campaigns after the elections are complete. This places the

Association in the awkward position of potentially de-certifying a winning candidate, after the fact, if that candidate's financial reporting indicates problems. This needs to be rectified and some form of expected, periodic (brief) reporting created, so that the UUA has a sense of where the campaigns are at and the likelihood of adherence to campaign spending limits. There is currently no template for campaign financial reporting; this needs to be created. In addition, campaigns raised real questions about disclosure of their donor lists to the UUA in some public way. These issues deserve greater thought and resolution.

- K. **Funding for the ECPC:** Prior to this election cycle, there was no funding allocated to the ECPC enabling its work and the ability of its volunteer members to be at GA, where the bulk of the committee's elections-related work happens. This was rectified, but needs to be planned for in the regular UUA budgeting processes in an ongoing and regular way. There also needs to be more systematic tracking of ECPC member terms and clarity around which General Assemblies ECPC committee members need to be at in a working capacity, as there are General Assemblies at which we do not have contested elections.
- L. **Electronic Voting:** This was the first cycle in which the UUA utilized electronic voting. Where there were questions about this, and some trepidation, we felt that the UUA did an excellent job of transitioning us to this platform.

III. Post-Election

- A. **Pulling Our Small Religious Movement Together:** It has not always been the case that the winner of the elections process takes intentional and public steps to pull our small religious movement back together after the elections have ended. The willingness to do this is spiritually critical, and we hope that all our future Presidents will continue to be intentional about reaching out to and including in their conversation circles, and in significant ongoing UUA leadership, individuals who supported other candidates. Public demonstrations of such amity and unity by both the elected candidate and the other candidates and their supporters matter.
- B. **Spiritual Support for Non-Elected Candidates:** To our collective memory, it has always been the case that not getting elected is hard on those candidate(s). We, as a movement, sometimes lose talented and capable nationally recognized leaders from our movement for years, as a result. Can we, as a spiritual movement, do more to thank and appreciate our un-elected candidates? Is there anything else we can do to help spiritually support and heal the heartache of not being elected?
- C. **Finally, a Structural Question:** We note that the 'valence' (intensity and complexity) of the Presidential election cycle is different (stronger, deeper) than our elections for Moderator. In an era in which we are examining implicit structural biases, what does

this differential say about how we, as a movement, value and understand these two roles? What does it say about lay vs. clergy roles in our movement? Paid vs. unpaid leadership in our movement? Perceived ‘governance’ vs. perceived ‘visionary’ leadership? Do these underlying differentials make sense, given how important both roles are? What does all of this say about how we are living into shared ministry at the Associational level?

IV. Recommendations

Based on the discussion above, we recommend the following:

- By-law and rules revisions clarifying the role and responsibilities of the Presidential Search Committee, the ECPC, the ECPC Chair, the Secretary, and the UUA COO in matters related to UUA elections. As a part of such by-law revisions, we recommend that the ECPC be given a clearer, simpler name. Something like the UUA “Elections Committee” would suffice.
- By-law and/or rules revisions that clarify the financial reporting requirements and the timing of such reporting by candidates; who at the Association receives, assesses, and tracks these reports; and, how the confidentiality of donor information will be maintained, if we so choose, while the elections are still in process.
- The UUA Board should consider whether we should keep the Presidential Search Committee process, the nomination by petition process, or both, as currently provided for in the by-laws, and make any recommendations for change to the General Assembly. Parallel structures would need to be created for the Moderator elections.
- The Board may wish to consider bringing to the General Assembly proposed by-law and rule changes that could allow for the possibility of two or more people standing for election as a team to a given elected office. The Board would need to decide for which position(s) we would allow this and for which positions we would not. Many ramifications of any such proposed changes need to be thoroughly considered.
- The Board should also consider which individuals involved in UUA governance should be officially designated as ‘neutral’ in order to ensure the impartiality of our elections processes. The current neutrality provisions were written in an era in which there were no nominating or search committees for the positions of President and Moderator.
- Given how critical covenanting between candidates has been in our Presidential and Moderator elections processes, this practice should get codified in some way, shape, or form.

- The UUA should create an internal repository for information and best practices coming out of this election cycle and ask, at a minimum, the following parties to submit best practices memos for this repository: GAPC, UUA GA Office, the GAPC tech crews, UUA IT Staff, and all Leadership Council-level staff, the ECPC, and the UUA Board Secretary. This could go a long way in helping us logistically and practically improve our elections-related practices, over time. This should be done as soon as feasible, so as to garner the freshest memories of our most recent elections cycle.

**THE FINAL REPORT OF THE
UNITARIAN UNIVERSALIST ASSOCIATION'S
PRESIDENTIAL SEARCH COMMITTEE**

April 11, 2018

Introduction

In June of 2010 through a by-law change, the General Assembly established a Presidential Search Committee (PSC). The following individuals were elected or appointed in June of 2013 to serve on this new committee for a term of six years: Wayne Arnason, Joanna Fontaine Crawford, Matthew Johnson, Liz Jones, Michael Tino, Elandria Williams, and Jacqui C. Williams. This committee is accountable to the General Assembly of Congregations and to that end we are providing this report on both our process, and our thoughts and recommendations. Our intention is to give both the Board of Trustees and the next Presidential Search Committee a complete overview of what this first PSC experienced in responding to our charge.

You will find in this report,

- An executive summary of our recommendations
- An explanation of our reflections on our process and other events that led to our recommendations
- A detailed timeline of what we did
- An Appendix of the documents and forms we generated.

Executive Summary

Here are our recommendations. Explanations of why we recommend these steps follows in the next section.

1. Informed by the reports of the Election Campaign Practices Committee and the Presidential Search Committee for the 2017 election, we recommend that the Board of Trustees undertake as soon as possible a comprehensive study and evaluation of the election processes for our lead officers, to include the advisability of a shorter election process and campaign cycle that would be entirely funded by the UUA.

2. We recommend a shorter election process and campaign cycle, as follows:

Candidates nominated by the PSC are announced by February 1 in the year of the election. Candidates campaign at one General Assembly and have four months to prepare for that GA. The campaign continues over the summer, and the election is held by congregation-based voting in late September to early October. The new President's term does not begin until the end of the following General Assembly.

3. We recommend that the PSC continue to include at least one elder of color, widely respected within UU communities of color, and at least one former member of the UUA Staff.

4. We recommend that the next Presidential Search Committee should have a more expansive and specific charge than the first one has had.

5. We recommend that the UUA Board articulate a vision for the work of the Association in advance of the next Presidential Search.

6. We recommend that a new job description for the President should be created by the next Presidential Search Committee as an early task. The job description created by our Presidential Search Committee will be useful to the next Search Committee, but the next President's job description will also depend on the evolution of the Board's and the current President's understanding of this job.

7. We recommend that the next PSC conduct "recruitment interviews" with people considering being candidates before they submit applications, as an additional way of assisting a broader diversity of candidates to make the decision to run. We further recommend that the next PSC establish an advisory group to help potential candidates discern. These "on-call elders" would be available to potential candidates.

8. We recommend that the by-law that allows for running for President by petition be eliminated (9.6a, as it pertains to the office of President). In the absence of the will to eliminate this by-law completely, we believe that the threshold for petition candidates should be raised significantly—to at least 50 congregations, from at least two regions, and certifiable only by the action of duly-called congregational meetings.

9. We recommend changing the bylaws to give the PSC the authority, in the event a candidate drops out before the election, to recommend whether an additional candidate shall be brought forward from among already vetted applicants, and to recommend the candidate(s) the Board, who will be empowered to approve their nomination without a petition process.

10. We recommend that in reviewing the budget for the next PSC, that the Board be committed to generous limitations on the number of people that the PSC can interview, so that the number of candidates considered is not unduly constrained by the budget. We further recommend that the communication link to the UUA and expense approvals for PSC spending go through the Moderator and not through the office of the Chief Operating Officer.

11. We recommend that the Board and the next Presidential Search Committee create a covenant between them. We recommend that this covenant include public and private neutrality in the election process, and the timing of a Board discernment interview to meet prospective nominees and have a confidential opportunity to express the Board's views or questions to the PSC.

12. We recommend that the next PSC learn from the experience of the 2016 election and nominate at least three candidates as opposed to two.

13. We recommend that the current President undertake a comprehensive study of the restraints that should be imposed, if any, on candidates for President who serve on the UUA staff. Such a study could include consideration of identifying possible resources for a paid sabbatical for a UUA staff person who is a candidate, and how such support could be equitably given to all other candidates who are serving congregations or other institutions. Such a study should be staff based, but would need to be coordinated with any Board study as recommended in #1.

14. We recommend that the Board's study of the job and role of President include the possibility that this role can be carefully and intentionally shared by more than one person. The PSC supports changing our By-Laws to make this possible. We further recommend that the PSC process should allow for a team of people to apply together to be co-Presidents.

Reflections on the Process

The first UUA Presidential Search Committee held its first meeting and began work at the UUA General Assembly in June 2013, when we were elected and appointed to the committee. Subsequent to that meeting, we held seven in-person meetings and twenty-seven meetings via conference call or video conference. This final report is a consensus document from the seven committee members. In the course of writing our report, one of our members became the Co-Moderator of the UUA. While she participated in the consensus process around the report, she did not participate in drafting the language of the recommendations of the final report. Our **Recommendation #1** recognizes and calls for further leadership from the Co-Moderators and the Board in taking up the recommendations of our report and that of the Election Campaign Practices Committee (ECPC) and acting upon them.

Charge to the Committee

The Presidential Search Committee was instituted as an attempt to change the entire system of electing a UUA President by changing only one small part of the system. We gathered with no charge other than the minimal requirements outlined in the By-Laws (i.e. to have at least two candidates by a specified date). Instead, we found many things projected onto us: desires for different outcomes, desires for different processes, and demands for Presidential candidates with certain identities that had not been represented in that office. As an outcome of our recommended study by the Board of Trustees of the search and election processes, we believe that the next Presidential Search Committee should have a more expansive and specific charge than the first one has had. (**Recommendation 4**)

Aware of these expectations and projections, and unwilling to be restrained by them, we began our work by deciding on the values on which our process would be based. We developed an internal covenant as well as a public statement of values.

The members of the Presidential Search Committee are stewards of a process, and not advocates for a particular outcome. We acknowledge that there is a value in diversity of leadership, and we also maintain that in our process, we will consider people with regard to their qualifications. We are committed to engaging in the conversation about what kind of leader our time calls for. We invite people to nominate diverse candidates for this position in the context of our commitment to becoming an anti-racist, anti-oppressive, multicultural Association.

We are not limiting our qualifications to a particular type of leadership, but we expect that successful nominees will have been involved at some level in Unitarian Universalist leadership. We will be relying heavily on Unitarian Universalists to be the “eighth member” of our Committee, helping identify qualified leaders and encouraging them to apply.

We are committed to a process that is as open and transparent as possible, given the demands of confidentiality required for a personnel matter. We also seek a process accountable to communities of people whose identities marginalize them in our society. We intend that the criteria we use for selection will be public and that every member of the committee will review every application.

Early in our work, the committee also agreed on our internal procedures and standards, including that none of us would individually endorse candidates. We believe that this is a standard that should be specifically required of future PSC's. (**See Recommendation 10**).

We operated on a modified consensus basis, in which expressed concerns spurred further and deeper conversation. All of the decisions made by the committee were the unanimous consensus of the seven members of the committee.

We settled into a committee structure that worked for us. While our initial intention was to rotate roles half-way through our work, we found ourselves comfortable with delineated roles that lasted our entire term. They were:

- Internal Co-Chair, to run meetings, put together agendas;
- External Co-Chair, to be the primary contact with the UUA Moderator, Board, and staff;
- Recording Secretary, to keep internal records
- Communications Secretary, to manage public communications and social media
- GA Coordinator, to manage our presence at GA (booth, materials, etc.)

We believe that it behooves the next PSC to begin working immediately after their election to establish group norms and dynamics.

The roles and identities our committee members represented that we found helpful during our process have included:

- Religious educator
- Former UUA Staff members
- Former UUA Board members (including, in our case a former UUA Secretary)
- People with access to former centers of power in presidential elections
- People with experience in previous presidential elections
- People from different regions of the country

Three of our members were over the age of fifty-five. Two of our members identify as people of color (POC). Our experience suggests that among the roles that we recommend the Nominating Committee and Board should consider for the next PSC are an elder of color with significant authority in the UU POC community. (**Recommendation 3**)

Above all, members of the next PSC should be committed to innovative thinking in order to fundamentally shift the direction of our Association to be in alignment with our values and vision, and make real our commitment to an anti-oppressive democratic process.

Job Description

Because the UUA By-Laws define the role of the President minimally, we felt it necessary to create a job description against which we could compare candidates. In creating this job description, we interviewed a wide variety of stakeholders and groups, including sitting and former Presidents, Moderators, and Executive Vice Presidents, senior UUA Staff, and leadership of organizations to which we felt the process should be accountable. Understanding that the exact role of the President shifts over time, we intended this job description to be our guide for selection, and not a permanent document.

Understanding the role of the Board in setting vision for the Association and the role of the President in determining priorities and methods for implementation of that vision, we meant the

job description as a framework into which these things could fit. We believe that the UUA Board should articulate a vision for the work of the Association in advance of the next Presidential Search, which will assist the PSC in creating the job description of the next President.

(Recommendation 5)

Our draft job description was made public for comment and brought to the 2014 General Assembly in a hearing. Based on the feedback we received, we released the job description on October 28, 2014 and called for people to suggest potential candidates to us.

We strongly believe that the next PSC should use this same process and devote time and energy to the job description. **(Recommendation 6)** The work of identifying and engaging with stakeholders in this process, especially those whose voices are often unheard, is vital, and the work of crafting a job description is helpful to set group norms and help the committee focus their selection process.

Recruitment

People were invited to discern their interest in applying in a variety of ways. The PSC leveraged our wide variety of contacts and relationships to develop a list of people who, along with those suggested by the wider UU public, were invited to apply. The job description provided a useful tool for helping people discern if they met the qualifications to apply. We note that certain groups of people, notably people of color, trans* folk, laypeople, and ministers of smaller congregations, faced different recruitment obstacles than white ministers serving larger congregations or serving on UUA Staff (who perhaps felt more entitled to be nominated). We have heard that people with marginalized identities did not, by and large, immediately believe they had actual access to this process.

We talked to over 50 people, suggested by the UU public and by members of our committee. We had individual conversations with them about the process (although no collective interviews). We asked each of them to discern whether they wanted to fill out the required application to be considered as one of our candidate nominees. The list of people we talked to was multigender; multiracial; included lesbian, gay, bisexual, and heterosexual people; included both ministers and laypeople; included people ranging in age from their late 20s to their early 70s. Ultimately, we received eight applications to be considered for nomination; all of them were from cisgender, white, women ministers. All four candidates who were either nominated by us or who ran by petition in this election were among this group of eight initial applicants and were background-checked and interviewed by our committee.

Our self-evaluation has brought forth some dissatisfactions with our new process for inviting candidacies for President, and with the former process that still remains within the bylaws. We believe that the next PSC as a whole should consider having formal recruitment conversations with people specifically invited to apply, prior to their decision to submit an application.

(Recommendation 7) Care should be taken not to imply in these conversations that they are guarantees of a nomination.

A suggestion coming from our broad request for evaluative comments on our process that we have embraced had to do with having “on-call elders” available to potential candidates. We believe that the next PSC should establish an advisory group to help potential candidates discern. **(Recommendation 7)** The PSC could introduce potential candidates to these “on-call elders” who would be chosen for their depth of involvement in Unitarian Universalism, and for the diversity of identities they might represent. These elders would be asked to covenant with

the potential candidates and with the PSC to maintain confidentiality. Such a group would need to be selected early and deliberately in the committee's process.

Along the way, the members of our committee had many individual opportunities for conversations with people discerning their interest. We have noted, however, that the ministers on the committee had many more such conversations than the laypeople, in part because of large collegial gatherings. We believe that the next PSC needs the resources to identify and budget for opportunities for all members to engage in such conversations at a wide variety of venues. **(Recommendation 10)**

The General Assembly and the Board should decide whether they trust the process that we created and followed described in this report. Our committee was concerned from the beginning of our work that the potential candidates could choose not to engage with us and easily run by petition, or to decide to run by petition after our process was over. We see the current petition process, arguably, as a low bar. So we are recommending that the by-law that allows for running for President by petition be eliminated (9.6a, as it pertains to the office of President). In the absence of the will to eliminate this by-law completely, we believe that the threshold for petition candidates should be raised significantly—to at least 50 congregations, from at least two regions, and certifiable only by the action of duly-called congregational meetings.

(Recommendation 8)

Vetting of Candidates and Interviews

We believe it is time to shift our culture to be an Association where we balance power by cooperation and inclusion and not by creating separate centers of power in competition with one another. The next PSC needs to be even more attentive to power dynamics in the election, especially with regard to UUA staff people and people with marginalized identities.

In vetting candidates, we developed a common matrix, based on the job description, for assessing applications and interviews. In retrospect, we see that a separation of authority for candidate discernment between of the PSC and the Board was unnecessary. So we are recommending strongly that the Board and PSC develop a covenant, which should include an agreement that Board members will not individually endorse candidates and be supportive of the committee's work and process. We are further recommending that the Board have an opportunity to interview prospective nominees and express their opinion to the PSC.

(Recommendation 11).

We felt some budget constraints on how we conducted face to face interviews with prospective candidates. So we are recommending that the PSC be given a budget adequate to complete their work. This should include the possibility of at least two face-to-face interviews with finalists. We hope that the number of finalists in the future will not be constrained by budget.

(Recommendation 10)

Campaign Finance issues

In order to make running for President more accessible, we engaged with the Board around campaign finance changes, which ultimately led to a revision of Rule G-9.13.8. The new rule imposed a lower cap on total campaign spending as well as a lower maximum individual contribution to campaigns. We believe that this limit helped create a more level playing field and a style of campaign better reflecting UU values. Nevertheless, in our evaluative interviews

following the election, we heard unanimous feedback from the most recent and former candidates that our election process is too drawn-out and too expensive. We were especially persuaded by feedback from former UUA President Bill Sinkford among others that fundraising for the UUA involves different skill sets than fundraising for a campaign. So we are recommending that future shorter Presidential campaigns be funded entirely by the UUA. **(Recommendations 1 and 2)**

Decision to Nominate 2 Candidates

In our process we feared that having more than 2 candidates would confuse the election. This concern stemmed from the fact that the Nomination Process was a new one for the Association and that having more than two candidates would require the automatic run-off process that might further confuse the issue. In the end, we note that having three candidates was a good idea and did not complicate the election in ways we had feared. We heard some feedback in the evaluations we solicited from stakeholders that having three candidates offered a better field, better process, and better outcome than having two candidates. So we are encouraging the next PSC to nominate at least three candidates, although not recommending that this be enshrined in the by-laws. **(Recommendation 12)**

Confidentiality and Transparency

We spent a lot of time balancing the need for transparency in the process with the importance of maintaining confidentiality around the candidates in discernment.

Towards this end of transparency the PSC posted following each meeting on our blog (<https://uupresidentialsearch.wordpress.com>), and on our Facebook Page (<https://www.facebook.com/presidentialsearchcommittee/>). We also communicated through posts on Twitter, open surveys, an open meeting, hearing at GA, booths at GAs, reports to the GA, on The VUU, and in the UU World.

We note that confidentiality is not a concern that is shared equally, and that our attempts at encouraging or enforcing confidentiality within the broader UU community were met with disdain by some. We feel strongly that confidentiality in this process is important, understanding that the need for confidential discernment processes is unequal along lines of power differentials. People serving smaller congregations, people of color, religious educators, and people who are not religious professionals often have more need to engage in a confidential process.

We feel it is important to note that there is also a network of gossip in UU circles connected to the staff at headquarters that we believe got out of hand. When the PSC pointed this out and asked for respect for the process, we were ridiculed by some prominent voices on social media.

Process After A Candidate Drops Out

During our process, at a time when the by-law defined mandate of the PSC to bring forward nominees had expired, one of the candidates we nominated, Sue Philips, withdrew her candidacy. (See the UU World report <https://www.uuworld.org/articles/phillips-withdraws> for more details.) This revealed an authority gap in the by-laws which we believe needs to be corrected. An opinion from the UUA's attorney was requested and declared that the PSC no longer had a role in nominations after putting forward the slate of nominees by the required deadline. The Moderator and Secretary nevertheless used their authority to ask the PSC to

nominate an additional candidate to replace her. The UUA subsequently offered assistance to one candidate we nominated and one candidate we did not nominate to enter the race by petition. We are recommending that the PSC should be given the by-law authority to decide to recommend to the Board new candidate(s) when there is a withdrawal from the process after nominations are announced. We presume such a decision would draw from among already vetted applicants. **(Recommendations 9)** We are also recommending that the ability to run by petition be eliminated or that the bar to achieve petition candidacy be raised.
(Recommendation 8)

Campaign Practices, Including Role of UUA Staff in Elections

As our process proceeded towards a final list of prospective candidates, it became clear to us that senior UUA staff had invested themselves in the nomination of people whom the committee did not choose. It subsequently became clear that the Secretary of the Association was publicly surprised by our ultimate nominees and somewhat disappointed by them. There is at least the appearance that senior UUA staff exerted unfair influence on the election at several points along the way, including in the events that led to Sue Phillips dropping out of the race and the subsequent decisions around Susan Frederick-Gray and Jeanne Pupke joining the race.

We refer you to and support the Election Campaign Practices Committee's recommendation in its final report that the roles and responsibilities of the PSC, ECPC, ECPC Chair, Secretary, and UUA COO be clarified. **(See Recommendation 1)**

We want to note that the Editor of the UU World, through editorial decisions regarding the candidates and how they were covered, also exerts influence in the election process in ways that should be considered in a review and evaluation of the current process. **(See Recommendation 1)**

Based in part on the opinion offered by the UUA's counsel, the UUA's Chief Operating Officer insisted that the PSC's work was done once we had submitted nominations. As a consequence, subsequent requests (including budget requests) to the UUA became more difficult. As a committee elected/appointed to a six-year term, we felt it important to remain engaged in the process so that we could report back to the member congregations of the UUA. We are recommending that the Moderator, and not the Chief Operating Officer, should be our point of contact for accountability and budget authorization within the UUA in the future.
(Recommendation 10)

Issues around UUA Staff running for President are significant, and need to be carefully considered before the next election. The internal personnel policy issues involved within the UUA are beyond our mandate to discuss. We recommend that the current President undertake a comprehensive study of the restraints that should be imposed, if any, on candidates for President who serve on the UUA staff. **(Recommendation 13.)** Such a study could include consideration of identifying possible resources for a paid sabbatical for a UUA staff person who is a candidate, and how such support could be equitably given to all other candidates. Such a study should be staff-based, but would need to be coordinated with any Board study as suggested in **Recommendation 1**.

Election Timeline and Structure

We are recommending that the timeline and venue of the UUA Presidential election be fundamentally altered to create a shorter campaign, accessible to more people, and based in direct voting in congregations through their delegates. This would require significant revision of

the by-laws. Members of this PSC have been doing preliminary work on sample drafts of changes which we can offer as requested. We would like to see the next PSC announce three candidates for election by February 1 of the year before the beginning of the Presidential term. This announcement would begin a campaign period no longer than nine months, and formal campaigns of six to seven months. This would provide one General Assembly at which candidates could participate in forums in front of a continental audience and meet with a wide circle of representatives of our congregations. The campaign would culminate in a voting period from mid-September to mid-October, at which point the election would be over. The President-Elect would then have seven months prior to the beginning of their term to prepare for their new role. **(Recommendation 2)**

Different Models for Presidential Leadership: Co-Presidents?

We see no reason why the job and role of President cannot be carefully and intentionally shared by more than one person, and support changing our By-Laws to make this possible. The PSC process should allow for a team of people to apply together to be co-Presidents.
(Recommendation 14)

Timeline

In June 2010, the General Assembly of the Unitarian Universalist Association of Congregations voted to create a Presidential Search Committee, composed of 5 elected members and 2 members appointed by the UUA Board. In Section 9.5 of the UUA Bylaws, they are charged:

The Presidential Search Committee shall submit no fewer than two nominations for the office of President for an election at the end of a presidential term or for a special election. The report of the Presidential Search Committee shall be announced by February 1 of the year before the General Assembly at which there is to be a presidential election, except in the case of a special election, in which case the report of the Presidential Search Committee shall be announced by December 10 of the year before the election.

Appointed or elected in 2013, the Presidential Search Committee members are:
Wayne Arnason, Joanna Fontaine Crawford, Matthew Johnson, Liz Jones, Michael Tino, Elandria Williams, Jacqui C. Williams

June 23, 2013

After being officially elected/appointed, the Presidential Search Team(PSC) meets while at General Assembly. Those who haven't already done so attend the UUA's Multiculturalism Consultation and Training for Leaders June 24 and 25.

October 25-26, 2013

PSC meets in Chicago at Second Unitarian Church, creating our covenant, preliminary timeline, and establishing leadership roles. It is planned that the roles will rotate in two year blocks (team will instead stay in these roles for the duration of their terms). Roles: Co-Chair for Outside Liaison & Budget: Matthew Johnson; Co-Chair for Team Facilitation: Liz Jones; Communications Coordinator for External Communication: Joanna Fontaine Crawford; Recorder: Michael Tino. Coordination of General Assembly activities would later be coordinated

by Jacqui S. Williams and Elandria Williams. The PSC decided to continue meeting monthly, primarily through conference calls.

November/December 2013

Feeling that the goal in the GA's decision to create a Presidential Search Committee was to create a more democratic process, the PSC begins researching past history of UUA presidential campaigns and their funding.

January 21, 2014 The PSC meets with Policy Governance consultant Laura Park of Unity Consulting to discuss how policy governance affects the role of UUA president.

January-April 2014

In order to create a job description for the UUA president, the PSC interviews current/former UUA presidents, moderators, and some UU organizations about past history of the position, and disseminates a survey for other individuals and groups. Based on our research of past campaigns, the PSC also determines campaign finance reform should be addressed by the General Assembly in order to move towards a more democratic process, and a proposal is sent to the UUA Board.

May 16-17, 2014

The PSC meets in person in Houston, TX at First Unitarian Universalist Church – Museum District. The meeting agenda contains public times open to the public and closed times. During the meeting, a draft of the Job Description and Committee values around selecting candidates is created. Work begins on a detailed process to be shared publicly online and at GA 2014 including our timeline, how to submit nominations, the application process, and when potential applicants can meet with the PSC.

May 22, 2014

The Committee Values Statement and Draft Job Description are made public on The VUU, the PSC's blog, Facebook, and Twitter. Feedback is solicited with an online survey made available.

June 13, 2014

The PSC meets by conference call to finalize GA details. In addition, we have an in-depth discussion on the issue of confidentiality, in light of the controversy around the SKSM presidential selection. We feel it paramount to maintain appropriate confidentiality to protect the privacy of potential nominees and discuss pragmatic safeguards, e.g. password-protection, care of one's personal computer, etc.

June 26, 2014 General Assembly: The PSC holds a GA Workshop, "Presidential Search Committee Hearing" to share information with GA attendees and receive feedback.

September 2014

After discussing the need to be as transparent as possible while holding confidential the personnel information of potential candidates, the PSC releases a Statement on Confidentiality of the UUA Presidential Search Committee.

October 24-25, 2014

The PSC meets in person at the Unitarian Universalist Church of Atlanta, GA to study the survey results and draft the final versions of the Job Description and Search Process. These are made public via blog and social media on October 28, 2014.

November 1, 2014

A form to suggest people for nomination and the application for nomination are made available via blog and social media. These are also disseminated as widely as possible through professional groups, UU organizations, and personal contacts.

January – May, 2015

The PSC continues our work promoting the process at different events, and preparing for GA. We begin compiling a draft document of interview questions that can be shared publicly for feedback.

June, 2015

At General Assembly, the PSC hosts a booth in the Exhibit Hall for sharing information about the process and gives a progress report to the General Assembly during Plenary. We also hold private, scheduled meetings for those in discernment to ask questions and discuss the process, and the job of president, with us. Practically all of those who will later apply meet with us.

July-September 2015

Deadline for applications is July 15, 2015. The PSC meets in closed session via conference calls to discuss the applications we received. We conduct phone references and select finalists.

October 2015

The PSC meets and conducts in-personal interviews of potential candidates, using the interview questions that had been made public, and with a rubric to analyze which potential candidates were addressing key areas of concern.

November 2015

The PSC meets in closed session via conference call to discuss finalists and plan the announcement of our nominees, planned “on or about February 1” in order to give the nominees time to confidentially notify necessary people (i.e. church boards for parish ministers, supervisors for UUA staff) and prepare for campaigning.

November 17, 2015

Feeling that the integrity of the process is being damaged by outside individuals openly conjecturing about potential nominees and sharing confidential information, the PSC releases an open letter, reminding all of the need for appropriate confidentiality to ensure a fair election.

January 17, 2016

Because of continuing gossip about nominees and with the permission of the two candidates, the PSC presents our announcement earlier than planned. We present the Rev. Alison Miller (Senior Minister, Morristown Unitarian Fellowship, New Jersey) and the Rev. Sue Phillips (New England Regional Lead for UUA Field Staff) as our nominees for UUA President, a decision that was made unanimously and with enthusiasm by the PSC.

February 18, 2016

Rev. Sue Phillips notifies the PSC that she is formally withdrawing her candidacy for President, citing irreconcilable problems with campaigning and continuing in her role as UUA Staff. Shortly afterward, the Secretary of the UUA Board, Rob Eller-Isaacs, asks the PSC to nominate another candidate to run for the presidency. On February 19, on the PSC blog, we announce our intention to do so, and on February 24, we share that we will be issuing a statement on March 6 with that name.

March 6, 2016

The PSC submits the name of the Rev. Susan Frederick-Gray for President of the UUA, unanimously endorsing her candidacy equally to that of the Rev. Alison Miller.

At this point, guided by UUA bylaws and current election practices, the PSC effectively goes on hiatus, turning over the process to the UUA Election Campaign Practices Committee.

May 12, 2017

The PSC meets via Zoom to discuss future work to be done (our term runs through 2019).

June 23, 2017

The PSC meets in person at General Assembly to discuss a timeline and work needed for creating a final report of our process.

Fall 2017

The PSC conducts interviews of former candidates and other interested parties about the new search committee process used for the 2017 election. We also create a survey, disseminated through social media, our blog, and through UU organizations for anyone who wishes to give us feedback.

February 28-March 2, 2018

The PSC meets in person at Highlander Center in Tennessee to discuss the post-election surveys and interviews, and to draft our report.

APPENDIX : Documents and Forms

Covenant

- speak with one voice
- be clear
- laugh and have a good time
- confidentiality
 - around personal issues shared by members of the committee
 - around personnel issues (who we are considering)
- be mindful of differences
- be open to giving and receiving critique
 - practice self-critique
- remember to whom (and to what) we are accountable
- share what we learn
- stay in touch
- be gentle with ourselves when we “oops”
- value relationships and reconciliation within the committee
- be faithful; do this religious work as Unitarian Universalists for our entire faith movement

Letter to Stakeholders around Job Description of the President January 2014

Dear XXX,

The UUA Presidential Search Committee, empaneled at GA2013, is beginning the process of designing a new nominating system for the position of President of our Association. Our first tasks are to develop a job description for the position of President as well as a transparent and accountable nominating process. We have identified key leaders, groups, and organizations whose input we believe will help us in these tasks.

We would be most appreciative if you could take some time to share your thoughts on the questions below with us. We hope that you will share your thoughts in writing with our committee. I am also happy to arrange a conversation with you to replace or augment your written responses. Please let me know whether or not you would like such a conversation, and, if so, the best way to contact you for it.

As you know, this process is a new one, and we're working on tight deadlines. We therefore need to wrap up this response process by April 18 in order for the committee to have adequate time to draft a job description and nominating process by General Assembly.

We thank you in advance for your cooperation with our search process.

Sincerely,

XXX

Questions about the job description:

1. Describe the role and position of the President of the Unitarian Universalist Association
(This question would give us a sense of what weight people put on the aspects of the job.)
2. How do you see the relationship between the President and the Board?
3. How would you characterize the relationship between the President and the UUA Staff?
4. What is the relationship between the President and the General Assembly?
5. What is the relationship between the President and the congregations of our Association?
6. What can the President not delegate?
7. When have you seen the President being the most effective?
8. What are the key skills that you see the President of the UUA needing to possess?
9. What are the most memorable aspects in your mind of past presidents?
10. What would you like to see in the President of the UUA?

Questions about the selection process:

11. What are the values that are most important to you in the *process* used to select the nominees for UUA President?
12. What questions would you ask applicants to be nominated for UUA President?
13. What would a transparent search process be like?
14. What would an accountable search process be like?
15. How could we effectively engage congregations in the nomination process?

Job Description: UUA President

Finalized 10/25/14 by the Presidential Search Committee

The President of the Unitarian Universalist Association is the primary public and spiritual leader of Unitarian Universalism and the executive leader of our Association.

The President:

- Serves as the Executive under Policy Governance, with responsibility for interpreting and implementing the Association's Ends as set by the Board.
 - Accountable to the Board, which is the designee of the General Assembly, in relationship to Executive Limitations policies.
 - Acts as head of the UUA Staff.
 - Effectively manages and deploys the resources of the Association in service of the Ends.
- Serves as *ex officio*, non-voting member of the UUA Board.

- Acts as the prophetic voice and the face of Unitarian Universalism.
 - Speaks to Unitarian Universalists and on our behalf.
 - Represents Unitarian Universalism in the public square and with other faith leaders.
- Extends and strengthens Unitarian Universalist institutions.
 - Inspires generosity rooted in Unitarian Universalist values.
 - Builds, nurtures, and sustains strategic relationships.
 - Plays a leadership role in UUA fundraising.
 - Provides a pastoral and ceremonial presence in support of beloved community.
- Provides leadership for the Association's Ends of transforming power, privilege and oppression.

Our ideal candidates will:

- Be able to authentically and accountably represent the whole of our movement and its diverse members.
 - Have a broad, intersectional cultural competence and a commitment to grow and develop it.
 - Seek out the wisdom and experience of those often unseen and unheard.
- In personal and professional relationships, conduct themselves ethically and with integrity, seek justice and right relations, and engage with others compassionately.
- Live a liberal religious spiritual life in word, deed, and personal practice.
- Be resilient with a strong sense of self and an established support network.
- Be capable of engaging with power, money, and people who hold them.
- Be passionate about Unitarian Universalism, its institutions and covenanted communities.
 - Have a vision for the growth of our movement.
- Be a faithful risk-taker in service to a compelling vision

Our ideal candidates will possess the following skills, knowledge and attributes:

- Excellent written and oral communication skills, including an understanding of the evolving landscape of communication technology and media.
- Impressive leadership skills, including especially the ability to manage a complex organization, delegate to others, and assess and plan for effective work.
- An understanding of systems theory and organizational development
 - Understands both the explicit and implicit ways the Association works
- Ability to inspire others, including (but not limited to) staff, donors, and leaders.
- Emotional and pastoral intelligence and good listening skills.
- Talented ordained or lay preacher.

Potential nominees must be:

- A member in good standing of a UUA member congregation (per UUA By-Laws).
- Able to travel extensively.
- Able to spend a significant amount of time in Boston.
- At least 18 years of age (per MA law).

Presidential Search Committee Selection Process

Finalized 10/25/14

Applications and Suggestions

On November 1, 2014, we will begin accepting applications from people who wish to be considered for our nomination. In addition, we will publicly solicit suggestions of people whom

we should invite to submit applications. In collecting these suggestions, we will ask for names and contact information of the potential applicants. All people suggested to us will be sent information on the application process.

We encourage those who suggest names to talk directly with the people they would like to run. Members of the committee will also directly encourage people to apply; all applications will be treated equally once they are submitted.

Application (Due July 15th, 2015)

We will ask for basic information in a web-based form. In addition, applicants will be required to do the following:

Submit a resume, with a cover letter describing why you are applying and why you believe you are qualified for the position. Please include contact information for three references who know you from a variety of settings. Please also submit a sermon you have given (both written *and* audio/video if possible).

In addition, please answer the following questions (four pages maximum, total):

- What do you see as the optimal relationship between Unitarian Universalist congregations/covenanted communities and our Association headquarters?
- How would you be a prophetic, public voice of Unitarian Universalism?
- What is your vision for achieving the Association's Ends concerning transforming power, privilege and oppression?
- Describe your personal spiritual practice and sources of resilience.

Guidelines for Applicants

Applicants will be asked to agree to the following guidelines:

The Presidential Search Committee believes that our charge and process were part of an effort to create a different kind of democratic process and election for President of the UUA, one that is less expensive, more transparent, and more accessible than those in the past. Therefore, the Committee discourages candidates from public electioneering of any kind before release of our nominations on February 1, 2016, notwithstanding the current provisions of Rule G9.13.7. Failure to observe this expectation will be detrimental to one's application for nomination.

The Committee, per UUA By-Laws, is obligated to nominate at least two candidates for the 2017 UUA presidential election. Potential applicants should enter this process with the understanding that nominees will need to run a campaign for election.

The Committee will have opportunities for potential applicants to discuss with us their discernment regarding submitting an application, including at General Assembly 2015. Involvement in such opportunities will have no bearing (positively or negatively) on the consideration of one's application. Once applications are submitted, Committee members will not discuss applications outside of the formal process.

Interview Questions

We will give our finalists these questions ahead of time, and conduct video chat interviews that are recorded for all of the committee to look at.

- Why do you want to be the President of the UUA?
- How would you deploy Association resources to best serve potential Unitarian Universalists and those who identify as UU but are not members of congregations or covenanted communities?
- Describe a time in which you had to inspire people to overcome a difficult situation.

- What would you say to a potential major donor to convince them to donate to the UUA?
- How would the diversity of our movement be reflected in your priorities as President?
- We're looking at the many ways in which the UUA President needs to relate to power—from advocacy to fundraising to ceremonial and positional power. Given that, how do you claim power for yourself? How do you engage with people who themselves hold a great deal of power?
- Describe a healthy organizational culture and something you've done to help create one.
- Have you engaged in personal or professional behavior that is in significant opposition to contemporary Unitarian Universalist ethical standards? If so, what does the Search Committee need to know?
- Understanding that the role of President makes you a public religious figure, is there anything in your past that you feel the Search Committee needs to know about?
- *Plus 1 or 2 others that will be individualized for the candidate*

Timeline and Process for Making Our Decisions

- Completed applications must be received by the committee on or before July 15, 2015. We will confirm receipt of applications when they are complete.
- Before our August, 2015 conference call, PSC members will rank their top 5 and bottom 5 applicants based on the rubric to be developed.
- At our August, 2015 conference call, we will decide which candidates to do initial reference checks on.
- Initial reference checks should be completed by our September, 2015 conference call.
- At our Fall 2015 meeting (October, 2015), we will choose people to interview. Interviews will be conducted by video chat that can be recorded so that all PSC members can watch all interviews. We will also do a deeper reference dive on interview finalists (contacting people not on their reference list).
- Finalists will be asked to submit to a comprehensive background check.
- January 2016: In-person meeting, possibly to include live interviews with several top finalists, in order to finalize nominations.
- We will attempt to reach a consensus among committee members on nominating each of the final candidates, using modified consensus process. If that process does not result in at least two nominees, we will vote yes or no on the remaining finalists and nominate any candidate with 5 of 7 yes votes. If we still do not have at least two nominees, we'll discuss.

UUA Presidential Search Suggestions

This form is for you to suggest to the UUA Presidential Search Committee people you think should receive applications for nomination. We encourage you to contact people directly and let them know you'd like them to apply. Everyone suggested through this form will receive an application from the committee.

What is the name of the person you suggest?

Please provide us with their email address so that we may send them a link to the application.

What is your name?

What is your email address in case we have questions?

(Optional) If you'd like, briefly tell us why you're suggesting this person. Thanks!

UUA Presidential Search Application

The following questions will provide us with basic information about your application to be nominated for UUA President by the UUA Presidential Search Committee.

In addition to the questions below, we ask that you send your application (see below or visit <http://uupresidentialsearch.wordpress.com> for required elements) to pres_search@uua.org by July 15, 2015. We will acknowledge receipt of your application once it is complete.

To apply:

Submit a resume, with a cover letter describing why you are applying and why you believe you are qualified for the position. Please include contact information for three references who know you from a variety of settings. Please also submit a sermon you have given (both written and audio/video if possible).

In addition, please answer the following questions (four pages maximum, total):

- What do you see as the optimal relationship between Unitarian Universalist congregations/covenanted communities and our Association headquarters?
- How would you be a prophetic, public voice of Unitarian Universalism?
- What is your vision for achieving the Association's Ends concerning transforming power, privilege and oppression?
- Describe your personal spiritual practice and sources of resilience.

Name:

Mailing Address:

E-mail:

Preferred Phone Number

City

State

Zip Code

What UUA member congregation are you a member of (name, city, and state)?

Please Verify the Following:

___ I will be 18 years of age or older as of June 1, 2017.

___ I am able to travel extensively and spend a significant amount of time in Boston if elected.

I agree to the following guidelines set by the Presidential Search Committee:

Please read and check all three boxes to signify your agreement.

___ The Presidential Search Committee believes that our charge and process were part of an effort to create a different kind of democratic process and election for President of the UUA, one that is less expensive, more transparent, and more accessible than those in the past. Therefore, the Committee discourages candidates from public electioneering of any kind before release of our nominations on February 1, 2016, notwithstanding the current provisions of Rule G9.13.7. Failure to observe this expectation will be detrimental to one's application for nomination.

___ The Committee, per UUA By-Laws, is obligated to nominate at least two candidates for the 2017 UUA presidential election. Potential applicants should enter this process with the understanding that nominees will need to run a campaign for election.

___ The Committee will have opportunities for potential applicants to discuss with us their discernment regarding submitting an application, including at General Assembly 2015. Involvement in such opportunities will have no bearing (positively or negatively) on the consideration of one's application. Once applications are submitted, Committee members will not discuss applications outside of the formal process.

Thank you for your interest in being the next UUA President. Please remember to submit your application materials to pres_search@uua.org by July 15, 2015. We will acknowledge receipt of your application once it is complete.

All of this information is always available on our blog,
<http://uupresidentialsearch.wordpress.com>.

As a reminder, to apply:

Submit a resume, with a cover letter describing why you are applying and why you believe you are qualified for the position. Please include contact information for three references who know you from a variety of settings. Please also submit a sermon you have given (both written and audio/video if possible).

In addition, please answer the following questions (four pages maximum, total):

- What do you see as the optimal relationship between Unitarian Universalist congregations/covenanted communities and our Association headquarters?
- How would you be a prophetic, public voice of Unitarian Universalism?
- What is your vision for achieving the Association's Ends concerning transforming power, privilege and oppression?
- Describe your personal spiritual practice and sources of resilience.

UUA Presidential Search Committee Feedback

The UUA Presidential Search Committee seeks your feedback about our process. Thank you for your time!

1. The UUA Presidential Search Committee was tasked with nominating at least two people to run for the office. This was a new process. What did you expect the committee to do?
2. The committee sought input, created a job description, solicited nominations, interviewed nominees, and nominated persons. Were these the tasks you expected? How were they done? What, if anything, surprised you?
3. Because this process involved the potential current and future careers of the nominees, some parts of our process were very open and others were very closed. What thoughts do you have about the level of transparency in this process?
4. How well informed did you feel about our process?
5. You are/were . . .
 - A voting member of a Unitarian Universalist congregation
 - A UU minister
 - A religious professional
 - A delegate to the 2017 GA
 - An absentee voter for the 2017 UUA election
 - A UUA staff member
 - A member of DRUUM and/or BLUU Other:
6. Your age
7. What suggestions would you make for the next Presidential Search Committee in particular, or for the UUA Board / UUA General Assembly to consider?