



BOARD OF TRUSTEES
MEETING AGENDA
WEDNESDAY, OCTOBER 10, 2018
24 Farnsworth Street, Boston, MA



6:00 – 7:00	Gather for Dinner at 24 Farnsworth St.
7:00 – 8:00	Vespers (led by Chaplain/s)
8:00 – 9:00	Extended Check-In with Chaplain/s (closed session)
9:00	Conclude for the Day

Pre-8:30	Breakfast on Your Own	
8:30 – 9:00	Welcome and Introductions	Mr. Barb Greve
9:00 – 10:45	Board Norms (including reflection of how 2017/2018 worked & adaptations for 2018/2019, covenant review, hopes & dreams, internal and external communication, pace of our work)	
10:45 – 11:00	Break	
11:00 – 12:30	Conflict of Interest (COI) – defining COI and addressing breaches, fiduciary responsibility in the framework of ethics and liability	
12:30 – 1:30	Board Photo & Lunch at 24 Farnsworth	
1:30 – 2:30	Moderator Position Review & Discussion (no decisions) <ul style="list-style-type: none"> • Job description (old & revised) • Scope of work • Shared leadership • Compensation • 2019 election vs. appointment • Future election(s) 	Elandria Williams & Barb Greve
2:30 – 4:00	Mission / Vision	Susan Frederick-Gray & Carey McDonald
4:00 – 4:15	Break	
4:15 – 4:45	Use of (Board) Funds Proposal	Elandria Williams & Barb Greve
4:45 – 5:00	Misc. & Administrivia	
5:00	Conclude for the Day and Dinner on Your Own	

Pre-9:00	Breakfast on Your Own	
9:00 – 9:45	Centering & Worship	Sarah Dan Jones
9:45 – 10:00	Welcome, Introductions, & Consent Agenda <ul style="list-style-type: none"> Name & Congregation Position/UUA Committee Role outside of this room Pronouns 	Elandria Williams
10:00 – 11:00	Conversation with the Commission on Institutional Change (CoIC)	Leslie Takahashi
11:00 – 12:00	Partnering in Linkage I <ul style="list-style-type: none"> Mission/Vision Identifying & nurturing partnerships Collaborating for a shared future 	Barb Greve & Elandria Williams
12:00 – 1:00	Chairs of Socially Responsible Investing and Investment Committees	Lucia Santini Field with Kathy Mulvey & Kathleen Gaffney
1:00 – 2:00	Lunch at 24 Farnsworth	
2:00 – 2:30	General Conference Refresh <ul style="list-style-type: none"> Learning history, knowing the present, and dreaming the future 	Kathy Burek & Susan Richie
2:30 – 3:00	General Assembly 2019 Planning Updates <ul style="list-style-type: none"> Vision for 2019 General Assembly Budget Attendance & support for marginalized UUs 	Board GA Reps & Administration Tim Brennan
3:00 – 3:15	Break	
3:30 – 4:00	Partnering in Linkage II (aka Path to General Conference) <ul style="list-style-type: none"> Inviting/including as many as possible to join the conversation Building the rollout schedule 	Elandria Williams and Barb Greve
4:00 – 4:05	Moving into Executive Session	Barb Greve
4:05 – 4:35	Conversation with the Nominating Committee	Aisha Hauser
4:35 – 5:05	Conversation with Diverse & Revolutionary Unitarian Universalist Multicultural Ministries (DRUUMM)	Ranwa Hammamy
5:05 – 6:05	Report From & Discussion with the Ministerial Fellowship Committee (MFC)	Jesse King
6:05 – 7:00	Dinner at 24 Farnsworth	
7:00	Conclude for the Day	



BOARD OF TRUSTEES
MEETING AGENDA
SATURDAY, OCTOBER 13, 2018
24 Farnsworth Street, Boston, MA



<i>Pre-9:15</i>	<i>Breakfast on Your Own</i>	
9:15 – 9:30	Centering	
9:30 – 10:15	Budget: FY19 Q1 Forecast	Tim Brennan
10:15 – 10:30	Break	
10:30 – 11:30	Leadership Development – Generative & Collaborative Conversation	Mr. Barb Greve
11:30 – 11:50	Moderator Position Decisions (based on prior discussions) <ul style="list-style-type: none"> • 2019 GA (Election or Appointment?) 	Barb Greve & Elandria Williams
11:50 – 12:15	General Assembly/Conference Discussions Continued	
12:15 – 1:00	Lunch at 24 Farnsworth	
1:00 – 2:00	Leadership Reflections – Fitting the Pieces Together	
2:00 – 2:30	January 2019 Board Meeting Prep	
2:30 – 2:50	Wrap-Up	
2:50 – 2:59	Check-Out	
2:59 – 3:00	Adjourn & Depart	

Board of Trustees

MEETING: Monday, September 10, 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), Chelsea Hendrix, 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 & Executive Vice President), Tim Brennan, Leslie Takahashi, Debra Gray Boyd, Kim Hampton, Annie Scott, Elaine McArdle, Chris Buice

Meeting Minutes

Co-Moderator Elandria Williams opened the meeting at 8:05 pm. After an opening reading, participants shared a personal check-in.



Leslie Takahashi, as chair of the Commission on Institutional Change, offered an update. She noted that DeReau Farrar and Caitlin Breedlove have resigned from the Commission, and will continue to be involved in informal ways. Cir l'Ebert has agreed to join the Commission, and Leslie requested the Board's affirmation. She noted the Commission is bringing 30 people together in early October for a design summit, to plan the process for making space for developing a collective direction for the faith. She reiterated that the Commission will be offering recommendations for how the UUA needs to collect data on the experiences of religious professionals of color, which has not been historically prioritized. Leslie noted that the Commission continues to be committed to conversations around credentialing, and that some members will be going to the December meeting of the Ministerial Fellowship Committee. She shared that a guiding premise has been that if we can create a faith that works well for people at the margins, it will work best for all. Leslie also identified the lack of communication structure for cohesive conversations with congregations as a barrier this year to creating a truly inclusive process.

The Board unanimously agreed to affirm the Commission's ability to appoint any needed members and inform the Board of those changes, and looked forward to receiving full information on new members at upcoming meetings.

Tim Brennan presented the motion to accept a change in the status to the Holdeen Trusts. Tim Atkins moved, and Lucia Santini-Field seconded approval of the motion, which the Board unanimously approved.

President Susan Frederick-Gray shared some of the highlights of the recent General Assembly Mission of the Association Partnership meeting, in which major decisions are made for the coming year's General Assembly (GA). She noted how the meeting has changed over time to focus more on overarching mission

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alignment question and described the generative conversation between the attendees representing the Board, Administration, GA Planning Committee (GAPC) and GA & Conference Services staff. She noted that GA 2019 will build on the recommendation for a General Conference, endorsed at the August Board meeting, to create a hybrid gathering with ample time for theological discernment.

Co-Moderator Mr. Barb Greve removed the discussion of appointments process from the Executive Session agenda in order to describe the process in the open meeting.

Before moving to Executive Session to consider nominees, the Board reviewed questions about how these names had been submitted by the Appointments Committee. Discussion noted that the Appointments Committee process did not do a special open call for these positions, since their typical process is to do periodic solicitations for applications and holds them for two years. However, members said that the process is long and not transparent, and certain members voiced their opinion that their own nomination or appointment process felt confusing or constrained. It was also noted that UUA staff have moved to posting all open positions, though staff and volunteer roles do not have the same selection process. Overall, there was a sense that the process for filling open seats needs to be revisited, and a recognition that there is a need to publicly acknowledge when positions are being filled.

The Co-Moderators said they brought the question of the open call to the full Board to honor a commitment to transparency, and that it was preferred but not essential to have a new member be present at the fall meeting. The Board agreed to schedule another meeting soon to review appointments for the Board and the GAPC meetings at a future meeting, and not go back to the Appointments Committee to request open call.

Note: following an Executive Session meeting on September 16, Zebulon Green was appointed to the General Assembly Planning Committee.

Board members offered a check-out, and Co-Moderator Greve adjourned the meeting at 10:13 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

BOARD OF TRUSTEES SCHEDULE

- **Meeting: October 2018, Boston, MA**
Thursday, October 11—Saturday, October 13, 2018
- **Videoconference Meeting: November 12, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/529745195>
Meeting ID: 529 745 195
Join by Phone: +1 646-558-8656
- **Videoconference Meeting: December 10, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/299243682>
Meeting ID: 299 243 682
Join by Phone: +1 646-558-8656
- **Meeting: January 2019, Boston, MA**
Friday, January 25—Saturday, January 26, 2019
- **Videoconference Meeting: February 11, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/985901272>
Meeting ID: 985 901 272
Join by Phone: +1 646-558-8656
- **Videoconference Meeting: March 11, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/614125629>
Meeting ID: 614 125 629
Join by Phone: +1 646-558-8656
- **Meeting: April 2019, Boston, MA**
Friday, April 26—Saturday, April 27, 2019
- **Videoconference Meeting: May 13, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/596473699>
Meeting ID: 596 473 699
Join by Phone: +1 646-558-8656
- **Meetings: June 2019, Spokane, WA**
Tuesday, June 18—Wednesday, June 19, 2019: Board of Trustees Meeting
Wednesday, June 19—Sunday June 23, 2019: General Assembly
Monday, June 24, 2019: Board of Trustees Meeting
- **Meeting: October 2019, Boston, MA**
Thursday, October 17—Saturday, October 19, 2019
- **Meeting: January 2020, Boston, MA**
Friday, January 24—Saturday, January 25, 2020



- **Meeting: April 2020, Boston, MA**
Friday, April 24—Saturday, April 25, 2020
- **Meetings: June 2020, Providence, RI**
Tuesday, June 23—Wednesday, June 24, 2020: Board of Trustees Meeting
Wednesday, June 24—Sunday June 28, 2020: General Assembly
Monday, June 29, 2020: Board of Trustees Meeting



Board of Trustees

MEETING: August 13, 2018, 8:00 pm, Eastern Time

Pursuant to notice duly given, this executive session 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), Mr. Barb Greve (Co-Moderator), Chelsea Hendrix, Tanner Linden, Manish Mishra-Marzetti, Christina Rivera (Secretary), Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator), Latifa Woodhouse.

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Elaine McArdle, Kim Hampton, Carol Walker, Jamie Hinson-Rieger, Ben Gabel

Meeting Minutes

Co-Moderator Elandria Williams called the meeting to order at 8:07 pm. President Susan Frederick-Gray offered opening words and a chalice lighting. Participants and observers briefly introduced themselves and checked in.

Participants shared their grief and reflections on the recent passing of Board member Dick Jacke. Members noted their shock at Dick's sudden death, and their deep sadness at his untimely departure from their shared work. They held up the difficulty of Dick's passing in the shadow of former moderator Jim Key's death the previous year.

Recognizing that honoring Dick's memory made it difficult to simply continue with the agenda as planned, two ad hoc groups were named to continue the agenda items in preparation for the September and October Board meetings:

- *Report on GA2018 with learnings and takeaways* – Mr. Barb Greve, Elandria Williams, Kathy Burek, Greg Boyd, Manish Mishra-Marzetti, Latifa Woodhouse (note this group was primarily identified at the post-GA Board meeting)
- *October meeting planning* – Elandria Williams, Barb Greve, Kathy Burek, Christina Rivera

Anticipating the September series of planning meetings for General Assembly 2019, the Board confirmed by consensus that they hope GA2019 will feel like a hybrid with a general conference, following up on the recommendations delivered by the Re-Imagining Covenant Task Force in 2017. With much of the shape of the gathering yet to be determined, members described the goals of such a hybrid as advancing the Associational conversation on principles, purposes and mission, as well as being a time for strategizing and imagining together rather than receiving reports and updates. The Commission on Institutional Change also communicated that it intends to have completed the bulk of its work and will be ready to share additional findings at GA2019. Board members agreed to spend part of the October

meeting planning for GA2019 and expressed the hope that flexibility can be preserved in the GA planning process to allow time for those conversations.

Other items discussed for the fall meeting included:

- Participation for portions of the meeting by the Regional Leaders Group, the Commission on Institutional Change and the Renewing
- Revisiting the role of moderator, with suggestions for how to change the role being offered by Co-Moderators Williams and Greve
- Discussion of an appointment to replace Dick Jacke, which would align with the planned 2019 election for that member

Co-Moderator Williams reiterated that an online orientation for new Board members was being planned for September, and Co-Moderator Greve said he would continue as the liaison to the Appointments Committee (a role he previously shared by Dick Jacke).

Members and observers did a brief personal checkout, and Co-Moderator Williams closed the meeting at 9:06 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: August 2018**
Monday, August 13, 2018; 8:00 PM Eastern
Meeting URL: <http://zoom.us/j/864211230>
Meeting ID: 864 211 230
Phone: (646) 558-8656
- **Videoconference Meeting: September 10, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/359478776>
Meeting ID: 359 478 776
Join by Phone: +1 646-558-8656
- **Meeting: October 2018, Boston, MA**
Thursday, October 11 — Saturday, October 13, 2018
- **Videoconference Meeting: November 12, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/529745195>
Meeting ID: 529 745 195
Join by Phone: +1 646-558-8656
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Monday, June 29, 2020: Board of Trustees Meeting



Board of Trustees

MEETING: June 19, 20, 25, Kansas City, MO

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

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Tim Brennan (Treasurer), Stephanie Carey Maron, Latifa Woodhouse, Chelsea Hendrix, Danielle Di Bona, Leslie Takahashi, Jesse King, additional guests and observers.

Meeting Minutes

Tuesday, June 19

Co-Moderator Mr. Barb Greve called the meeting to order at 8:06 am and offered opening words. Members and staff did a personal check-in. Co-Moderator Elandria Williams welcomed guests and observers at 8:50 am and opened the public portion of the meeting, reviewed the revised agenda, and read the Board covenant.

Denise Rimes moved, Lucia Santini Field seconded, and the Board unanimously approved the consent agenda.

Board members introduced themselves and invited guests and observers to introduce themselves, as well.

Commission on Institutional Change and Religious Professionals of Color Charge

Co-Moderator Williams reviewed the statement affirmed by the Board at the April meeting. Since the meeting, the Board had made public communications to distribute some of the recommendations included. The UUA staff also published a recent blog post pointing to current work in mobilizing to respond to crises, support for healthy ministries over the next year, looking at ministerial transitions, and commitment to larger conversations about ministry and leadership. Remaining issues were confirmed to be part of the coming year's mission and vision planning for the Association.

Leslie Takahashi, in her role as chair of the Commission on Institutional Change (COIC), shared that the COIC is focused on big picture trends and needs, and is gathering stories to avoid those stories' erasure. Leslie noted that the COIC's next deep dive will be into ministerial and other professional credentialing processes, including work with the Ministerial Fellowship Committee. She said that the COIC continues with data project and will recommend types of data to collect and track over time, including the number of ministers who are not making it through



preliminary fellowship. She again noted that for non-ministers there is almost no data and said that will be included in the COIC's recommendations.

Other issues raised by the COIC included the recommendation for a specially-trained team of staff who are skilled with trauma-informed care and continuing to reconsider processes for negotiated resignations.

Board members encouraged COIC to continue the broader framing that was used in the April report. They also affirmed the value of numbers and data, even though they cannot fully capture the spiritual trauma and pain carried by religious leaders of color. They also called attention to the question of how individual leaders in conflict situations are feeling about UUA support.

Our Work Ahead – Moving into Next Year

Co-Moderator Williams noted how much is on the Board's agenda for next year and identified need for goals for what should be accomplished by GA 2019. Elandria noted that conversations about the mission and vision of the Association started at October 2017 meeting, but haven't included much about strategy, and that greater clarity is a prerequisite for beginning a review or rewrite of the bylaws. Questions included how to understand and practice governance as how we make decisions together, rather than being limited to monitoring processes and voting/Roberts Rules; what is the Association's overall strategy for anti-racism, anti-oppression and multiculturalism; and what is the Board's role, and what is for other leaders?

The meeting broke into small discussion groups at 9:55 am. Each group answered the question of "where and who do we want to be in 2, 7 and 25 years." The full group reconvened at 10:20 am to share observations, which are included as Appendix 1.

The Board agreed to continue the conversation in August to plan for the coming year, leading into General Assembly 2019.

The meeting took a break at 10:48 am and reconvened at 11:02 am.

Ministerial Fellowship Committee Rule Change

Board members reviewed proposed changes to the Ministerial Fellowship Committee's (MFC) rules and procedures relating to preliminary fellowship renewals. They agreed Content of changes makes sense, asked about the need to move definitions from Board-approved rules to policies over which the MFC has sole discretion. They recognized the principle of empowering volunteer leaders, but also asked about the right way to share responsibility with the MFC given the bigger conversations about credentialing which are underway. Some members noted that changes in preliminary fellowship have been years in process, and stated closely reviewing MFC process before it happens (rather than after) would imply lack of trust since the Board does not typically review this level of detail

The discussion raised wider points about the relationship between the Board and UUA committees, including:

- How important is it for the Board to be consistent in its policies across the committees of the UUA, given that they have really different functions and activities?



- What really needs to come to the Board before it happens? The Board's role has shifted over time, and most details are delegated to individual committees. At all levels, there is a need to discern what is bylaw vs policy vs rule.
- What does the Board expect in terms of regular reporting from committees? There is a need to find better ways to continue institutional memory on the Board, e.g. in-depth linkage work on relationships with committees three years ago, now that Board members do not sit on committees. If committees are sharing feedback with the Board, then there should be a way to show that something was done with it.
 - Does the MFC feel the Board has been an impediment to change?
 - How does the Board remain accountable for the definition of preliminary and final fellowship?

MFC chair Jesse King joined the meeting, and was asked to answer whether the MFC feels the Board has been an impediment to change, and how the Board would remain accountable under these changes for the definition of preliminary fellowship? He clarified that these changes were brought before the Board because of the barriers which some ministers were running into during preliminary fellowship when their work was not qualifying for renewals because it is not at least half-time compensated. He noted, and Leslie Takahashi confirmed, that this existing rule disproportionately impacts young ministers, ministers of color, and others most likely to be involved in alternative forms of ministry.

Jesse said the MFC wants to create more detailed and flexible rules to help more kinds of ministry count for preliminary fellowship annual renewals. He offered that the MFC can report to the Board on any changes that get made to the policies, which would help improve transparency overall. Additionally, he said that the Board has not been a barrier per se, but the process for changing rules and policies is complex, and there is some internalized fear of pushing against existing policies where people are comfortable with the status quo.

The Board came to consensus to take the MFC's planned policy changes and move them to Board-approved MFC rules, rather than eliminating rules altogether/

Reports (Co-Moderators, Secretary, Financial Advisor)

The Co-Moderators noted their report was submitted in writing and reflects what will be shared as part of General Session. This included the fact that the role needs to be made to a manageable size for volunteers, even when it is shared

Christina Rivera said that the Secretary's report was also submitted in writing. She noted that there is no Secretary's manual, including around congregational credentialing and approving exemptions and reissuing delegate cards at GA. Christina said she waits to reply to email sent to the Board to see if others may want to reply, and then does not always reply all to the entire Board. She offered appreciation for Stephanie Carey Maron for noting the places the Secretary needs to show up at GA.

Lucia Santini Field noted Financial Advisor report also written. She offered gratitude for the Stewardship and Development team's opportunity for linkage for BLUU Campaign calls and requested the ability to do follow-up calls to thank those



congregations which eventually contributed after the initial conversation. She noted it was a critical period of transition with outgoing Director of Stewardship and Development and urged the Board to invest more in its fiduciary duty and encourage generosity. She again encouraged Board members to complete the information technology security training! Lucia offered appreciation for what a transformative experience the past year has been.

Members noted that the Board needs to be clear overall about what is required for all of the roles on the Board, since the workload is not evenly distributed.

The meeting took a break for lunch at 12:02 pm and reconvened at 1:00 pm.

Ends Monitoring and Report from the President

President Susan Frederick-Gray and EVP Carey McDonald presented the revised global ends monitoring report and accompanying dashboard of indicators, which were distributed prior to the meeting. Tim Atkins offered specific feedback on the interpretations, which included mentioning community impact metrics for justice work in End 1.0, asking about congregational covenant of right relations and conflict resolution policies for End 1.1, and ideas for measuring multigenerational communities and youth retention for End 1.3.

Discussion addressed the question of whether the UUA should track all kinds of diversity equally? Members recognized that separating gender and sexuality would be valuable and that socio-economic diversity (and its interactions with race) is also valuable but very difficult to measure. Members agreed they want to support people being their whole selves, including their physical and cognitive ability.

Program data was also recognized as valuable, such as tracking young people of color at a program or service level so they can be connected to resources and opportunities. Participants asked whether data drives program decisions, or does it support or challenge our analysis? If program managers are surprised by data, then that may imply the need for better relationship with constituents.

Participants raised the possibility of regular but not annual surveys (e.g. census). That would give the chance to take care in decisions about the questions asked. It could also happen on a rolling basis, sampling a portion of congregations every year. It was asked whether the UUA could partner professional groups such as the Association of UU Administrators to do a 5-year survey? It may also be helpful to have more buy-in in the way questions are worded (e.g. LREDA talking about religious education enrollment)

It was noted that congregations need to track demographics to be able to report them, and the data the UUA asks for may actually push congregations to do more tracking and shape how people think about who matters in their congregations over time.

Board members asked UUA staff to be clear that quantitative data is always incomplete without the personal dimension, and to develop frameworks how the dashboard fits into qualitative evaluation.

Treasurer Tim Brennan shared that the fourth quarter financial forecast is looking like the UUA will roughly break even in this fiscal year.

Co-Moderator Williams closed the meeting at 1:45 pm.



Wednesday, June 20

Co-Moderator Greve called the meeting to order at 10:44 am, and invited members and participants to introduce themselves.

Susan Weaver and Brock Leach led a discussion about the ways in which the UUA Board can strengthen connection with the UU Service Committee Board. Brock recognized that the two organizations' work is intertwined with the UUA and UUSC, even though the UUA serves congregations and members while the UUSC exists to serve people who have been denied human rights. The intersection of that work is mobilizing UU's to help advance human dignity, so how do we do that better together. He held up the UUSC's focus areas of criminalization and climate forced displacement, noting that historic challenges around migration and persecution, which prompted UUSC founders Waitstill and Martha Sharp to do covert work in the 1940s to help people escape Nazi Europe, are still present.

Both Brock and UUA Executive Vice President Carey McDonald affirmed a commitment to collaboration on the intersection of the two organization's work, including daily and weekly communication on a staff level, and a resigned MOU for the UU College of Social Justice.

Members asked what kind of formal links need to be established between the UUA and UUSC boards? Suggestions included making contact during strategic planning processes about what each organization wants to accomplish, include relationship with UUSC as part of orientation for new UUA Board members, considering whether the UUA Board liaison to the UUSC should be a current Board member, and continuing to make times for human connectivity. Members agreed to try to schedule a joint board meeting or conversation in the coming year.

Discussion raised the question of how the UUSC is thinking about its role in internal UUA conversation about countering white supremacy and how our structure reflects our value and justice-based commitments. It recognized that connection and mutual strengthening between the UUA and the UUSC specifically is one of the Global Ends, and wondered what the UUA can learn from UUSC partners in reimagining governance and community?

General Assembly Run-Through

The Board's run-through covered the Board huddle before each General Session, Board office hours, the Safety Team, the discussion guide for General Session VI breakout groups, the debate and discussion process for business meetings, the presence of Board members at pro, con and procedural microphones to answer questions, and the Board report on stage.

Closing

Participants went around answered the following questions: what are you excited about, what do you find challenging, and what support do you need?

The Co-Moderators distributed gifts to show gratitude to Board members.

The meeting adjourned at 12:35 pm for lunch with Regional Leaders Group.



Monday, June 25

Additional participants: Janice Marie Johnson, Tuli Patel, Ila Klion, Stephanie Carey Maron, Brent Lewis, Theresa Soto, Carrie Stewart, Marcus Fogliano, Elaine McArdle, Leon Burke, Jennifer Grayson, Cecelia Hayes, Cheslea Surfus, Marta Valentin, Janette Lallier, Darrick Jackson, Cheryl M. Walker, Stephanie Samson, Debra Boyd, Oshara Misha, Jan Sneegas, Laura Conkle, Karen Armina, Carolina Krawarik-Graham, DeReau Farrar, Jolanda Walter

Co-Moderator Williams opened the meeting at 8:37 am, welcoming members of the GA Planning Committee, the Council on Cross Cultural Engagement, the Commission on Institutional Change, and other participants. Elandria noted that this meeting is to provide a shared debrief of General Assembly, rather than in separate meetings as has been done in the past.

In the debrief, participants went around the room and shared their reactions and feedback on GA overall. Participants continued the debrief in smaller groups and returned to share additional reflections. Reactions which were publicly shared are detailed in Appendix 2.

The Board agreed to support justice actions in June and July around justice at the US/Mexico border and an end to family separation, and Co-Moderator Williams and Christina Rivera agreed to work on a statement of support.

The Board offered tokens of gratitude to the co-moderators for their work.

Co-Moderator Williams adjourned the meeting at 11:02 am.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: August 2018**
Monday, August 13, 2018; 8:00 PM Eastern
Meeting URL: <http://zoom.us/j/864211230>
Meeting ID: 864 211 230
Phone: (646) 558-8656
- **Videoconference Meeting: September 10, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/359478776>
Meeting ID: 359 478 776
Join by Phone: +1 646-558-8656
- **Meeting: October 2018, Boston, MA**
Thursday, October 11—Saturday, October 13, 2018
- **Videoconference Meeting: November 12, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/529745195>
Meeting ID: 529 745 195
Join by Phone: +1 646-558-8656
- **Videoconference Meeting: December 10, 2018**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/299243682>
Meeting ID: 299 243 682
Join by Phone: +1 646-558-8656
- **Meeting: January 2019, Boston, MA**
Friday, January 25—Saturday, January 26, 2019
- **Videoconference Meeting: February 11, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/985901272>
Meeting ID: 985 901 272
Join by Phone: +1 646-558-8656
- **Videoconference Meeting: March 11, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/614125629>
Meeting ID: 614 125 629
Join by Phone: +1 646-558-8656
- **Meeting: April 2019, Boston, MA**
Friday, April 26—Saturday, April 27, 2019
- **Videoconference Meeting: May 13, 2019**
8:00 p.m. - 9:30 p.m. (Eastern)
Meeting URL: <http://zoom.us/j/596473699>
Meeting ID: 596 473 699
Join by Phone: +1 646-558-8656



- **Meetings: June 2019, Spokane, WA**
Tuesday, June 18—Wednesday, June 19, 2019: Board of Trustees Meeting
Wednesday, June 19—Sunday June 23, 2019: General Assembly
Monday, June 24, 2019: Board of Trustees Meeting
- **Meeting: October 2019, Boston, MA**
Thursday, October 17—Saturday, October 19, 2019
- **Meeting: January 2020, Boston, MA**
Friday, January 24—Saturday, January 25, 2020
- **Meeting: April 2020, Boston, MA**
Friday, April 24—Saturday, April 25, 2020
- **Meetings: June 2020, Providence, RI**
Tuesday, June 23—Wednesday, June 24, 2020: Board of Trustees Meeting
Wednesday, June 24—Sunday June 28, 2020: General Assembly
Monday, June 29, 2020: Board of Trustees Meeting



Appendix 1 – Reflections from small discussion groups

Where and who do we want to be in 2, 7 and 25 years?

Overall reflections

- Reimagine relationship – spirit of love, showing up, true equality
- Get to a strategy conversation, not just tactics; strategy is how we turn prophecy into reality
- What is visionary, what is attainable on timelines which we can plan? How do we create the conditions in the world and our communities that make the changes we want to make more possible?
- Honest and accountability in our congregations, moving from defensiveness to action when we see the ways we fall short
- Congregational leaders need to be involved in the crafting of what shows up on the floor of GA, so people feel true ownership and participation. Every congregation needs to participate in GA
- Moving from a club to a prophetic community, pushing outwards towards the margins and borders rather than just inclusivity
- We can't all wait 25 years! Want to be able to see big change in our lifetimes

By 2020 (in 2 years)...

- Settle into the container in which we do UUA business – that may be bylaw revisions or moving away from Roberts Rules; some folks who have been involved in the current system for decades are already having a tough time with what to expect, so need to keep moving to focus on big picture questions rather than arguing over wordsmithing or make it a competition of justice issues
- More resources for congregations engaging in non-traditional ministries (both support and push)
- More active youth and young adults in leadership; young folks often get interested in activism and start participating in UUA governance and leadership, but get frustrated by the long process of change
- Give the next Board leaders a different set of choices so they don't have to go through the same challenges
- Better support for interim ministers to lead culture shifts
- Have in place a pipeline for diverse, skilled volunteer leaders in the UUA, including youth and young adult leaders.
- Beginning a robust program of lay ministry.
- Investing in youth leaders and teaching about the ways to lead in the UUA; so few young UU's know anything about the UUA
- Continue to support staff members in actually doing work together with the Board, rather than just delegating
- New data system to track leaders and congregations in place and growing
- Overall, we are more skilled and adept at centering voices from the margins
- Shift in the average UU's connection to the UUA and the wider faith. Clear commitment to the reciprocal UUA covenant with congregations
- "Spokane Platform" – accessible, contemporary interpretation of the Cambridge Platform



- Collective excitement and clarity about the direction our faith is headed in. Once you start being clear when you haven't been clear in the past, some people will opt out, but more people will be motivated and aligned
- See more joy and more meaning in the conversations we have together. People feel like what happens when we are together is meaningful because it is having an impact on their lives.
- Be a part of not just the resistance, but the reimagining of our wider world

By 2025 (in 7 years)...

- Theological rigor for what we are doing in justice work and our Associational practices/GA
- Model governance differently, from congregations through all levels of the Association to make us strong organizations and communities
- Justice work is about building strong institutions that can change material and economic reality, not just witnessing the struggle; carrying over conversations happening in movement organizing right now
- Renewed engagement with interfaith and global faith partners, especially those who are experiencing oppression
- Have a system in place to ensure young leaders who come up in the faith have transformative experiences (e.g. at GA) that will prepare them to be the next generation of UUA leaders
- Reimagine settlement systems for all religious professionals
- Understanding faith development as the central experience and purpose of congregational life and worship
- Reimagine relationship in congregational polity, power and authority, and generational shifts in leadership



By 2043 (in 25 years)...

- Become a true prophetic voice in the world

Appendix 2 – Post-GA debrief

Reflections shared by a range of leaders and participants

- This GA felt a lightness of spirit, more relaxed and spacious and without major stresses or disasters
- Gratitude for staff and volunteers
- Looking forward to big conversations yet to come, and to setting more clarity in our Association
- Highlights included Sunday morning, worship and music, a networking session among disabled and trans* folx, the bilingual worship service, Ware Lecture, Service of the Living Tradition sermon, youth-led Saturday morning service
- Happy that business sessions went well, appreciating the flexibility shown in General Sessions
- General Session VI breakout discussions were special and valuable, good work in Board linkage
- One of the best GA's because of consistent attention paid to transformational work, leaving feeling good about UUs and the UUA
- Did a lot of things differently this year, but it went pretty smoothly
- Lowest attendance in at least 13 years, even with very low hotel rates, need to think about financial tradeoffs differently
- Pain that it has taken so long for us to get this far. Aware of the ongoing racism and patriarchy that is present, people of color and transgender folx being mistaken for one another
- Noting how both cultures of white supremacy and the perspectives of people of color have showed up at the center
- Lots of positive feedback and reactions from general attendees
- Gratitude to ancestors including Denny Davidoff, who made it possible for many to access theological education and leadership experiences
- Board has worked hard to feel like a team, affirms the work that happens over the entire year but is only on display at GA
- Connecting with GA and national leadership helps those who don't have access to that support in their own congregation
- Every space felt welcoming to families and young children, including family space in General Session hall
- Participants ranged from having their first GA to over 20 GA's
- Happy about youth trustee vote, and the precedent that sets for congregational boards
- Context of wider world remained heavy
- Great GA for religious educators, including the bylaw change, Angus MacLean and President's Volunteer Service Award
- Mindful of how hard it is to make changes that stick, especially with volunteer leaders who are term-limited
- Lot of collaborative opportunities, and collaborative leadership was demonstrated
- Felt the ministry and pastoral leadership present
- Proud of the sustainability work at this GA, which impacts the entire conference industry, including in Kansas City
- A more humane schedule with new opportunities for connection were incredibly valuable
- Showed how to both love people in and also challenge them appropriately



- In the future, need to reimagine what giving and legacy are in all of their ways, including predecessors and mentors in anti-racism work
- Acknowledge that there is still resistance to countering white supremacy work, consider who did not show up at this GA
- How do we build excitement for Spokane, what do delegates need to bring from their conversation?
- A Ware lecturer that could drive attendance would be very helpful
- Recognize the need for healing in so many different spaces and ways
- GA should be a training ground for concrete things that can be brought back to congregations
- Can there be more spaces for connection across group like this over the course of the year?
- Recognition that this GA has been a lot of small shifts, and there are bigger shifts to come around business, governance, training and more so that GA is focused on strengthening the work of the Association



MINUTES

FIFTY-SIXTH GENERAL ASSEMBLY OF THE UNITARIAN UNIVERSALIST ASSOCIATION HELD IN KANSAS CITY, MO

The General Assembly was convened on Wednesday, June 20, 2018, at approximately 7:30 p.m., by Co-Moderators Elandria Williams and Mr. Barb Greve at the Kansas City Convention Center, Kansas City, MO.

The Assembly adopted, by a vote of two-thirds or more, Rules of Procedure for the conduct of the meeting.

The Assembly received written and, in some cases verbal, reports from the President, the Co-Moderators, the Treasurer, the Annual Program Fund, the Financial Advisor, the Secretary, the Board of Trustees, the General Assembly Planning Committee, the UUA Staff, the Commission on Social Witness, the Commission on Appraisal, the Commission on Institutional Change, Black Lives of UU, Beacon Press, the Presidential Search Committee, the Renewing the Covenant Task Force, the Annual Program Fund, the Journey Toward Wholeness Transformation Committee, the Unitarian Universalist Service Committee, the UU College of Social Justice, and the Unitarian Universalist Women's Federation.

On the basis of an initial report by the Secretary of the Association, a quorum was declared present from the time the meeting was called to order.

Members of the Distinguished Service Award Committee presented the 2018 Award for Distinguished Service to the Cause of Unitarian Universalism to the Rev. Danielle Di Bona and the Rev. Dr. Charles Gains.

Action on Bylaw Amendments

The Assembly passed by a vote of two-thirds or more proposed amendments to the bylaws so as to read as follows:

Underlining indicates insertion; brackets indicate deletion.

Section C-2.1. Principles.

The living tradition which we share draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life;
- Words and deeds of prophetic [woman and men] people which challenge us to confront powers and structures of evil with justice, compassion and the transforming power of love.

Voting for Religious Educators

Section 4.8. Delegates

(b) Minister Delegates and Religious Education Director Delegates. Each certified member congregation is also entitled to be represented at each General Assembly by the ordained minister or ministers in ministerial fellowship with the Association settled in such congregation, and by [the director or directors of religious education] religious educators who are active members of the Liberal Religious Educators Association and employed in such congregation. In addition, each certified member congregation is also entitled to be represented at each General Assembly by any minister emeritus or minister emerita of such congregation in ministerial fellowship with the Association and by any [director of religious education] religious educator emeritus or emerita [having achieved Credentialed Religious Educator – Masters Level status by the Association] designated as such by a vote at a meeting of the member congregation not less than six months prior to the General Assembly, provided that any such minister has been settled previously in such congregation, and any such [director of religious education] religious educator emeritus or emerita [who] has been previously employed in such congregation.

Youth Trustees

Section 6.3. Membership.

The Board of Trustees shall consist of:

- (a) the President, without vote, the Moderator and the Financial Advisor; [and]
- (b) eleven trustees [elected at large]; and
- (c) two youth trustees who, as of the date they commence service as trustees, are of high school age, or the equivalent, and are able to complete their term while of high school age.

Section 6.4. Election of Trustees.

- (a) One-third, as nearly as possible, of the non-Youth members of the Board of Trustees shall be elected at each regular General Assembly.
- (b) The Board of Trustees shall assign a number to each trustee position for the purposes of electing trustees.
- (c) One Youth Trustee shall be elected at each regular General Assembly.

Section 6.5. Term.

- (a) Trustees shall take office immediately after the close of the General Assembly at which they are elected, and shall serve for terms of three years and until their successors are elected and qualified. Any partial term of more than two years shall be considered a full term for purposes of this Section. No trustee may serve more than two successive full terms. However, a trustee may at any time become one of the elected officers of the Association and serve as long in that office as if such trustee had not previously been a trustee. No person who has served as an elected officer for a full term or as a trustee for two full terms shall thereafter be elected a trustee without an interim of at least three years.
- (b) A Youth trustee shall take office immediately after the close of the General Assembly at which they are elected, and shall serve for a term of two years and until their successors are elected and qualified. No Youth trustee may serve more

than one term. The term of a Youth trustee is equivalent to one full term as defined in Section 6.5, for the purposes of eligibility for election as a trustee.

Section 6.6. Qualifications of Trustees.

- (a) Each elected trustee shall be a member of a member congregation. A trustee who ceases to meet these qualifications shall be disqualified and the office declared vacant. Not more than one trustee shall be a member of the same member congregation. If a trustee becomes a member of a member congregation in which another trustee is already a member, such Trustee shall be disqualified and the office declared vacant. The Board of Trustees shall adopt rules for the application of this Section to persons holding membership in more than one member congregation.
- (b) Youth trustees shall be a member of a member congregation if their congregation allows for youth membership. If their congregation does not allow for youth membership, the President, Minister or Religious Educator of that congregation shall submit a written notice to the Nominating Committee of the Youth trustee's affiliation with the congregation before the person may be nominated to serve as a Youth trustee. A Youth trustee shall not be a Member of or be affiliated with the same congregation as any other trustee.

Section 6.11. Special Meetings.

Special meetings of the Board of Trustees may be called by the Moderator or President, and shall be called by the Moderator at the request of eight trustees. Notice of special meetings shall be given in writing not less than five nor more than sixty days before the meeting and shall state the agenda, time and place of the meeting.

Rule G-9.13.2. Order of Names on Ballot.

On all ballots used in elections held by the Association, the order of names shall be determined by the drawing of lots done by the Secretary and witnessed by two other persons; provided, however, that the order of names for elections to the Board of Trustees, other than Youth trustee, shall be by Board position number first, and then as determined above. The Secretary shall certify the results of the drawing of lots, the certificate shall be attested by the witnesses, and the certificate shall be filed in the Secretary's office. This Rule shall be printed on all official ballots or on the instructions accompanying them.

Committee Terms

Section 7.2. Appointment and Term of Office.

Except as otherwise provided, the terms of members of standing committees of the Board of Trustees shall be two years beginning at the close of the regular General Assembly [in odd-numbered years]. Members shall be appointed no later than 120 days after the beginning of the term. Members shall take office upon the effective date of their appointment and shall serve until their successors are appointed and qualified.

Co-Moderators

Section 8.8. Moderator.

- (a) The Moderator shall preside at General Assemblies and meetings of the Board of Trustees and the Executive Committee. The Moderator shall represent the Association on special occasions and shall assist in promoting its welfare. The Moderator shall serve as Chief Governance Officer of the Association.
- (b) As used in these Bylaws, the term “Moderator” may refer to a single individual, or to multiple individuals, serving in the position, even though the word “Moderator” may appear in the singular form of the word.

Section 9.11. Counting of Ballots.

- (a) For the position of President, Moderator, Financial Advisor, or Trustee. If there are no more than two duly nominated candidates for a position, the candidate receiving the greater number of votes is elected; provided, however, that (i) in construing the foregoing with respect to Trustee positions, each Trustee position number shall be considered a separate elective position; and (ii) in construing this section, a duly nominated candidate for the position of Moderator may consist of more than one person. If there are more than two duly nominated candidates for a position, the ballot shall be designed to permit the designation of first, second, third, etc., choice. If no candidate receives a majority of the first-choice votes cast, the candidate receiving the lowest first-choice vote shall be eliminated and the ballots cast for such candidate shall be redistributed in accordance with the second choice indicated thereon. This process shall be repeated until one candidate receives a majority of all votes cast or until only two candidates remain, at which time the one receiving the greater number of votes is elected.

Gender Neutral Pronouns

The following language will be added to the updated bylaws, following the Table of Contents and before the enumerated lines of bylaw text:

The pronouns “they” and “their” are used in these Bylaws and Rules in place of the singular gender pronouns “he,” “she,” “his,” and “hers,” and refer to a single individual unless the context indicates otherwise.

Section 8.3. Term of Office.

(a) Elected Officers. The elected officers shall be elected at a regular General Assembly and shall take office immediately after the close of such General Assembly.

- (1) President. The President shall serve for a term of six years and until their [his or her] successor is elected and qualified. No President shall serve more than one term; and any partial term of more than two years served by reason of appointment and/or election to office pursuant to subsection 8.7(a) below shall be considered a full term for purposes of this subsection.
- (2) Moderator. The Moderator shall serve for a term of six years and until their [his or her] successor is elected and qualified. No Moderator shall serve more than one term; and any partial term of more than two years served by reason of appointment and/or election to office pursuant to subsection 8.7(a) below shall be considered a full term for purposes of this subsection.
- (3) Financial Advisor. The Financial Advisor shall serve for a term of three years and until their [his or her] successor is elected and qualified.

No Financial Advisor shall serve more than two successive terms; and any partial term of more than two years served by reason of appointment and/or election to office pursuant to subsection 8.7(a) below shall be considered a full term for purposes of this subsection.

Section 8.11. Executive Vice President.

In the event an Executive Vice President should be appointed, the Board of Trustees shall describe their [his or her] duties.

Section 9.9. Supervision of Elections.

The Secretary shall supervise all elections for elective positions at large. The Secretary may appoint a committee of tellers to count ballots and perform other routine duties. The Secretary shall decide any question arising during such an election concerning:

- (a) the interpretation of any provision of these Bylaws or of Rules made hereunder relating to election procedures;
- (b) any procedural problem relating to the election which is not covered by these Bylaws or by the Rules; or
- (c) the interpretation of the intent of a voter in marking the ballot.

The Secretary's decision shall be final. The Secretary shall remain neutral in the election and shall not engage in electioneering, except for advocacy of their [his or her] own candidacy for offices for which they are [he or she is] nominated.

Section 10.12. Indemnification of Trustees, Officers, Employees, and Volunteers.

The Association, to the extent legally permissible, shall indemnify any trustee, officer, employee of the Association or volunteer elected by a General Assembly or appointed by the Board of Trustees of the Association to serve the Association, or persons formerly holding such positions, against all liabilities and expenses (including court costs, attorneys' fees, and the amount of any

judgment or reasonable settlement, fines and penalties) actually and necessarily incurred by any such person, subsequent to the adoption hereof, in connection with the defense of any claim asserted or threatened to be asserted against any such person, or any action, suit or proceeding in which any such person may be involved as a party, by reason of being or having been such trustee, officer, employee or volunteer or by reason of any action alleged to have been taken or omitted by any such person as such trustee, officer, employee or volunteer, except with respect to any matter as to which they [he or she] shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that their [his or her] action was in the best interests of the Association; provided, however, that as to any matter disposed of by a compromise payment by such person, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise and indemnification therefore shall be approved:

- (a) by a majority vote of a quorum consisting of disinterested trustees;
- (b) if such quorum cannot be obtained, then by a majority vote of a committee of the Board of Trustees consisting of all the disinterested trustees;
- (c) if there are not two or more disinterested trustees in office, then by a majority of the trustees then in office, provided they have obtained a written finding by independent legal counsel appointed by a majority of the trustees to the effect that, based upon a reasonable investigation of the relevant facts as described such opinion, the person to be indemnified appears to have acted in good faith and in the reasonable belief that their [his or her] action was in the best interests of the Association;
- (d) if not resolved by (a), (b) or (c), above, by a court of competent jurisdiction.

If authorized in the same manner specified above for compromise payments, expenses, including attorneys' fees actually and necessarily incurred by any such person in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the Association in advance of the final disposition thereof upon receipt of (a) an affidavit of such individual of their [his or her] good faith belief that they have [he or she has] met the standard of conduct necessary for indemnification under this Section and (b) an undertaking by such individual to repay the amount so paid to the Association if such person shall be adjudicated to be not entitled to indemnification under this Section, which undertaking may be accepted without reference to the financial ability of such person to make repayment. The right of indemnification herein provided shall inure to the benefit of the heirs, executors and administrators of each such trustee, [or] officer, employee or volunteer and shall not be deemed exclusive of any other rights to which any such person may be entitled under any statute, bylaw, agreement, vote of members or otherwise or to which any such person might have been entitled were it not for this provision. As used in this Section, an "interested" trustee or officer is one against whom in such capacity the proceeding in question, or other proceeding on the same or similar grounds, is then pending.

Rule 4.6.2. Time of Notice.

Notice so sent shall be sufficient if mailed at Boston, Massachusetts, sixty days before any such General Assembly, addressed to the persons who according to the records of the Association are entitled thereto hereunder and sent to the addresses which appear on said records. When the

Secretary in their [his or her] absolute discretion finds it desirable and practicable, a copy of the notice shall be inserted in the denomination's publication most widely circulated within the denomination, in the issue which will be circulated as near to sixty days before the General Assembly as possible.

Rule G-9.13.5. Balloting at General Assembly.

A person shall be qualified to cast a ballot at General Assembly only if that person presents to the Secretary of the Association or those employed by them [him or her] a properly certified ballot stub plus a badge issued to that person and containing the same name as the name on the ballot stub. An electronic ballot shall be counted only if the delegate has complied with established secure voting protocols.

Social Witness Process Timeline

Section 4.12. UUA Statements of Conscience.

The purpose of the Congregational Study/Action Process is to provide the member congregations of the Association with an opportunity to mobilize energy, ideas, and resources around a common issue. The end result will be a deeper understanding of our religious position on the issue, a clear statement of Association policy as expressed in a Statement of Conscience, and a greater capacity for the Congregations to take effective action. The process for adoption of UUA Statements of Conscience shall be as follows:

(a) First Cycle Year

(1) Each member congregation or covenanting community [, district, and sponsored organization (as designated by the Board of Trustees),] may submit to the Commission on Social Witness by October 1 in the year preceding a General Assembly one proposed Congregational Study/Action Issue, such proposed Congregational Study/Action Issue to be approved at a duly called meeting of its members or its governing board at which a quorum is present. This commences the process of a three [four] year UUA Statement of Conscience cycle ("the Cycle"). A Cycle year ends at the close of General Assembly.

[(2) The Commission on Social Witness shall by November 1 of that year submit to the Board of Trustees for inclusion on the Tentative Agenda of the regular General Assembly not more than ten proposed Congregational Study/Action Issues, each of which shall be based in whole or in part on the issues submitted to it as described in the previous subsection. The Commission on Social Witness shall verify with the proposing congregation or sponsored organization that the proposed Study/Action Issue reflects the intent of the proposer prior to being included in the poll ballot. The ten proposed Congregational Study/Action Issues shall be included for approval by the congregations on the Congregational Poll ballot, such ballot to be available and congregations notified of its availability by November 15 of the same year. Congregational Poll ballots concerning the proposed Congregational Study/Action Issue shall be due by February 1 of the following year (the first Cycle year).]

[(3)](2) For the proposed Congregational Study/Action Issue to be placed on the Final Agenda of the General Assembly, twenty-five percent (25%) of all certified

congregations must participate in the ballot vote concerning the proposed Congregational Study/Action Issues.

[(4)] The proposed Congregational Study/Action Issue shall be ranked in the order of the votes received in the Congregational Poll. The Study/Action Issues receiving the most votes (not to exceed five in number) shall be submitted to the General Assembly as follows:]

[(i)](3) Each of the Proposed Congregational Study/Action Issues shall be presented to the General Assembly by a delegate, and one such proposed Congregational Study/Action Issue shall be referred for study by virtue of having received the highest number of votes among all proposed Congregational Study/Action votes cast by the General Assembly; provided, however, that if no proposed Congregational Study/Action Issue receives a majority of the votes cast, then a second vote shall be taken between the two issues receiving the highest number of votes cast in the initial election.

[(ii)] After one Congregational Study/Action Issue has been referred for study in accordance with (i), above, the UUA staff shall conduct a workshop to discuss processes for study and action on the selected issue. By November 1 following the General Assembly, the UUA staff shall have developed a resource guide pertaining to the Congregational Study/Action Issue selected by the General Assembly. The resource guide shall be made available and congregations notified of its availability.

(5) If a UUA Statement of Conscience has been adopted in the previous year, the regular meeting of the General Assembly shall also conduct workshops on the implementation of such UUA Statement of Conscience.]

[(6)](4) If no proposed Congregation Study/Action Issues are on the Final Agenda in the first Cycle year, or if no Congregational Study/Action Issue is referred for study by the General Assembly, then following the regular meeting of the General Assembly, the Cycle shall begin again as set forth in this subsection.

(b) Second Cycle Year

[(1)] Member congregations shall submit by not later than March 1 of the second Cycle year comments regarding the Congregational Study/Action Issue and the related resource guide to the Commission on Social Witness.]

[(2)] During the meeting of the General Assembly in the second Cycle year the Commission on Social Witness shall conduct workshops on the Congregational Study/Action Issue.

(c) Third Cycle Year

(1) [Member congregations shall submit by not later than March 1 of the third Cycle year comments regarding the Congregational Study/Action Issue and the related resource guide to the Commission on Social Witness.]

[(2)] [During the General Assembly in the third Cycle year, the Commission on Social Witness shall conduct workshops on the Congregational Study/Action Issue.] The Commission on Social Witness shall then compose a draft UUA Statement of Conscience.

[(3)] The draft UUA Statement of Conscience, [a draft Statement of Conscience congregational comment form,] and a ballot to place the draft UUA Statement of Conscience on the Final Agenda during General Assembly in the third Cycle year shall be included in the Congregational Poll. [, to be made available and congregations notified

of its availability by November 15, following the General Assembly. Notice of the availability of these items shall be given to the congregations. Congregational Poll ballots and the congregational comment forms concerning the draft UUA Statement of Conscience shall be due by February 1 of the following year (the fourth Cycle year).

(4) The Commission on Social Witness shall then prepare a revised draft of the UUA Statement of Conscience taking into consideration comments received by the member congregations and place this revised draft of the UUA Statement of Conscience on the Final Agenda.

(5) For a draft UUA Statement of Conscience to be placed on the Final Agenda of the General Assembly, twenty-five percent (25%) of all certified congregations must participate in the ballot vote concerning such draft UUA Statement of Conscience.]

[(d) Fourth Cycle Year]

[(1)](2) If the draft UUA Statement of Conscience is placed on the Final Agenda for the next regular meeting of the General Assembly, then that General Assembly must debate and vote on the proposed UUA Statement of Conscience. Adoption of the UUA Statement of Conscience shall require a two-thirds vote.

[(2)](3) If (a[i]) the proposed UUA Statement of Conscience is not placed on the Final Agenda for the next regular meeting of the General Assembly; or (b[ii]) the General Assembly chooses, by a two-thirds vote, to refer the proposed UUA Statement of Conscience to the Commission on Social Witness for one additional year of study/action, then the Commission of Social Witness shall continue the study and revision of the proposed UUA Statement of Conscience for one more year. The revised UUA Statement of Conscience may be placed on the Final Agenda for the next regular meeting of the General Assembly pursuant to subsection[s] (b) [(c)(3), (c)(4) and (c)(5)] above. If by the regular meeting of the General Assembly following the additional year the Commission on Social Witness has been unable to find support to generate an acceptable UUA Statement of Conscience, the Congregational Study/Action Issue may be placed on the Final Agenda with a proposal to drop such Congregational Study/Action Issue.

[(3)](4) Following the regular meeting of the General Assembly in the third [fourth] Cycle year, the Cycle shall begin again as set forth in Section 4.12(a) above.

[(e) The Cycle may begin again, as set forth in Section 4.12(a), only after the General Assembly in the second Cycle year of a Congregational Study/Action Issue, and as provided in Sections 4.12(a)(6) and 4.12(d)(3).]

Section 4.16. Additions to the Agenda of Regular General Assemblies.

(a) Non-substantive items related to greetings and similar matters may be admitted to the agenda by a regular General Assembly.

(b) [Prior to 2018, there will be no General Assembly Actions of Immediate Witness on the agenda.

(c)] (1) A General Assembly Action of Immediate Witness is one concerned with a significant action, event or development, the timing or specificity of which makes it inappropriate to be addressed by a UUA Statement of Conscience pursuant to the Study/Action process. Witness may be admitted to the agenda of a regular General Assembly.

(3) [A petition to admit an Action of Immediate Witness to the agenda must be submitted by a delegate and signed by 150 delegates from at least 25 congregations. If six petitions or fewer are received, all petitions received that have the requisite level of delegate and congregation support are eligible to be considered for possible admission to the agenda. In the event more than six petitions are submitted that satisfy the sponsorship requirement, the Commission on Social Witness shall select six from among those which meet the criteria for a General Assembly Action of Immediate Witness, and shall submit those six actions to the agenda of the General Assembly for possible admission. The Commission on Social Witness shall prepare summaries of no more than six petitions and present those summaries to the General Assembly for a vote to rank the petitions in order of delegate support. The three petitions receiving the most votes are eligible for admission to the agenda. If there are submitted three or fewer petitions meeting the criteria for a General Assembly Action of Immediate Witness, each of the petitions is eligible for admission to the agenda.

(4)] The motion to admit each General Assembly Action of Immediate Witness ruled eligible is not debatable, but an opportunity for a two-minute statement of advocacy to the General Assembly for each eligible action by one of its sponsors prior to any such motion shall be provided. Admission of a General Assembly Action of Immediate Witness shall be by a two-thirds vote.

[(5) During the General Assembly, a mini-assembly shall be held during which each admitted action shall be discussed and amendments shall be accepted in writing. All such amendments shall be made available in writing to the General Assembly. The Commission on Social Witness shall finalize each General Assembly Action of Immediate Witness, and the chairperson of the Commission on Social Witness, in consultation with the moderator of the General Assembly, the parliamentarian, and legal counsel, shall prioritize unincorporated amendments for consideration by the General Assembly.

(6)](4) [Adoption] Affirmation of a General Assembly Action of Immediate Witness shall be by a two-thirds vote.

[(7)](5) Actions submitted pursuant to this Section 4.16[(c)](b) must be in writing and filed with the Chair of the Commission on Social Witness or the Commission's designee by the deadline established by the Commission and announced at the opening session of the General Assembly.

[(d)](c) Responsive Resolutions may be admitted to the agenda of a regular General Assembly and acted upon.

(1) A Responsive Resolution is a resolution made in response to a substantive portion of a report by an officer or committee reporting to a regular General Assembly.

(2) [Adoption] Affirmation of a Responsive Resolution shall be by two-thirds vote.

DISTRICT/REGION UPDATES

Section 4.4. Special General Assembly.

A special General Assembly may be called by the Board of Trustees at any time, and shall be called upon petition of not less than fifty certified member congregations by action of the governing boards or their congregations. No more than twenty of the fifty congregations may be from the same district **or region**.

A proposed amendment to add bylaw Section 6.16, “Congregational Linkage,” failed to achieve the two-thirds vote necessary for adoption.”

Actions of Immediate Witness

The Assembly adopted by a vote of two-thirds or more the following three Actions of Immediate Witness:

We Are All Related: Solidarity NOW with Indigenous Water Protectors

We, the 57th General Assembly of the UUA, which is meeting in Kansas City on the banks of the Missouri River, call for ongoing solidarity with Indigenous Water Protectors because:

Indigenous peoples of this continent lived by traditions that maintained ecological balance for thousands of years before colonization.

Colonization is an oppressive system that values resource extraction over life itself and is directly linked to genocide of Indigenous peoples. This colonization involves sequestering Indigenous peoples on reservations, flooding Indigenous lands, incarcerating disproportionate numbers of Indigenous peoples, and other forms of oppression.

Lakota/Dakota/Nakota (Sioux) peoples rose up in prayerful action to oppose construction of the Dakota Access Pipeline on Great Sioux Nation Treaty Land and to protect the Missouri River, which is the water source for Standing Rock Sioux Tribe, Cheyenne River Sioux Tribe, and millions downstream.

People from more than 300 Indigenous nations responded to the call at Standing Rock, as did allies of many colors, which created an intercultural community of transformation and prayerful resistance lasting for four seasons.

Unprecedented numbers of Unitarian Universalists, Indigenous and otherwise, were propelled by our values to respond to this call for solidarity and were generally welcomed as relatives.

Unitarian Universalists play a unique role among faith communities, forming strong bonds as relatives with Indigenous Water Protectors, in North Dakota’s atmosphere of antagonism.

Seven Indigenous Water Protectors face federal charges in Bismarck-Mandan. A National Jury Project randomized survey concluded that 77% of the jury-eligible population in Morton County

and 85% in Burleigh County have already decided that Water Protectors are guilty, yet requests to change trial venues have been denied.

Efforts to colonize Indigenous peoples are now resulting in federal prison sentences for Water Protectors, interrupting familial and communal bonds, as well as traditional spiritual practices and ways of life.

As Unitarian Universalists:

1. We express our gratitude to Standing Rock, Sacred Stone Camp, Oceti Sakowin Camp, Sicangu Rosebud Camp, and associated camps for welcoming us as relatives and affirming that all people belong to the human family.
2. We affirm solidarity with Water Protectors, including defendants, inmates, and their loved ones.
3. We pledge our direct and tangible support for local Indigenous movements that seek to protect the environment and restore traditional Indigenous ways of life.
4. As people, congregations, and a wider association, we commit to extend relationships of solidarity with Water Protectors, leveraging our spiritual, financial, human, and infrastructural resources in support of Water Protectors, especially those who face ongoing charges and prison sentences, and their loved ones.
5. We ask the UUA to supply materials and guidance to help implement this Action of Immediate Witness.

**Dismantle Predatory Medical Care Practices
in Prisons and End Prisons for Profit**

BECAUSE Unitarian Universalists recognize the humanity, worth, and dignity of all people within and outside of our membership; and

BECAUSE UUs are called to uphold that everyone is worthy of love and justice.

WHEREAS, for-profit prisons encourage longer terms of incarceration and maximize profit by minimizing services and rehabilitation;

WHEREAS, the Prison Industrial Complex (PIC), under the influence of private prison companies that supply goods and services to prisons for profit, is a system of oppression that perpetuates and further criminalizes poverty;

WHEREAS, the PIC is an entrenched system of white supremacy where guilt and innocence are influenced by skin color and economic privilege, regardless of behavior;

WHEREAS, the federal prison system, thirty-five state prisons, and Immigration and Customs Enforcement (ICE) charge for necessary medical care using private, for-profit medical companies;

WHEREAS, the membership of the Church of the Larger Fellowship (CLF) includes 870 incarcerated people, many of whom have medical needs but no resources to pay for them.

WHEREAS, medical treatment must be paid before necessities such as soap, shampoo, stamps, and over-the-counter medicines may be purchased;

WHEREAS, incarcerated CLF members include 200 people living in Texas and Georgia prisons who receive no wages, but are still charged for medical care, leaving some unable to access adequate treatment, thus perpetuating illness, debility, insurmountable debt, and chronic poverty;

WHEREAS, people in prisons are dying every day due to prohibitive medical cost;

WHEREAS the US Supreme Court ruled in Estelle v. Gamble (1976) that ignoring a prisoner's serious medical needs amounts to cruel and unusual punishment; and

WHEREAS The Federal Bureau of Prisons is violating Rule 24 of the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules) that states, "The provision of health care for prisoners is a State responsibility. Prisoners . . . should have access to necessary health-care services free of charge . . ."

NOW THEREFORE, BE IT RESOLVED that the 2018 General Assembly of the Unitarian Universalist Association denounces the predatory practice of charging medical fees to people in prison and calls upon UU congregations to:

1. Contact Illinois Gov. Bruce Rauner to urge him to sign HB 5104, which is currently on his desk, a bill that would end medical fees for people incarcerated in Illinois;
2. Contact Texas Gov. Greg Abbott and Georgia Gov. Nathan Deal and state legislators to demand an end to fee-for-service medical care in prisons in their states;
3. Publicly oppose the practices of Corizon Health, which profits from privatized health care in Kansas, Missouri, and twenty other states, as well as Wexford Health, MHM Services Inc., and other companies that supply health care at local, state, and federal prisons and ICE detention facilities;
4. Insist the United Nations World Health Organization press the US to uphold Rule 24 of the United Nations Standard Minimum Rules for the Treatment of Prisoners; and
5. Ensure that the medical treatment of prisoners conforms with Estelle vs. Gamble in every state.

NOW THEREFORE, BE IT FURTHER RESOLVED THAT THE 2018 GENERAL ASSEMBLY ENCOURAGES UNITARIAN UNIVERSALISTS TO:

1. Get more deeply involved in direct service prison ministry through such actions as beginning or joining local prison ministry efforts within congregations or community organizations; networking with others engaged in prison ministry; leading worship or small group ministry within prisons; becoming a pen pal; and welcoming post-incarcerated persons into your congregation; and
2. Continue to educate themselves on the adverse impacts of prison privatization and the many injustices in the PIC such as a) grossly disproportionate impact on marginalized

groups, b) solitary confinement practices, c) prison-based gerrymandering, d) voter disenfranchisement and e) employment discrimination.

**End Family Separation and Detention of
Asylum Seekers and Abolish ICE**

BECAUSE of UU Principles 1, 2, 6, and 7 and the 2013 Statement of Conscience entitled *Immigration as a Moral Issue*; and

WHEREAS, white supremacy and colonization permeate societal systems;

WHEREAS, zero-tolerance policy forces family separation;

WHEREAS, asylum seekers are detained, criminalized, and dehumanized;

WHEREAS, certain established asylum protections have been dismantled;

WHEREAS, current immigration policy fails to honor some of our treaties/conventions/protocols, and established immigration law;

WHEREAS, the U.S. has withdrawn from the United Nations Human Rights Council;

WHEREAS, white supremacy criminalizes black and brown people and the exercise of their rights;

WHEREAS, children are torn from their families at borders, conflict zones, and occupied territories around the globe;

WHEREAS, children are abused and drugged in detention and shelters;

WHEREAS, incarceration and separation cause trauma to adults and children; and

WHEREAS, this is an urgent and emerging crisis that calls UUs to act now. The Trump Administration has instituted a zero-tolerance practice of unilaterally detaining and separating family members of asylum seekers and other immigrants. It subsequently issued an Executive Order (EO) that purportedly ends the practice while denying responsibility for creating the crisis in the first place. The EO does not address or require the reunification of children already separated from their families. Additionally, there is no guarantee of the immediate or future safety and appropriate treatment of asylum seekers. The administration has requested that the courts revise a 1997 ruling that prevents detaining children for more than 20 days. They are expressly asking to detain children with their families for the duration of their legal proceedings. ICE has a history of terrorizing and abusing immigrants and operating outside the law. As the agency carrying out the administration's barbaric policies, it must be dismantled so humane and appropriate processes and agencies can be created.

NOW THEREFORE, BE IT RESOLVED THAT the 57th General Assembly calls upon the UUA and member congregations should use their moral authority to demand the immediate:

- Reunification of children taken from their families seeking asylum in the U.S.;
- End of the policy of incarcerating asylum seekers, including those in family detention;
- Investigation and cessation of the inappropriate administration of psychiatric drugs to children in detention and shelters;
- Investigation and prosecution of claims that children in detention and shelters are being sexually and physically abused;
- Abolition of Immigration and Customs Enforcement (ICE) and implementation of a system that understands the causes for immigration, provides a non-carceral solution while asylum seekers await a decision on their case, and has a fundamental commitment to keeping families together; and
- Removal of immigration oversight from the Department of Homeland Security.

NOW THEREFORE BE IT FURTHER RESOLVED THAT the 57th General Assembly of the UUA calls on Unitarian Universalists to:

- Participate in the June 30th nationwide Mass Mobilization;
- Participate in the July 2nd events at border areas;
- Host interfaith vigils to lift our prophetic voices;
- Carry out strategic direct action in collaboration with, and/or at the direction of, immigrant-led groups;
- Advocate for comprehensive, humane immigration reform;
- Advocate for the US to ratify the UN Convention on the Rights of the Child;
- Boycott and divest from corporations that provide services and products to global agencies involved in family separation and detention;
- Support UU and its partner organizations and the immigrant coalition groups to whom they are accountable including UU Refugee and Immigrant Services and Education (UURISE), Mijente, Freedom for Immigrants, Mano Amiga San Marcos, ACLU, Association of Immigration Lawyers, UU State Action Networks, through donations and volunteer efforts; and
- Build accountable relationships with immigrant-led groups, supporting their efforts without usurping leadership.

By a majority voice vote, the Assembly affirmed the sentiment of the three additional actions of immediate of witness that were submitted but not added to the Final Agenda.

Vote on Congregational Study/Action Issue

By a majority vote, the Assembly voted to study the following congregational study/action issue: “Undoing Intersectional White Supremacy.” The final text of the CSAI will be archived on UUA.org.

Election Results

The following individuals were elected in uncontested elections:

Co-Moderators: Mr. Barb Greve & Elandria Williams

Board of Trustees: Patrick McLaughlin, Tim Atkins, Greg Boyd & Latifah Woodhouse

Nominating Committee: Joe Cherry, Aisha Hauser, Sana Saeed

Credentials Report

The final credentials report of the Secretary of the Association, as corrected, was as follows: accredited and attending the 57th General Assembly of the Unitarian Universalist Association were 1371 on-site member delegates, 290 ministerial delegates, three credentialed religious educators, three associate member delegates, twenty-one delegates representing the Church of the Larger Fellowship (included in member delegate count), and 169 off-site delegates, for a total of 1570 delegates representing 522 congregations, fifty states, the District of Columbia, and Mexico. Total on-site registration for the Assembly was 2677 including 134 youth.

Offsite attendance included 225 individuals from thirty-seven states, including 169 member delegates and twenty-nine minister delegates. Forty-five congregations registered only off-site delegates.

Closing

The Assembly was adjourned *sine die* by Co-Moderators Mr. Barb Greve and Elandria Williams at approximately 3:45 p.m. on Sunday, June 24, 2018.

Respectfully submitted,

/s/ Carey McDonald,
Executive Vice President



Mission & Aspiration Update

UUA Board Meeting – October 2018

uua.org



2018 – Building **relationships**

2019 – Building **systems**



SHIFTS & STRATEGIES



How does the UUA impact congregations?

Change happens locally

- **Inspiration** – set the frame for challenges and opportunities
- **Modeling** – practicing what we preach, embodied wisdom
- **Resources** – direct services and programs
- **Relationships** – leveraging ongoing relationship between and among the UUA and congregations and their leaders

**Shifts
happening in
the UUA**

Away from		Towards
Perfectionism, either/or thinking, worship of the written word	→	Healing, resilience, creativity
Paternalism, individualism	→	Power sharing and authorization
Centralization, one-size-fits-all	→	New models, radical imagination
Disposability culture	→	Investing in leadership at the margins
Conflict avoidance, defensiveness	→	Truth telling, transparency
Transactionality, quantity over quality	→	Relationality



MISSION PRIORITIES

uua.org



About the UUA's mission

Where did the UUA's mission come from?

- UUA Global Ends
- Bylaws (Section C-2.2 Purposes)
- Framed by UUA President

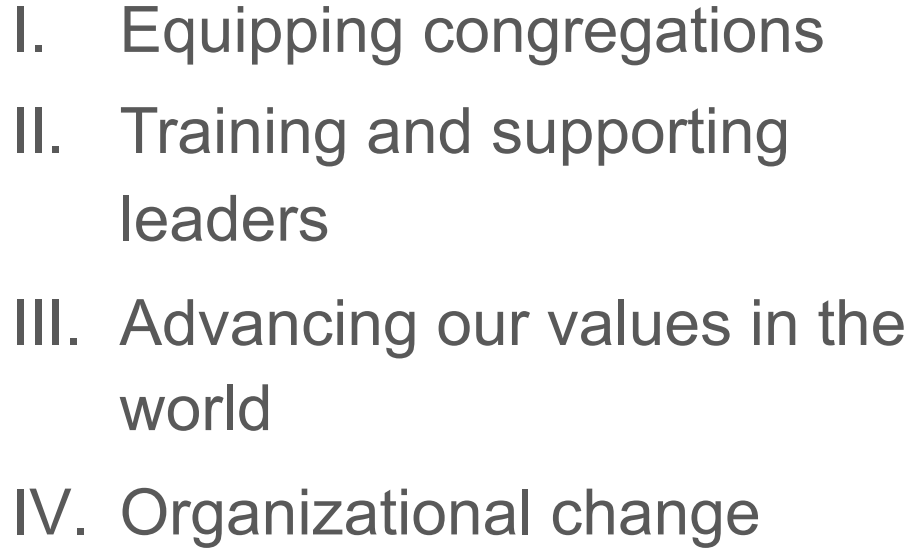
What does the mission affect?

- Key decision making and resources
- Major Association-wide initiatives



UUA Global Ends

Global End 1.0 - A healthy Unitarian Universalist community that is alive with transforming power, moving our communities and the world toward more love, justice, and peace in a manner which assures institutional sustainability.





I. Equipping Congregations

- a) Develop an aligned system of supports for congregations to dismantle white supremacy in their own contexts
- b) Build the UUA's relationship with congregations through regions, and the core work of **coaching, companioning, connecting and challenging** congregations (4Cs) and the new Annual Program Fund formula rollout



Build UUA relationship with congregations

ENDS: 1.1, 1.2

METRICS: APF Attainment, GA participation, Support of congregations survey responses

- What can congregations expect from the UUA?
 - Specific core resources (e.g. Health Plan)
 - Four core areas: coaching, connecting, companioning, challenging
- APF Transition
 - Currently in New England, Central East, Southern; 2019-20 in Pacific West and MidAmerica



II. Training and Supporting Leaders

- a) Direct support for religious professionals of color and those from other marginalized identities
- b) Engage with systems of search, settlement conflict transformation and departure for religious professionals overall to create a more just, transparent and anti-oppressive process



Support religious professionals with marginalized identities

ENDS: 1.1, 1.3

METRICS: Religious professional diversity, reported conflicts

- Revamped, targeted start-up workshops for new ministries
- Identifying and defining data system for tracking religious professionals with marginalized identities
- UUA staff training and partnership (TBD: use of volunteers, adjuncts or “rapid response team”)
- Direct support (retreats, trainings, trauma response, grants)



III. Advancing Our Values

- a) Implement new prophetic public ministry strategy in close partnership with front-line activists, and promote healthy justice practices and advance intersectional priorities.
- b) Develop cross-department strategy for creating engaging, multimedia content to advance UU values



Prophetic public ministry strategy

ENDS: 1.4

METRICS: Partner group assessment, growing UU engagement

- Key intersectional priorities
 - Criminalization and racial justice
 - Climate justice and indigenous sovereignty
 - Gender-based and LGBTQ equity
 - Engagement with the 2018 election cycle
- Responsiveness in organizing and communications
- Promoting effective and ethical justice work
- Developing an “organizing team” on UUA staff



IV. Organizational Change

- Empower the Organizational Change Design Team
- Collaborate with the UUA Board of Trustees on mission and vision conversations with leaders at all levels
- Support the UUA Commission on Institutional Change
- Financial commitment (\$5.3 m) to Black Lives of UU



Organizational Change Design Team

ENDS: 1.0

METRICS: Staff diversity, staff culture assessment

- Charge to the team (opening retreat Oct 16-17):
 - Dismantling white supremacy in workplace culture
 - Ensuring UUA staff have the skills they need
 - Stories and experiences are communicated internally and externally
- Members: Taquiena Boston (convener), Anna Bethea, Jennica Davis-Hockett, Sharon Ditmar, Alicia Forde, Rosemary Ouellet, Sunshine Wolfe



uua.org

Communications Linkage Working Group 2017-18 Year in Review

Team Members: Sarah Dan Jones (Convener), Christina Rivera, Tim Atkins

Working Group (WG) was asked by Co-Moderators to:

- Meet and discuss:
 - evaluation and review of previous year - what did we accomplish, what fell by wayside and why
 - plan draft plan for upcoming year- where are we, what needs to happen, and our needs for coming year

Previous Year

- January 2018 Board meeting at Highlander and local congregations: Linkage was very successful and WG members played a significant role in the planning of the linkage events
- Overall throughout the year our meeting together was not consistent and this is probably the result of a lack of a charge to the group
- Facebook and UUA website continued to be our most used channels of communication (remembering that communication and linkage are NOT the same)
- Facebook:
 - Most successful posts were those that made us personal to the UU community
 - Posts analytics:
 - 5.1k Board response to COIC report
 - 3.6k Link to COIC report
 - 2.7k Link to Promise and Practice
 - 2.5k Pic of Tim, Greg and Chris at LREDA Fall Con
 - 2.0k Link to UU World article: Board meeting for Fall Retreat
 - 1.8k Pic of Youth Observer (Bailey) Bridging at GA
 - 1.3k Share of Appointments Committee invite to serve our faith
 - 1.3k Link to UU World article: Board Statement on 2019 Moderator election
 - 1.2k Link to COIC urging Common Read
 - 1.1k Link to CLFUU about VUU episode with Co-Mods
 - note: out of respect, in the above I omitted stats about posts which referenced Dick's, Denny's and Jim's passings.
- Linkage at GA 2018 – what needs to be done with the results of the conversations?

Upcoming Year

- Questions to be answered:
 - What is the charge to the WG?
 - Who communicates what to the wider UU community (staff, Board)?
 - What is the FB page purpose?

- Ideas for coming year and what is needed:
 - FB Live - open office hours Q&A
 - Trustee volunteers and training
 - FB postings: How the trustees are living our faith
 - Trustees to let us know when they are doing something
 - Getting to know your Trustees
 - UUA Communications team creates profiles of each Trustee
 - Take Linkage questions from GA and create study guide to be done in congregations and then sent back to Board
 - Trustee volunteers to create study guide
 - Staff support to send it out and collect data
 - Trustee volunteers to analyze data and report back to Board
 - Invite Youth Trustees/Observers to do Communications/Linkage and/or be on WG
 - Invitations!
 - More Linkage at GA and/or January Board meeting if offsite

Attachments on following pages: FB analytics

All Posts Published

Reach: Organic / Paid
Post Clicks
Reactions, Comments & Shares

Published	Post	Type	Targeting	Reach	Engagement	Promote
10/06/2018 9:52 AM	 Your UUA board meets next week (Thursday-Saturday)			203	17 17	Boost Event
10/02/2018 7:19 PM	 ¡Felicidades, Jessica! The UUA Board of Trustees welcomes			70	31 10	Boost Post
08/04/2018 2:54 PM	 Co Moderator, Elandria Williams, and Board Trustee, Sarah Dan			83	9 16	Boost Post
08/01/2018 4:40 PM	 "It is with great sadness that we share the news that Dick Jacke,			1K	422 93	Boost Post
07/03/2018 4:14 PM	 Trustee and Secretary of the Association, Christina Rivera,			870	180 136	Boost Post
06/25/2018 9:05 AM	 A beautiful and moving Installation of elected			263	34 26	Boost Post
06/24/2018 3:07 PM	 LREDA being awarded the UUA President's Volunteer Service			245	20 28	Boost Post
06/23/2018 2:58 PM	 UUA Distinguished Service Award recipients, Charles			264	32 25	Boost Post
06/23/2018 11:21 AM	 It passes!! Bailey Saddlemire and Tanner Linden move to alter			580	70 80	Boost Post
06/22/2018 7:34 PM	 The UUA Board of Trustees is so proud of our bridging Youth			317	40 36	Boost Post
06/07/2018 9:31 AM	 In continued preparation for our time in Kansas City at General			243	25 12	Boost Post
05/28/2018 5:57 PM	 Supporting Religious Professionals of Color In Our			373	58 15	Boost Post
05/25/2018 7:37 PM	 If you are attending General Assembly (GA) 2018 this			209	18 10	Boost Post

05/22/2018 7:18 AM	 Join Us at GA! Our theme this year is "All Are Called."			518 	43 27 	
05/07/2018 9:51 AM	Susan Frederick-Gray on "No Time for Casual Faith"			485 	65 28 	
04/20/2018 12:56 PM	 Inspired reports to the UUA board from the administration of			253 	45 12 	
04/20/2018 9:43 AM	 Join us at the Board meeting via live stream! https://www.uua.org			531 	60 25 	
04/20/2018 9:24 AM	 Bailey Saddlemire and Tanner Linden leading the UUA board			283 	31 31 	
04/19/2018 1:29 PM	 The April meeting of the UUA board starts tonight in Boston.			381 	54 23 	
04/10/2018 2:49 PM	UUA Board of Trustees shared a post.			148 	53 5 	
03/27/2018 9:27 PM	 The UUA Board of Trustees met in Executive Session tonight			517 	92 28 	
03/13/2018 2:04 PM	 "We note that many congregations are not engaging			1.2K 	209 52 	
03/02/2018 10:44 PM	 UUA Board of Trustees shared a post.			224 	81 5 	
02/20/2018 5:55 PM	 UUA Board of Trustees response to Commission on			5.1K 	740 47 	
02/10/2018 3:06 PM	 Important update from the UUA Commission on Institutional			3.6K 	620 153 	
02/07/2018 6:05 PM	 Informative article by UU Wold contains link to Board statement			1.3K 	477 36 	
01/21/2018 9:58 PM	 A most successful UUA Board retreat in the foothills of the			324 	54 23 	

01/21/2018 11:18 AM	 Your UUA Board of Trustees is thrilled to worship with the			573		53 42		Boost Post
12/22/2017 10:32 AM	 A moving holiday message from UUA President Susan Frederick-			431		95 20		Boost Post
12/07/2017 3:20 PM	 The UUA Board of Trustees joins with Unitarian			384		130 32		Boost Post
11/07/2017 1:27 PM	 Trustees Gregory Boyd Christina Rivera and Tim Atkins			2.5K		19 23		Boost Post
10/27/2017 9:00 AM	 Many thanks to the hard working UUA staff AND the amazing			378		39 11		Boost Post
10/25/2017 11:42 PM	 Such an honor to work with this fine team of folks!			330		29 13		Boost Post
10/20/2017 10:22 AM	 UUA Board of Trustees shared a post.			419		80 16		Boost Post
10/20/2017 10:21 AM	 The UUA Board of Trustees joins with Unitarian			6.5K		883 363		Boost Post
10/16/2017 8:12 PM	 https://www.facebook.com/CLFUU/posts			1.1K		37 9		Boost Post
10/14/2017 11:30 PM	 Feeling deep gratitude for the inspiring Fall Board retreat			281		8 22		Boost Post
10/13/2017 1:02 PM	 Happy birthday to our Trustees....what better way to			711		20 36		Boost Post
10/12/2017 9:05 AM	Board meets this weekend in Boston for our Fall Retreat.			2K		85 14		Boost Post
10/06/2017 1:00 AM	 UUA Board of Trustees shared a post.			524		1 2		Boost Post
10/04/2017 4:24 PM	 A commitment done in beauty, a promise and practice of our			2.7K		133 51		Boost Post
10/01/2017 2:24 PM	 Join us in service to our Unitarian Universalist faith!			1.3K		35 6		Boost Post

10/01/2017 2:24 PM	 Join us in service to our Unitarian Universalist faith!			1.3K		356		Boost Post
09/28/2017 6:45 PM	 Join the UUA Board of Trustees tonight 8pm EST for our Sept			741		339		Boost Post
09/03/2017 1:14 PM	 UUA Board of Trustees shared a post.			197		238		Boost Post
08/30/2017 4:47 PM	 UU World article on Rev. Jesse Jackson's sermon at TJMC-UU			699		9451		Boost Post
08/30/2017 8:33 AM	 UUA Board of Trustees shared a post.			141		331		Boost Post
08/30/2017 8:27 AM	 UUA Board of Trustees shared a post.			94		163		Boost Post
08/09/2017 2:48 PM	UUA Board of Trustees shared a post.			273		5517		Boost Post
07/17/2017 10:01 PM	 Highlights of the UUA Board of Trustees meeting tonight •			542		9019		Boost Post
07/17/2017 11:59 AM	 Your UUA Board of Trustees welcomes Carey McDonald to			834		21053		Boost Post
06/24/2017 6:52 PM	 UUA Board of Trustees is so proud of bridging Youth Observer			1.8K		3831		Boost Post
06/24/2017 12:46 AM	 UUA Board of Trustees is honored that these six			387		6217		Boost Post
06/17/2017 5:43 PM	 The UUA Board of Trustees is seeking nominations for an			175		242		Boost Post
06/10/2017 10:15 AM	 You can participate live or live stream. http://www.uua.org			525		4630		Boost Post
06/05/2017 4:57 PM	 http://www.uua.org/uuagovernance/board			2.1K		258117		Boost Post

Daily data is recorded in the Pacific time zone.

1W 1M 1Q



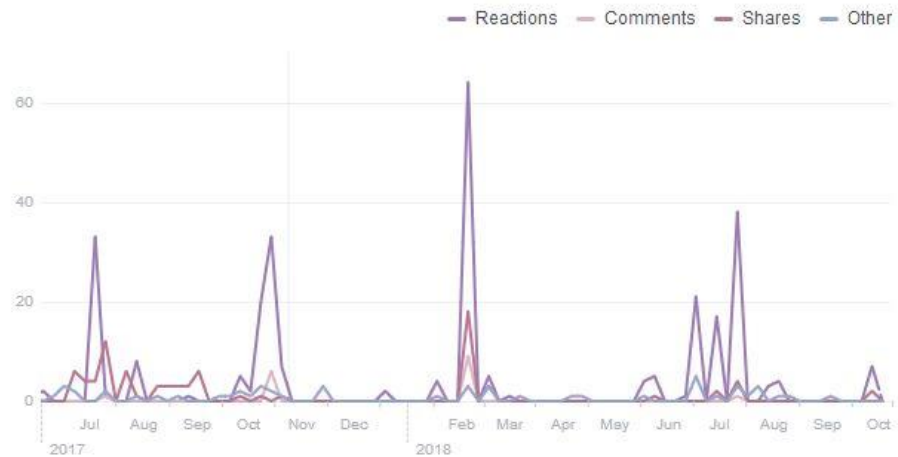
Post Reach

The number of people who had any posts from your Page enter their screen.



Reactions, Comments, Shares, and More

These actions will help you reach more people.



BENCHMARK

Compare your average performance over time.

Reactions

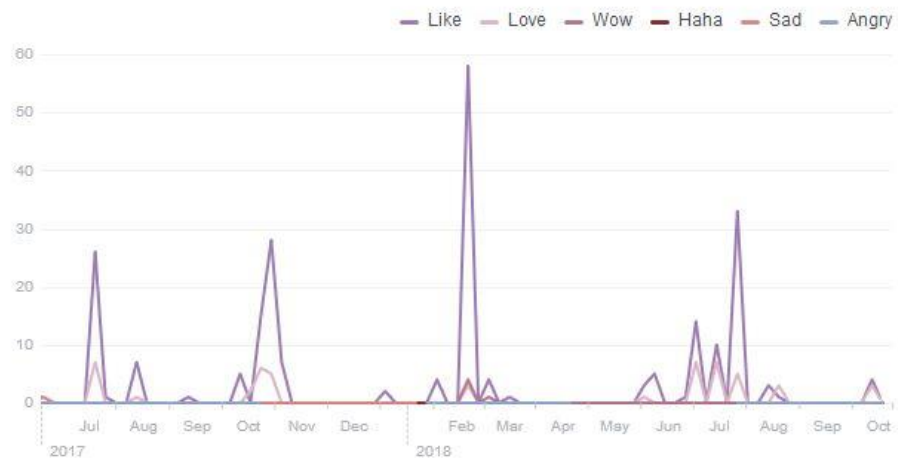
Comments

Shares

Other

Reactions

Likes and other ways people react to your Page posts.



BENCHMARK

Compare your average performance over time.

Like

Love

Wow

Haha

Sad

Angry

Youth Empowerment Working Group Report

Kathy Burek

- Working group meetings evaluations, review, and plan draft plan for upcoming year-
 - **Youth Empowerment Working Group**
 - Where are we?
 - Inactive
 - What needs to happen
 - With Bailey no longer on the Board, we need another Youth (or both) on this group
 - What did we accomplish?
 - Bailey and I had a conversation at the January Board retreat. I think Debra Gray Boyd and Bart Frost also took part.
 - Bailey and I recommended re-instituting a Board/Youth Caucus session called “World Café” that the UUA Board did several years ago as a linkage exercise.
 - What fell by the wayside and why
 - Unfortunately, I couldn’t find my notes from 2012-13, and the suggestion was never discussed further.
 - Draft plan
 - I do not think I should develop a plan without input from our Youth members
 - Needs for upcoming year
 - More people engaged, including perhaps Bart Frost, the GAPC, and the Youth Caucus Deans relative to Board/Youth linkage at GA

Report of the Financial Advisor - October, 2018

The diligent work of the Investment Committee, SRI Committee, Health Plan Board and Retirement Plan Committee continued over the summer. The work of all four Committees continued to focus on opportunities to promote anti-racism and anti-oppression and to challenge the status quo. Within the Investment and SRI Committees this focus was evident in both policy discussions as well as review of investment opportunities. Within the Retirement Plan Committee this was evident in the revised formula for cost sharing and within the Health Plan Board within discussions of Plan benefits and opportunities to improve the Plan and make it more broadly accessible. These Committees and Board are all staffed with knowledgeable professionals dedicated to our faith movement and its justice seeking for all.

I am grateful for the strength and effective functioning of the Committees and comfortable with my responsibilities within each group. I am less comfortable with my service on this Board. I recognize the critical nature of the difficult leadership work in which the Board has been engaged; such essential work does not supplant the Board's critical oversight function for the financial health of the Association in key areas such as the annual budget, fundraising, long term financial and strategic planning or reporting. I do not see that the Board has the capacity, from various measures, to engage such work in a meaningful way. As such, I believe the Board should re-establish a Finance Committee to ensure its fiduciary duty in these critical areas is met consistently over time.

I recommend such a Finance Committee be comprised of the Financial Advisor, Financial Secretary and Treasurer of the Association, with 3 additional members, one of whom may also be a Board member, if appropriate. The additional members should have a decade or more of professional responsibility for financial management or oversight and a CPA, MBA or equivalent experience.



Investment and Socially Responsible Investment Committee's Report to the Board of Trustees

October 6, 2018

Presenters:

Kathleen Gaffney, Chair, UUA Investment Committee

**Kathy Mulvey, Chair, UUA Socially Responsible Investment
Committee**



Agenda

- Introduction to the Committees
- Overview of UU Common Endowment Fund
- Investment Performance
- Asset Allocation
- Current Initiatives



Introduction – Investment Committee

Kathleen Gaffney, Chair,

- Vice President of Eaton Vance Management, Co-Director of Diversified Fixed Income and lead portfolio manager for Eaton Vance's multisector bond strategies. She joined Eaton Vance in 2012. Kathleen began her career in the investment management industry in 1984. Before joining Eaton Vance, Kathleen was a Vice President of Loomis, Sayles & Company and portfolio manager for its fixed-income group, managing a variety of mutual funds and institutional strategies. Kathleen earned a B.A. (Cum Laude) in Economics from the University of Massachusetts, Amherst. She is a CFA charterholder since 1990 and a member of the Institute of Chartered Financial Analysts as well as the Boston Security Analysts Society where she is currently serving on the Board of Directors. Kathleen has been a member of the Unitarian Universalist Area Church at First Parish in Sherborn since 2003 and has served as a Trustee for the UUAC Endowment Fund and President from 2011 to 2013.

John LaPann

- Federal Street Advisors' Founder, John LaPann, brings more than 30 years of high level investment and planning experience to his role as Chairman. An acknowledged industry leader, John was recently ranked as one of the nation's top 30 independent financial advisors by Barron's and was selected by Wealth Manager magazine as the top wealth manager in the country in 2008. He received a BA from Williams College and a Masters degree from the State University of New York in Albany. Before founding Federal Street, he served as Senior Vice President of Gannett, Welsh & Kotler after seven years as Vice President of Pell, Rudman & Company. Currently he serves on the investment committee of the Unitarian Universalist Service Committee, and is trustee of several individual and charitable trusts. After serving two years as President of the Board for Casa Myrna Vazquez, he is currently Chairman of their advisory board.



Brian Lasher

- Until recently, Brian was Chief Investment Officer and member of the Board of Directors of RueOne Investments (www.rueone.com). RueOne is an alternative asset manager that offers a la carte direct investments, not funds, to institutions and qualified investors on a deal by deal basis. For more than 20 years, Brian has developed innovative and successful investment strategies in the asset management and corporate real estate industries. Previously, he was Principal at Federal Street Partners, a hedge fund of funds and advisor, where he led portfolio management and research in the Americas for institutional and high-net-worth portfolios. Brian was also a Managing Director and investment committee member at Aetna Capital Management, an investment spin-off from the Fortune 50 insurance company. For over a decade, he worked for the A. Alfred Taubman family office, a Forbes 400 family, providing due diligence and continuing evaluation of both direct and fund investments across a broad range of asset classes, strategies, and geographies. Earlier in his career, he directed financing for Taubman Centers, the regional shopping mall REIT and from 1989 to 1991 he pursued real estate development and construction management in Boston and the surrounding areas. Brian holds an MBA in Investment Management and Finance from the Columbia Business School and a Bachelor of Science in Mechanical Engineering from the Massachusetts Institute of Technology (MIT). Brian has been a member of the Birmingham (MI) Unitarian Church and The Universalist Church of West Hartford. Currently, he is a member of the Endowment Committee for The Unitarian Church in Westport.



Ken Redd

- Senior Director, Research and Policy Analysis at the National Association of College and University Business Officers (NACUBO). At NACUBO, Ken directs the annual survey of college and university endowments and other studies on higher education finance issues. He came to NACUBO in 2008 from the Council of Graduate Schools. Previously, he was Director of Higher Education Research at the USA Group Foundation and Director Research and Policy Analysis at the National Association of Student Financial Aid Administrators. In addition to his professional work, Ken is also a Senior Fellow at the University of Georgia Institute of Higher Education. Ken also serves on the advisory board of the Frank Batten Scholl of Public Policy at the University of Virginia and the Alumni Society Board of the Hubert H. Humphrey School of Public Affairs, University of Minnesota. Ken has a master's degree in public affairs from the Hubert H. Humphrey School of Public Affairs, University of Minnesota, and a bachelor's degree in English and Political Science from Tufts University, Medford, MA.



Introduction – Socially Responsible Investment Committee

Kathy Mulvey, Chair

- A lifelong UU, Kathy Mulvey is a member of All Souls Unitarian in Washington, DC. She served on the Board of Trustees and on the Third Century Challenge committee that led the congregation's capital campaign fundraising. Kathy has worked with socially responsible investors and shareholder activists on a range of public health, human rights, environmental, social and economic justice issues over the past quarter century. She is currently Accountability Campaign Manager and Advocate at the Union of Concerned Scientists. In this role, she leads strategic development of UCS's climate corporate accountability campaign, guides engagement with corporate targets, builds national and international coalitions and mobilizes experts and supporters. From 2012-2015, Kathy directed EIRIS Conflict Risk Network of institutional investors. She worked with public pension funds, university endowments, asset management firms, foundation, faith-based and socially responsible investors calling on companies to support peace and stability in areas affected by genocide and mass atrocities, including Sudan and Burma/Myanmar. From 1989-2009, Kathy served on the staff of Corporate Accountability International (formerly Infact), guiding dramatic growth in programs, budget and staffing her tenure as Executive Director. Under her leadership, Corporate Accountability International's campaign challenging Big Tobacco contributed to the adoption of the World Health Organization's (WHO's) groundbreaking global tobacco treaty.



Vonda Brunsting

- A member of the First Unitarian Congregational Society of Brooklyn congregation. She works as the Director of the Capital Stewardship Program, Service Employees International Union (SEIU). The Capital Stewardship Program interfaces with the capital markets on behalf of SEIU's two million members, who work in health care, property services and public services. Ms. Brunsting trains and supports the SEIU trustees who represent beneficiaries at the public and TaftHartley pension funds. In addition, she founded the Trustee Leadership Forum for Retirement Security at the Harvard Initiative for Responsible Investment and serves on the Board of the Responsible Endowments Coalition. Prior to joining SEIU, Ms. Brunsting worked as a community organizer in Chicago, New York and Boston. She received her BA from Calvin College and holds a Masters degree in Public Policy from the University of Chicago

Kristin Faust

- President of Neighborhood Housing Services of Chicago, Inc. She came to NHS with more than 25 years of experience in community development finance serving the private, public, and non-profit sectors. Her previous role was Director of Lending & Network Services at Partners for the Common Good, based in Washington, DC. Prior to that, Kristin served as President of the Enterprise Community Loan Fund, where she substantially grew the organization. As Chief Deputy Treasurer for California State Treasurer Philip Angelides, she led efforts regarding state wide Low Income Housing Tax Credit (LIHTC) transactions. Prior to working on either coast, Kristin spent 15 years in community development banking in Chicago.



Julie Skye

- Ms. Skye joined Mariner Wealth Advisors in 2014 as a senior wealth advisor. She has over three decades of experience in the financial services industry. Julie combines her experience with her passion for Values Based Investing as she works with families, nonprofits and endowments. Her knowledge of research-based best practices allows her to focus on strategic planning and investment policy design for families and organizations. She also has extensive experience in retirement plan participant education. Previously, Julie was a portfolio manager for both Pinnacle Investment Advisors and Heritage Trust. She holds a bachelor's degree in finance and a master's degree in organizational change from the University of Tulsa. She has also passed the Series 65 exam. Julie is on the board of Smart Growth Tulsa and Tulsa Interfaith Alliance. She co-chairs the All Souls Green Team and is a member of the City of Tulsa Human Right's Compassionate Tulsa initiative. She was recently appointed to Mayor Bynum's Community Policing Commission and is joining Sheriff Regalado's Citizen's Jail Oversight Committee. She is a member of The Tulsa Chamber of Commerce's Diversity and Inclusion initiative, Mosaic. A devoted gardener, she is a Linnaeus Master Gardener, and recently started a community garden for the South Tulsa Community House.

Pat Tomaino

- Pat leads Zevin's corporate engagement program, analyzing portfolio companies and pushing them to address critical environmental, social, and governance risks. To that end, Pat dialogues with executives, builds coalitions with NGO's and peer firms, and files shareholder proposals on behalf of our clients. He also identifies emerging sustainability issues and oversees proxy voting. For several years, Pat was Senior Analyst on the responsible investing team of F&C Asset Management, where he led the U.K. firm's work in Latin America and Canada. He has held research roles for several progressive groups, including Senator Elizabeth Warren's 2012 campaign and the Service Employees International Union (SEIU). Pat recently completed a fellowship as a public radio producer for WBUR's Open Source with Christopher Lydon. A graduate of Harvard College, Pat is interested in racial justice, economic inequality, and labor rights in the U.S.



What is the UUCEF

The UUCEF is a professionally managed, diversified investment fund, offered by the Unitarian Universalist Association (“UUA”) to manage the assets of congregations, districts and other UU-related organizations (congregations, districts and UU-related organizations are collectively referred to below as “UU Congregations”).

Established in 1962 as a common investment fund, assets of the UUCEF are currently held in US and international equities, domestic and global fixed income securities and other holdings intended to provide broad diversification.

The UUCEF’s goals are to provide:

- Growth in the value of invested assets
- Sustainable distributions for congregational support

In order to reach these goals, the UUCEF has the following investment objective: achieve consistent returns within a moderate risk tolerance over the long term, sufficient to allow Congregations to take regular distributions and maintain the value of principal after adjustment for inflation and after all expenses.

It pursues this goal through diversification among asset classes (large cap equities, small cap equities, fixed income, high-yield fixed income, global asset allocation funds, and hedge funds), geography (U.S., international developed markets and emerging markets) and investment managers (the UUCEF currently uses 15 money management firms, each with its own specialty, which are referred to herein as “Investment Manager(s)”).

Investing in the Fund can relieve an organization of the responsibilities of investment management and move that task to professional managers and advisors, whose work is directed and monitored by a team consisting of the UUA Board of Trustees (“Board”), the UUA Investment Committee (“Investment Committee” or “IC”), the UUA Committee on Socially Responsible Investing (“CSRI”) and the UUA staff.

The Fund brings investors an added dimension — an active program of Socially Responsible Investing (“SRI”), which focuses on making investment decisions that reflect UU values and contribute to positive social and environmental change. The Fund’s SRI goals are realized by work in four areas: Shareholder advocacy, proxy voting, community investing and investment screening through stock selection.



Why Invest in the UUCEF

The UUCEF is an alternative for UU Congregations that currently manage or direct the investment of their own assets. The Fund is more than a single investment option – it is an investment program that implements a range of key tasks that may be challenging (and costly) for any single UU Congregation to perform on its own. Under oversight of the Board, the Investment Committee selects professional outside advisors and Investment Managers. Collectively, these groups and individuals work to:

- Set investment policies and operating procedures with ethical standards that are aligned with UU values
- Determine asset allocation targets
- Select and monitor investment managers
- Utilize UU committee members for guidance, several of whom are investment professionals
- Receive oversight from the UUA Financial Advisor and the UUA Treasurer
- Report to the Board, as fiduciary of the Fund
- Regularly rebalance the Fund to maintain its strategic asset allocation targets
- Insure that the books and records of the Fund are audited by a major accounting firm

Service capabilities are built around the needs of UU Congregations, such as:

- Ability to segregate restricted and unrestricted funds
- Distribution payments each quarter, if requested
- Flexible annual distribution rates: 0% to 6%
- Quarterly statements and performance reports
- Monthly statements and performance reports posted on line
- Quarterly conference calls
- Regular communications
- Commitment to responsive, high quality service from dedicated UUA staff



By-laws of the UU Common Endowment Fund

The Unitarian Universalist Association (UUA) is an association of churches incorporated in the Commonwealth of Massachusetts. In the course of its activities, the UUA receives gifts, trusts, and endowments that require investment management. These funds, together with other funds invested by Unitarian Universalist (UU) congregations and other UU organizations, are managed collectively in the Unitarian Universalist Common Endowment Fund, LLC (UUCEF).

Eligible Investors

The UUCEF may accept investments from the following: 1) The UUA; 2) Unitarian Universalist (UU) congregations in good standing; 3) UUA districts and regions; 4) UU Related Organizations, specifically Associate Member Organizations, Sponsored Organizations, Professional Organizations, Theological Schools, Independent Affiliate Organizations (and their member organizations), and International Organizations; and 5) Other UU organizations approved by the UUA Board of Trustees following application to the Treasurer.

Mission and Investment Objective

The mission of the UUCEF is to provide investors with competitive, long term investment results which are earned in a manner compatible with the values of Unitarian Universalism. The investment objective of the UUCEF is to achieve consistent returns within a moderate risk tolerance, sufficient to allow investors to take regular distributions and maintain the value of principal after adjustment for inflation and after all expenses. The UUCEF's goal is to achieve investment performance that is superior to what each investor could achieve independently.



The UUCEF shall operate in a manner which upholds the highest standards of fiduciary management. The UUCEF shall use a fully independent third party consultant to provide research and analysis to inform the fund's investment decisions, and shall consider proven socially responsible investment options. A disciplined and rigorous process, a focus on socially responsible investments, and maximum transparency shall serve as the basis for the UUCEF's operations. The UUCEF shall hold itself accountable by considering inputs carefully and measuring outcomes against both relevant investment benchmarks as well as widely accepted standards for socially responsible investment.

Investment Committee

The Investment Committee of the UUCEF shall consist of the Financial Advisor, the Treasurer, and five other persons appointed by the UUA Board of Trustees (including one who is designated to serve as chair), with the following qualifications: 1 Four persons who have direct professional institutional investment experience. This experience would typically be gained as an investor, consultant, money manager, or lawyer specializing in institutional fiduciary issues for an organization with assets at least as large as those of the UUCEF. Responsibilities of the Investment Committee The provisions of the UUA Conflict of Interest Policy, Whistleblower Policy, and all other policies applicable to committees appointed by the UUA Board of Trustees shall apply to the Investment Committee. One person who has experience with endowment management in an organization that invests in the UUCEF, and who has knowledge of UUA priorities, programs, and communities, as well as of socially responsible investment practices, and who is a member of the UUA Socially Responsible Investment Committee. The Financial Advisor and the Treasurer shall serve as long as they hold such office. The other members of the Investment Committee shall be appointed by the UUA Board at its first meeting following the regular General Assembly in each year, and shall serve for terms of two years and until their successors are appointed and qualified, subject to a limit of eight years of service. Terms shall end at the close of the regular General Assembly in each year, with approximately half of the terms expiring in even-numbered years and half in odd-numbered years.



Responsibilities of the Investment Committee

The Investment Committee shall, subject to the requirements of these bylaws and of the Operating Agreement, adopt all policies necessary for the operations of the UUCEF. The Committee shall review and approve the Investment Information Memorandum and other materials used in connection with the UUCEF.

Applicable Policies

The provisions of the UUA Conflict of Interest Policy, Whistleblower Policy, and all other policies applicable to committees appointed by the UUA Board of Trustees shall apply to the Investment Committee.

Expense Reimbursement

The UUCEF shall reimburse the UUA for expenses incurred by the UUA on the UUCEF's behalf, such as investment management, custodial services, proxy voting, an annual audit, and investment consultants. The UUCEF shall pay an administrative fee to reimburse the UUA for the expenses incurred by the UUA in its administration of the UUCEF, including but not limited to a) part (and in certain instances all) of the salaries of the Treasurer, other professional and support personnel; b) general and administrative costs such as telephone, information technology services, website design and maintenance, general liability insurance, and occupancy costs. The administrative fee shall be calculated using a formula, approved by the UUA Board, based on an estimate of the UUA's actual costs. Initially, the annual reimbursement formula shall be 0.20% of the beginning asset balance of the UUCEF. The Treasurer shall review the reimbursement formula as needed, but at least once every five years, and shall recommend to the Board of Trustees if a change is warranted.



Incorporation of UU Values

The UUCEF shall be managed in a manner consistent with UU values as well as the achievement of return and risk objectives. The Investment Committee is responsible for balancing these occasionally competing objectives in the best interests of the UUCEF. The UUA is committed to an investment program which utilizes tools of socially responsible investment (SRI) to optimize the alignment of its financial assets with its values. As practical, every search for professional investment managers shall include at least one firm with expertise in SRI in the asset class under review. Unitarian Universalist values that shall inform investment decisions have been expressed in General Assembly resolutions and Statements of Immediate Witness, Board resolutions, and the UUA's Principles and Purposes. The Investment Committee and the UUA Board's Socially Responsible Investment Committee shall develop an ongoing process to assess the effectiveness of the UUA's SRI policies and practices. The committees shall also assist staff in developing coalitions (among Unitarian Universalist and other like-minded organizations, both faith-based and secular) to achieve SRI goals, and to expand services to member congregations and individual UUs regarding SRI practices that embody UU values.

Community Investments

Community investment in areas underserved by traditional sources of financing is an important component of a socially responsible investment program. Approximately 1% of the assets of the UUCEF shall be invested in community investments. The Investment Committee shall encourage congregations to invest their own funds in community investments.



Reporting

At least once every two years, the Investment Committee and the Socially Responsible Investment Committee shall jointly report to the Board of Trustees and UUCEF, LLC investors. The report shall discuss the performance of the UUCEF, LLC, including its success in meeting its return, risk, and SRI objectives.

The Treasurer shall post on the UUA website:

- an annual report on the performance of the UUCEF, LLC,
- a schedule of UUCEF, LLC investments (including community investments) as of the end of each fiscal year,
- agendas and minutes of the Investment Committee,
- governing documents of the UUCEF, LLC, and
- policies and guidelines adopted by the Investment Committee.

Investment Committee Operations

The Investment Committee is responsible for establishing the frequency, duration, and agenda of its meetings, and its procedures for the recording and publication of minutes, in the context of UUA practices to transparency and accountability.

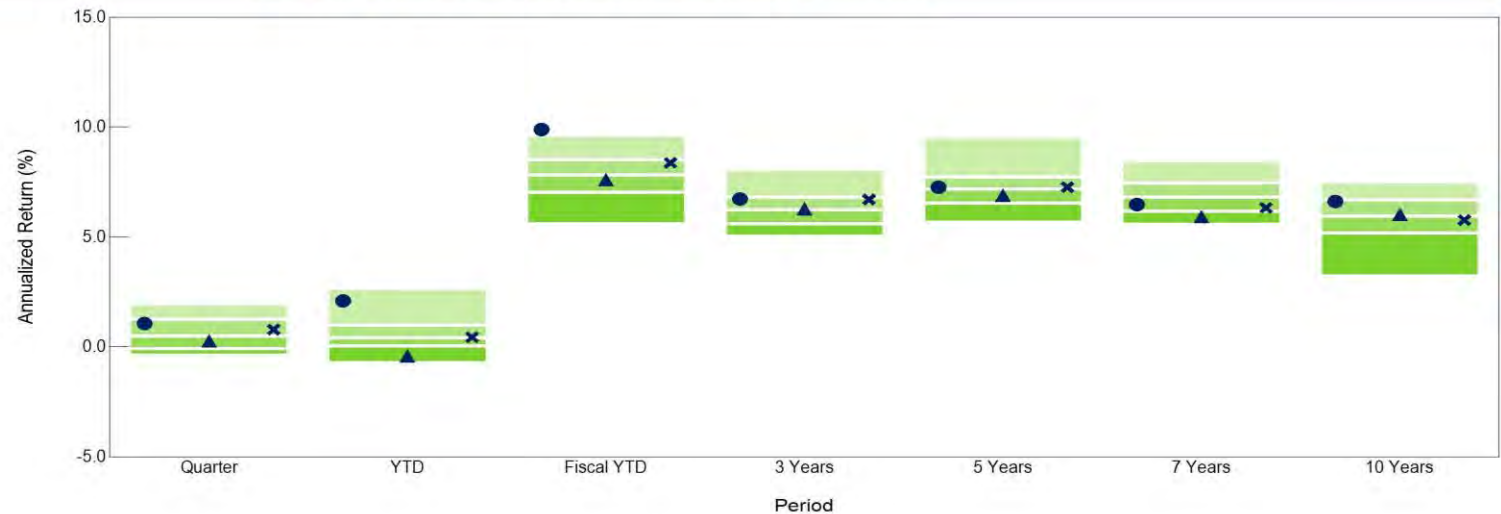


The UUA and Socially Responsible Investing (SRI)

- Three strategies:
 1. Advocacy –using the rights of ownership to influence companies
 2. Security selection –negative screening, positive selection, manager selection
 3. Impact –community investments, micro finance, market rate impact investments

TOTAL FUND RETURN VS PEER UNIVERSE - GROSS

Composite vs. InvestorForce All Endowment \$50mm-\$250mm Gross



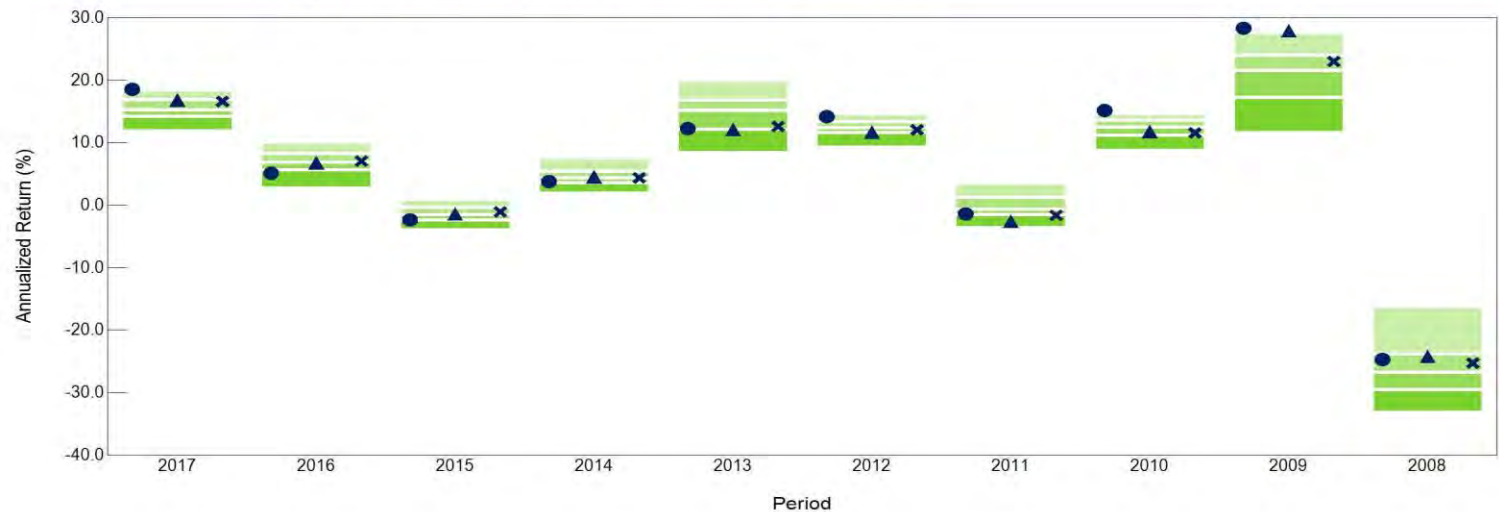
	Return (Rank)													
5th Percentile	2.0	2.7	9.6	8.1	9.5	8.5	7.5	7.5						
25th Percentile	1.3	1.0	8.5	6.8	7.7	7.5	6.7	6.7						
Median	0.5	0.4	7.9	6.2	7.2	6.8	6.0	6.0						
75th Percentile	-0.1	0.1	7.0	5.6	6.5	6.2	5.2	5.2						
95th Percentile	-0.4	-0.7	5.6	5.1	5.7	5.6	3.2	3.2						
# of Portfolios	39	38	38	38	35	32	32							
● Composite	1.1	(32)	2.1	(11)	9.9	(5)	6.7	(26)	7.3	(49)	6.5	(66)	6.6	(36)
▲ Allocation Index	0.3	(55)	-0.4	(91)	7.6	(58)	6.3	(49)	6.9	(61)	5.9	(86)	6.0	(45)
× Policy Index	0.8	(41)	0.4	(50)	8.4	(31)	6.7	(27)	7.3	(49)	6.3	(69)	5.8	(55)



June 30, 2018

TOTAL FUND RETURN VS PEER UNIVERSE - GROSS

Composite vs. InvestorForce All Endowment \$50mm-\$250mm Gross



	Return (Rank)									
5th Percentile	18.4	10.1	0.9	7.5	19.9	14.6	3.6	14.6	27.6	-16.3
25th Percentile	17.0	8.3	-0.3	5.5	16.9	13.4	1.3	13.7	24.1	-23.8
Median	15.3	6.9	-1.5	4.4	15.2	12.5	-0.6	12.5	21.6	-26.7
75th Percentile	14.2	5.7	-2.3	3.6	12.2	11.7	-1.5	11.2	17.3	-29.4
95th Percentile	11.9	2.8	-3.9	2.0	8.4	9.4	-3.6	8.8	11.6	-33.1
# of Portfolios	76	79	80	90	81	83	82	77	75	71
● Composite	18.5 (5)	5.1 (84)	-2.4 (76)	3.8 (74)	12.3 (74)	14.2 (11)	-1.4 (73)	15.2 (3)	28.3 (5)	-24.7 (31)
▲ Allocation Index	16.8 (27)	6.8 (54)	-1.4 (49)	4.5 (46)	12.1 (76)	11.7 (74)	-2.6 (88)	11.8 (65)	27.9 (5)	-24.2 (27)
× Policy Index	16.6 (32)	7.0 (48)	-1.1 (41)	4.4 (52)	12.6 (70)	12.1 (66)	-1.6 (79)	11.6 (67)	23.0 (36)	-25.3 (37)



June 30, 2018

UNITARIAN UNIVERSALIST ASSOCIATION

As of August 31, 2018

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Composite (Gross)	193,697,903	100.0	100.0	0.8	2.7	4.9	10.1	9.3	7.5	7.5	7.0	7.4	Jul-02
Allocation Index				0.8	2.6	2.2	7.7	8.6	7.2	7.1	6.5	6.9	Jul-02
Policy Index				0.9	2.6	3.0	8.7	9.0	7.5	7.4	6.2	--	Jul-02
Composite (Net)	193,697,903	100.0	100.0	0.7	2.5	4.1	8.9	8.1	6.3	6.4	5.9	6.3	Jul-02
Allocation Index				0.8	2.6	2.2	7.7	8.6	7.2	7.1	6.5	6.9	Jul-02
Policy Index				0.9	2.6	3.0	8.7	9.0	7.5	7.4	6.2	--	Jul-02
Domestic Equity Composite	62,492,426	32.3	29.0	4.3	6.8	16.8	25.7	16.4	14.3	15.9	13.2	11.0	Jul-02
Russell 3000				3.5	6.9	10.4	20.2	15.9	14.3	15.5	10.9	9.4	Jul-02
Rhumbline	21,013,107	10.8	10.5	1.2	5.6	5.8	16.4	14.4	12.1	14.0	9.4	7.7	Aug-05
Russell 1000 Value				1.5	5.5	3.7	12.5	12.3	11.2	13.7	8.9	7.5	Aug-05
Sands	21,746,451	11.2	10.5	5.7	6.4	28.7	32.9	20.2	17.2	18.4	16.3	12.9	Dec-03
Russell 1000 Growth				5.5	8.6	16.4	27.2	19.3	17.5	17.3	12.8	10.3	Dec-03
Wellington SMID	9,015,673	4.7	4.0	3.3	6.4	11.7	22.0	--	--	--	--	13.3	Apr-16
Russell 2500 Value				2.3	4.3	7.4	17.4	13.7	11.4	13.7	9.9	16.2	Apr-16
Kennedy Capital	10,717,195	5.5	4.0	9.1	10.7	20.2	--	--	--	--	--	20.2	Jan-18
Russell 2000 Growth				6.2	8.1	18.5	30.7	16.4	14.2	15.9	11.6	18.5	Jan-18
International Equity Composite	55,048,448	28.4	25.0	-0.8	1.6	-0.4	5.5	9.1	5.4	4.8	2.3	6.0	Jul-02
MSCI ACWI ex USA				-2.1	0.2	-3.5	3.2	8.1	5.4	5.4	3.4	6.9	Jul-02
MFS International Concentrated	16,683,866	8.6	7.0	0.0	2.9	3.4	10.4	10.6	7.5	--	--	7.2	Apr-13
MSCI EAFE				-1.9	0.5	-2.3	4.4	7.0	5.7	6.6	3.7	5.8	Apr-13
Boston Common	15,240,289	7.9	7.0	-1.0	0.9	-0.9	5.0	8.3	5.8	6.6	--	5.9	May-10
MSCI EAFE				-1.9	0.5	-2.3	4.4	7.0	5.7	6.6	3.7	5.8	May-10
Baxter Street	10,628,938	5.5	5.0	1.2	1.7	2.4	6.2	--	--	--	--	12.2	Apr-16
MSCI ACWI ex USA				-2.1	0.2	-3.5	3.2	8.1	5.4	5.4	3.4	11.0	Apr-16
RBC Global Emerging Equity	12,495,355	6.5	6.0	-3.0	0.7	-6.6	-0.4	--	--	--	--	9.4	Jul-16
MSCI Emerging Markets				-2.7	-0.6	-7.2	-0.7	11.4	5.0	2.8	3.4	14.1	Jul-16



UNITARIAN UNIVERSALIST ASSOCIATION

As of August 31, 2018

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Fixed Income Composite	41,230,824	21.3	20.0	-1.1	-0.2	-2.1	-2.0	2.0	2.6	3.1	4.9	4.2	Jul-02
BBgBarc US Aggregate TR				0.6	0.7	-1.0	-1.0	1.8	2.5	2.2	3.7	4.2	Jul-02
Brandywine Global Opportunistic	9,304,507	4.8	5.0	-3.0	-1.8	-4.9	-5.7	--	--	--	--	2.3	Mar-17
Citi WGBI				-0.2	-0.6	-1.5	-1.7	2.3	0.8	-0.2	2.2	2.9	Mar-17
Loomis Multi Sector	9,483,815	4.9	5.0	-0.2	0.8	-0.8	0.4	--	--	--	--	2.9	Mar-17
BBgBarc US Govt/Credit TR				0.7	0.7	-1.2	-1.3	1.9	2.5	2.3	3.8	1.1	Mar-17
Franklin Templeton GMS	5,373,996	2.8	3.0	-4.6	-1.2	-3.8	-3.5	--	--	--	--	-2.0	Mar-17
BBgBarc Multiverse				0.0	-0.1	-1.6	-1.4	2.7	1.5	0.9	2.9	2.7	Mar-17
Breckinridge - Corporate	9,814,900	5.1	5.0	0.6	0.7	-0.2	-0.6	1.5	--	--	--	1.6	Nov-14
BBgBarc US Govt/Credit Int TR				0.6	0.6	-0.4	-1.0	1.3	1.8	1.7	3.0	1.3	Nov-14
Breckinridge-Treasury	3,701,201	1.9	2.0	1.6	0.0	-3.4	-3.7	--	--	--	--	1.4	Mar-17
BBgBarc US Treasury Long TR				1.6	0.1	-2.9	-2.8	2.3	5.1	4.2	5.8	2.2	Mar-17
Loomis Sayles Strategic Alpha	3,552,406	1.8	0.0	-0.5	0.3	1.2	2.7	2.6	--	--	--	2.0	Aug-14
BBgBarc US Aggregate TR				0.6	0.7	-1.0	-1.0	1.8	2.5	2.2	3.7	1.9	Aug-14
3-Month LIBOR + 3%				0.4	0.9	3.5	5.0	4.3	3.9	3.7	3.7	4.0	Aug-14
Opportunistic Investments	26,330,964	13.6	20.0	-1.1	0.6	-0.8	3.2	4.6	3.9	4.2	--	--	Jan-08
CPI + 5% (Unadjusted)				0.5	0.9	5.7	7.8	7.0	6.6	6.6	6.5	6.8	Jan-08
GMO Benchmark Free Allocation Fund	19,320,727	10.0	10.0	-1.1	0.2	-1.4	1.2	4.5	3.4	4.3	4.6	4.0	Jan-08
65% MSCI ACWI (Net) / 35% BBgBarc Aggregate				0.7	2.7	1.9	7.0	8.3	7.2	7.4	6.0	4.7	Jan-08
CPI + 5% (Unadjusted)				0.5	0.9	5.7	7.8	7.0	6.6	6.6	6.5	6.8	Jan-08
Cevian Capital II	6,434,175	3.3	3.0	-1.3	2.0	1.0	10.5	9.4	--	--	--	4.7	Apr-15
HFRX Event Driven Index				0.0	-0.6	-5.0	-4.4	2.6	1.0	2.5	1.2	0.9	Apr-15
MSCI EAFE				-1.9	0.5	-2.3	4.4	7.0	5.7	6.6	3.7	4.6	Apr-15
Entrust Class X	576,062	0.3	2.0	0.0	-0.3	-1.6	-2.7	--	--	--	--	-3.5	Jan-17



UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

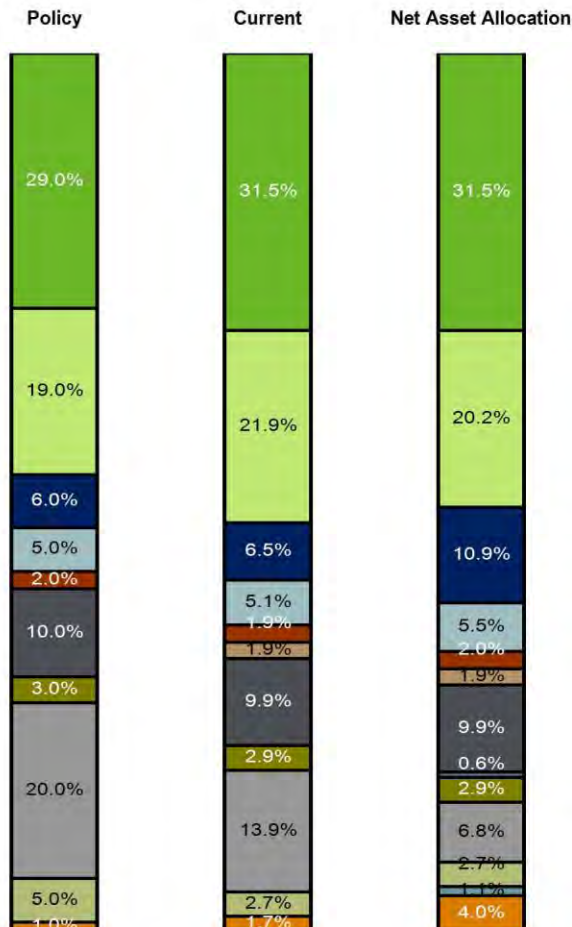
As of August 31, 2018

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Private Markets/Oppportunistic	5,670,278	2.9	5.0	0.1	0.1	4.3	9.9	9.1	--	--	--	8.5	May-14
<i>Private Markets Custom Benchmark</i>				<i>0.0</i>	<i>0.0</i>	<i>10.0</i>	<i>20.7</i>	<i>14.7</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>13.1</i>	<i>May-14</i>
OCP Orchard Landmark	2,203,171	1.1		1.1	1.8	5.8	--	--	--	--	--	10.2	Nov-17
<i>JP Morgan Corporate EMBI Broad TR USD</i>				<i>-0.9</i>	<i>0.5</i>	<i>-2.3</i>	<i>-1.4</i>	<i>5.0</i>	<i>4.8</i>	<i>4.7</i>	<i>6.3</i>	<i>-2.1</i>	<i>Nov-17</i>
FEG Private Opportunities Fund	1,628,207	0.8											
Brockton Capital Fund III	971,488	0.5											
SJF Ventures	396,985	0.2											
Canvas Distressed Credit Fund	470,427	0.2											
Community Development	1,687,166	0.9	1.0	0.0	0.0	0.9	1.1	1.1	1.1	1.3	1.5	1.6	Jul-07
<i>91 Day T-Bills</i>				<i>0.2</i>	<i>0.3</i>	<i>1.2</i>	<i>1.6</i>	<i>0.8</i>	<i>0.5</i>	<i>0.4</i>	<i>0.3</i>	<i>0.6</i>	<i>Jul-07</i>
Cash	1,237,797	0.6	0.0										

- Fiscal Year End: 6/30
- GMO Benchmark Free Allocation Fund from May 2013 onwards; prior to May 2013, returns are for the GMO Global Balanced Fund.
- Private Markets Custom Benchmark consists of Cambridge Associates US Private Equity Index prior to 4/1/2015 and Cambridge Associates Global All Private Equity Vintage Year 2013+ 1 Qtr Lag benchmark post 4/1/2015.
- Private equity is valued on a quarterly basis and updated as statements are recieved.
- Cash Market Value includes \$434,306.87 adjustment for pending capital additions into the UUA Endowment Fund.
- Net returns for the UUCEF Composite incorporates both investment management fees and UUA administrative fees/expenses.



TOTAL FUND ASSET ALLOCATION VS. POLICY



Asset Allocation vs. Target						
	Current	Policy	Current	Policy Range	Within Range	Net Asset Allocation
Equity - Domestic	\$59,918,458	29.0%	31.5%	22.0% - 36.0%	Yes	31.5%
Equity - International	\$41,738,694	19.0%	21.9%	14.0% - 24.0%	Yes	20.2%
Equity - Emerging	\$12,411,832	6.0%	6.5%	3.0% - 9.0%	Yes	10.9%
Fixed Income - Domestic	\$9,745,228	5.0%	5.1%	0.0% - 15.0%	Yes	5.5%
Long Treasury	\$3,700,088	2.0%	1.9%	0.0% - 10.0%	Yes	2.0%
Unconstrained Bonds	\$3,543,364	--	1.9%			1.9%
Multi-Sector	\$18,869,058	10.0%	9.9%	0.0% - 15.0%	Yes	9.9%
Emerging Market Debt	--	--	--			0.6%
Opportunistic Fixed Income	\$5,431,719	3.0%	2.9%	0.0% - 10.0%	Yes	2.9%
Opportunistic	\$26,365,372	20.0%	13.9%	10.0% - 30.0%	Yes	6.8%
Private Markets	\$5,199,879	5.0%	2.7%	0.0% - 10.0%	Yes	2.7%
Real Assets	--	--	--			1.1%
Cash	\$3,231,115	1.0%	1.7%	0.0% - 10.0%	Yes	4.0%
Total	\$190,154,806	100.0%	100.0%			100.0%

* Cash allocation includes Community Development

- On a look through basis, Domestic Equity is 31.5% of the fund, International Equity is 20.2% of the fund, and Emerging Market Equity is 10.9% of the fund.

- Within the Opportunistic allocation, dedicated Hedge Fund exposure is 3.7%, GMO has an Absolute Return allocation in their fund, increasing hedge fund exposure to 6.8%.

- Overall Fixed Income exposure is 22.8%, including GAA exposure.



June 30, 2018

Proposed General Assembly Budget
2019

	Results 2016	Results 2017	Results 2018	Proposed 2019	Approved 2019
	Columbus 8/20	New Orleans	Kansas City	Spokane 4/18	Spokane
INCOME					
Pre-registration	\$ 1,179,025.00	\$ 1,323,514.00	\$ 930,480.00	\$ 1,359,687.00	\$ 1,291,187.00
People's Institute Reg.		\$ 34,940.00			
Onsite registration	\$ 45,719.00	\$ 54,938.00	\$ 52,730.00	\$ 45,000.00	\$ 45,000.00
Off-site delegate registration	\$ 23,235.00	\$ 44,795.00	\$ 37,850.00	\$ 30,000.00	\$ 18,000.00
Partner registration		\$ 63,720.00			
UUA Campaign Immigration					
POC Scholarship Donations		\$ 9,015.00	\$ 301.00		
UUA NOW Income (Gift)					
Total Registration	\$ 1,247,979.00	\$ 1,530,922.00	\$ 1,021,361.00	\$ 1,434,687.00	\$ 1,354,187.00
Child Care	\$ 6,132.00	\$ 5,823.00		\$ 3,000.00	\$ 3,000.00
Youth Camp	\$ 4,185.00	\$ 9,150.00		\$ 3,000.00	\$ 3,000.00
Exhibits	\$ 119,150.00	\$ 119,460.00	\$ 108,755.00	\$ 90,000.00	\$ 95,000.00
A/V Equipment	\$ 21,460.00	\$ 28,800.00	\$ 11,505.00	\$ 15,000.00	
Advertising	\$ 29,725.00	\$ 31,650.00	\$ 20,600.00	\$ 20,000.00	\$ 20,000.00
Conf. Consultation	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Royalties	\$ 32,595.00	\$ 66,087.00	\$ 30,045.00		
Miscellaneous Income			\$ 85.00		
Total Non-Reg. Income	\$ 223,247.00	\$ 270,970.00	\$ 180,990.00	\$ 141,000.00	\$ 131,000.00
Total GA Income	\$ 1,471,226.00	\$ 1,801,892.00	\$ 1,202,351.00	\$ 1,575,687.00	\$ 1,485,187.00
		Expenses	Expenses	Expenses	Expenses
EXPENSES	Results 2016	Results 2017	Results 2018	Proposed 2019	Approved 2019
	Second Pass	Second Pass	Second Pass		
Legal Expense	\$ 29,510.28	\$ 35,483.00	\$ 35,076.00	\$ 45,000.00	\$ 35,000.00
Election	\$-	\$ 17,430.00		\$ 5,000.00	\$ 5,000.00
Parliamentarian	\$ 8,629.71	\$ 9,075.00	\$ 1,197.00	\$ 9,000.00	\$ 7,500.00
UUA Administrative Fee	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Sub-Total	\$ 88,139.99	\$ 111,988.00	\$ 86,273.00	\$ 109,000.00	\$ 97,500.00
Salaries	\$ 259,534.17	\$ 269,558.00	\$ 276,062.00	\$ 281,582.00	\$ 283,582.00
Agency Salaries		\$ 2,863.00			
Benefits Transfer	\$ 84,763.82	\$ 86,273.00	\$ 91,262.00	\$ 93,000.00	\$ 93,000.00
Occupancy Allocation					
Telephone	\$ 1,599.31	\$ 1,634.00	\$ 1,890.00	\$ 2,500.00	\$ 2,000.00
Printing	\$ 14,912.79	\$ 15,211.00	\$ 14,504.00	\$ 25,000.00	\$ 17,500.00
Supplies	\$ 2,875.65	\$ 10,949.00	\$ 3,702.00	\$ 6,000.00	\$ 6,000.00
Service Supplies		\$ 4,957.00			
Postage	\$ 785.75	\$ (79.00)	\$ 130.00	\$ 2,000.00	\$ 2,000.00
Miscellaneous	\$ 122.00	\$ 215.00	\$ 1,122.00	\$ 1,200.00	\$ 1,200.00
Bankcard Charges	\$ 33,192.18	\$ 46,978.00	\$ 37,327.00	\$ 40,000.00	\$ 40,000.00
Memberships	\$ 500.00	\$ 525.00	\$ 535.00	\$ 2,000.00	\$ 1,000.00

Proposed General Assembly Budget
2019

Equipment Purchase	\$ 15,002.35	\$ 31,819.00	\$ 16,231.00	\$ 18,000.00	\$ 18,000.00
Software Depreciation	\$ 5,202.50	\$ 10,405.00	\$ 10,405.00	\$ 10,405.00	\$ 10,405.00
Sub-Total	\$ 418,490.52	\$ 481,308.00	\$ 453,170.00	\$ 481,687.00	\$ 474,687.00
Travel	\$ 6,333.18	\$ 12,803.00	\$ 4,139.00	\$ 12,000.00	\$ 12,000.00
Non-staff Travel	\$ 68,747.71	\$ 91,728.00	\$ 64,764.00	\$ 65,000.00	\$ 55,000.00
Consultants	\$ 14,100.00	\$ 61,410.00	\$ 6,004.00	\$ 1,500.00	\$ 11,500.00
Scholarships	\$ 48,162.95	\$ 57,553.00	\$ 35,983.00	\$ 25,000.00	\$ 25,000.00
POC Scholarships		\$ 206,536.00			
Partner Support		\$ 63,720.00			
Volunteer Committee	\$ 86,700.45	\$ 97,213.00	\$ 84,899.00	\$ 75,000.00	\$ 75,000.00
Miscellaneous (Site Search)	\$ 4,768.81	\$ 2,216.00	\$ 532.00	\$ 1,800.00	\$ 1,800.00
Sub-Total	\$ 228,813.10	\$ 593,179.00	\$ 196,321.00	\$ 180,300.00	\$ 180,300.00
	Results 2016	Results 2017	Results 2018	Proposed 2019	Approved 2019
Travel	\$ 12,828.80	\$ 20,964.00	\$ 15,264.00	\$ 15,000.00	\$ 15,000.00
Advertising	\$ 8,809.39	\$ 11,494.00	\$ 8,695.00	\$ 9,000.00	\$ 9,000.00
Space Rental	\$ 146,444.79	\$ 130,498.00	\$ 94,019.00	\$ 155,000.00	\$ 155,000.00
Miscellaneous/ Contingency	\$ 2,972.05	\$ 1,686.00	\$ 5,280.00	\$ 5,000.00	\$ 5,000.00
Programs (Witness & Svc)	\$ 5,218.20	\$ 10,397.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Non-Staff Training (AR/AO)					
Equipment Rental	\$ 57,413.63	\$ 77,557.00	\$ 78,136.00	\$ 60,000.00	\$ 60,000.00
Insurance	\$ 6,052.59	\$ 5,550.00		\$ 6,000.00	\$ 6,000.00
Shipping/Freight	\$ 4,432.65	\$ 5,541.00	\$ 2,568.00	\$ 8,000.00	\$ 8,000.00
A/V Rental	\$ 232,991.85	\$ 283,601.00	\$ 264,753.00	\$ 240,000.00	\$ 240,000.00
Accessibility Services	\$ 28,181.73	\$ 30,733.00	\$ 24,917.00	\$ 25,000.00	\$ 18,000.00
Carry-over	\$ (21,220.07)	\$ 3,008.00	\$ 20,998.00	\$ -	\$ (15,000.00)
Environmental St'ship	\$ 45,254.51	\$ 46,991.00	\$ 47,594.00	\$ 45,000.00	\$ 45,000.00
Carbon Offset	\$ 17,500.00	\$ 25,600.00	\$ 20,000.00	\$ 20,000.00	\$ 2,000.00
Right Relationship Team	\$ 3,644.06	\$ 5,224.00	\$ 3,488.00	\$ 4,000.00	\$ 4,000.00
Chaplains		\$ 3,360.00	\$ 3,363.00	\$ 3,000.00	\$ 3,000.00
GAPC Sponsored Booths	\$ 885.00	\$ 3,837.00	\$ 2,580.00	\$ 1,700.00	\$ 1,700.00
Safety Teams			\$ 1,062.00		\$ 3,000.00
Sub-Total	\$ 551,409.18	\$ 666,041.00	\$ 597,717.00	\$ 601,700.00	\$ 564,700.00
Programs	\$ 19,895.00	\$ 37,627.00	\$ 11,604.00	\$ 20,000.00	\$ 10,000.00
People's Institute Pre-GA		\$ 31,442.00			
Grants (Young Adult)	\$ 6,000.00	\$ 11,500.00	\$ 12,000.00	\$ 6,000.00	\$ 12,000.00
Product Development (SE+)	\$ 6,620.00	\$ 2,840.00			
Off-site Delegate Support	\$ 18,419.55	\$ 12,951.00	\$ 15,095.00	\$ 20,000.00	\$ 20,000.00
Worship & Celebration	\$ 21,196.50	\$ 28,943.00	\$ 16,525.00	\$ 20,000.00	\$ 20,000.00
Ware Lecture	\$ 21,279.32	\$ 20,730.00	\$ 10,933.00	\$ 20,000.00	\$ 20,000.00
Music	\$ 12,731.01	\$ 7,316.00	\$ 12,034.00	\$ 9,000.00	\$ 9,000.00
Dances	\$ 630.97	\$ 2,500.00	\$ 350.00	\$ 2,000.00	\$ 1,000.00
Ambiance		\$ 892.00	\$ 106.00	\$ 1,000.00	\$ 1,000.00
Day Camp	\$ 34,647.82	\$ 33,840.00	\$ 20,024.00	\$ 30,000.00	\$ 24,000.00
Child Care	\$ 27,540.00	\$ 24,098.00	\$ 14,647.00	\$ 25,000.00	\$ 20,000.00
Youth Caucus	\$ 25,000.00	\$ 45,513.00	\$ 25,000.00	\$ 25,000.00	\$ 18,000.00

Proposed General Assembly Budget
2019

PDG Support	\$ 2,571.45	\$ 4,505.00	\$ 4,772.00	\$ 3,000.00	\$ 3,000.00
Worship Arts Support	\$ 14,001.19	\$ 15,719.00	\$ 7,186.00	\$ 10,000.00	\$ 10,000.00
Electronic Support					
Communication Support					
Sub-Total	\$ 210,532.81	\$ 280,416.00	\$ 150,276.00	\$ 191,000.00	\$ 168,000.00
Total GA Expenses	\$ 1,497,385.60	\$ 2,132,932.00	\$ 1,483,757.00	\$ 1,563,687.00	\$ 1,485,187.00
Total GA Income	\$ 1,471,226.00	\$ 1,801,892.00	\$ 1,202,351.00	\$ 1,575,687.00	\$ 1,485,187.00
	\$ (26,159.60)	\$ (331,040.00)	\$ (281,404.00)		
		\$ (326,307.00)			
Reserve Balance Sheet	\$ 623,062.41	\$ 296,755.00			

To: Tim Brennan, Treasurer
From: Jan Sneegas, Director, GACS
Re: 2019 Proposed Budget and Fees for GA 2019 in Spokane, WA
(Revised by the Planning Committee, September 2018)

Budget

Low attendance at GA 2018 resulted in a loss of \$281,000 which was covered by the GA reserve. The current balance in the reserve is approximately \$8,000. In an effort to be responsible stewards, the revised 2019 budget proposed by the Planning Committee, while a balanced budget, represents cuts in most areas including scholarships, accessibility, child care, sustainability, worship services, programs and support for Youth at General Assembly. It was particularly difficult to budget given the current lack of information about the structure of GA 2019. The number of programs, the number of worship services, the amount of time for General Session and the moderator election are currently unknown. There may need to be updated budget forecasts submitted when more information is known.

- With deep regret and an understanding of the losses incurred, the Planning Committee has cancelled the in-person January PC meeting in Providence (site of GA 2020), opting for a tele-conference instead; this represents a \$10,000 budget cut to the PC travel line.
- Legal service support has been reduced from \$45,000 to \$35,000.
- The scholarship line item (10-50215-720) is \$25,000 which is half the amount of scholarships funded by the PC in 2018.
- Support for volunteers at General Assembly has been reduced by \$15,000. The local committee will be staying at their homes rather than in hotels during GA and will only be requesting support for lunches and parking
- Accessibility services budget is cut from \$25,000 to \$18,000. Participants have been asked to contribute \$40 toward the price of scooter rental. The cost for scooter is \$240 per scooter. Attendees will be requested to fund the full of amount of scooters as the default, with a sliding scale for those unable to afford the full amount.
- In this budget, the Planning Committee's support for environmental justice is cut by \$18,000 with the elimination of offsetting carbon emissions of all registrants' travel (as they have been for the past four years). Instead, an opt-out amount of \$8.00 is included in the registration fee which will go toward that effort.

- An election is not funded by this budget (\$5000).
- The Safety Team is not funded by this budget (\$3000).
- The budget for programs has been cut by 50% from \$20,000 to \$10,000.
- The Worship and Celebration budget was cut from \$20,000 to \$15,000.
- Support for the Ware Lecture was reduced from \$20,000 to \$15,000.
- GAPC policy is that child care will be provided whenever General Session is held to allow delegates to participate in the business of the association. The current grid shows no General Sessions on Wednesday or Sunday. No child care will be provided on these two days, resulting in a savings of approximately \$11,000.
- The budgetary request of Young Adults was honored in full (\$12,000). \$6000 of this amount is to support the Thrive initiatives of the Youth and Young Adult office for the third year. This amount supports increasing the staff at General Assembly supporting Youth and Young Adults of color from one to two people.
- This budget provides \$15,000 of the budgetary request of Youth at General Assembly which was \$25,000.
- Funds from the UUA to support the Office of Conference Services in providing meeting planning services to UUA staff is \$10,000, the same as it has been since FY 2015 (line-item 10-44745-700 Conference Consultation). The GACS office is currently providing support to Finding Our Way Home (March, 2018), Religious Education Credentialing Committee (March, 2018), and the UUUNO Spring Seminar (April, 2019). GACS also supported the Interfaith World Congress with IARF with both advance planning and on-site management (August, 2018).

The proposed 2019 budget is based on an estimated 3,436 attendees, which may be optimistic. Should 2019 attendance match 2018 attendance of 2,700, \$279,250 less revenue would be realized. An attendance level of 3,000 would result in an income deficit of \$160,500. The GA Planning Committee is hopeful, but creating a fiscally solvent 2019 GA will require a substantial, coordinated and sustained effort by the GAPC, Board, and Administration.

Fees

The Planning Committee recommends an increase in registration fees of \$30 for full-time registration bringing this rate for GA 2019 to \$425. This amount includes the opt-out amount of \$8.00 for carbon offsets. Please see attached table for all adjusted registration fees.

General Assembly REGISTRATION FEES

	1995-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015-2016	2017	2018	2019
Adult Early Bird				190	200														
Adult Full-time Early	195	230	240	240	250	260	280	285	290	300	310	315	320	330	335	350	360	395	425
Adult Full-time Late	240	275	285	285	295	305	325	330	335	345	355	360	365	380	385	405	415	450	490
Adult Weekend Early	130	160	170	170															
Adult Weekend Late	155	190	200	200															
Adult One day Early	65	80	90	90	85	90	95	100	105	110	125	130	130	130	130	135	140	150	160
Adult One day Late	80	100	110	110	100	105	110	115	120	125	140	145	145	150	150	150	160	170	185
Reduced Early Bird				105	115														
Reduced Full-time Early	100	120	130	130	140	145	155	160	165	175	185	190	190	190	195	205	215	225	240
Reduced Full-time Late	145	145	155	155	165	170	180	185	190	200	210	215	220	225	230	235	245	260	275
Reduced Weekend Early	65	80	90	90															
Reduced Weekend Late	90	100	110	110															
Reduced One day Early	35	45	55	55	50	55	55	60	65	70	75	80	80	80	80	85	90	95	100
Reduced One day Late	45	55	65	65	60	65	65	70	75	80	85	90	90	95	95	100	105	110	115
Off-site Delegate Early												50	100	125	125	135	140	150	160
Off-site Delegate Late														150	150	160	165	175	185

Reduced rates are offered to: Youth (ages 14-20), UUA Aspirant & Candidate Ministers, Retired Ministers & Spouses, Surviving Spouses of Ministers, and Commercial Exhibitors.

Early Bird Registration: October 1 – November 15, **Early** Registration: March 1 – April 30, **Late** Registration: May 1 – June 30

	1995-97	1998-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Early Volunteer Non-Delegate	0	0	0	0	240	250	260	280	285	290	300	310	315	320	330
Late Volunteer Non-Delegate	45	45	45	55											
Early Volunteer Delegate	10	10	10	20	240	250	260	280	285	290	300	310	315	320	330
Late Volunteer Delegate	55	55	55	65											
Early Cancellation Fee (Mar-Apr)	10	25	25	35	35	35	35	35	35	35	35	35	35	35	35
Late Cancellation Fee (May-June)	20	50	50	60	60	60	60	60	60	60	60	60	60	60	60

From 2003 on, volunteer registration is the same as Full-time Adult registration and is paid by the Planning Committee budget.

CHILDREN'S PROGRAMS

	1996	1997-99	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009-2012	2013 - 2017	2018	2019
Child Care	Age 0-6	Age 0-6	Age 0-6	Age 0-5	Age 0-5	Age 0-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5
Pre-GA one day	10	10	15	15	20	35	35	35	85	25	25	30	35	55	55
Pre-GA two days	20	30	40	40	60	60	60	60	170	50	50				
Weekend (no discount)	65	65	80	80											
Full-time	110	110	130	130	140	165	165	170	340	100	100	120	140	220	220
Volunteer discount	-35	-35	-40	-40	-40	-50	-50	-50	-100	-25	-25	-30	-30	-30	-30
Late Fee	30	30	30	30	30	50	50	50	100	25	25	50	50	50	50
Day Camp				Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10			
Pre-GA one day				15	20	35	35	35	85	25	25	30	35	55	55
Pre-GA two days				40	60	60	60	60	170	50	50				
Full Time				130	140	165	165	210	400	100	100	120	140	220	220
Volunteer discount				-40	-40	-50	-50	-50	-25	-25	-25	-30	-30	-30	-30
Late Fee				30	30	50	50	50	100	25	25	50	50	50	50

	1993-95	1996-99	2000-	2001	2002	2003	2004-2005	2006	2007	2006-11
Young Fun	Age 6-14	Age 6-14	Age 6-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14
Full-time (1st child in family)	280	300	360	360	380	380	390	500	500	500
Full-time (additional children)		200	240	240	260	260	270	450	450	450
Weekend (1st child in family)	150	165	200	200	220					
Weekend (additional children)		110	130	130	150					
Volunteer Discount (1st child in family)	-55	-60	-70	-70	-70	-50	-50	-100	-100	-100
Volunteer Discount (additional children)		-40	-50	-50	-50	-50	-50	-100	-100	-100

ADVERTISING

	1992- 93	1994	1995-96	1997-2001	2002-03	2004	2005	2006 - 12	2013-2019
Full Page	300	315	325	350	375	400	400	475	500
Half Page	180	190	200	225	250	275	275	350	350
Quarter Page	100	105	110	125	150	175	175	250	275
Eighth Page	NA		65	70	85	110	110	185	NA

EXHIBITS

Booth Size	2000*-01 UUA Affiliated	2000*-01 Non-Affiliated	2002-03 UUA Affiliated	2002-03 Non-Affiliated	2004**-04 UUA Affiliated	2004**-04 Non-Affiliated	2005 UUA Affiliated	2005 Non-Affiliated	2006 - 2008 UUA Affiliated	2006 - 2008 Non-Affiliated	2009 UUA Affiliated	2009 Non-Affiliated	2010-2013	2014	2015	2016-2019^
10' x 10'	150	300	250	350	350	450	350	450	500	850	600	850	850	850	850	750/850
10' x 20'	240	480	400	560	500	660	500	660	650	1000	750	1000	1000	1200	1300	1500/1700
10' x 20' end cap			450	610	550	710	550	710	700	1050	800	NA	NA	NA	NA	NA
10' x 30'	360	600	550	710	650	810	650	810	800	1150	900	1150	1150	NA	NA	2250/2550
20' x 20'	480	720	700	860	800	960	800	960	950	1300	1050	1300	1300	1400	1900	3000/3400
20' x 30'	600	840	850	1010	950	1110	950	1110	1100	1450	1200	1450	1450	NA	NA	4500/5100
20' x 40'	720	960	1000	1160	1100	1260	1100	1260	1250	1600	1350	1600	1600	1600	NA	6000/6800
20' x 50'	840	1080	1150	1310	1250	1410	1250	1410	1400	1750	1500	1750	1750	NA	NA	NA
20' x 60'			1300		1400		1400		1550	2000	1650	2000	2000	NA	NA	NA
40 x 40													2300	2400	NA	NA
Table (ea.)	30	30	40 - 50	40 - 50	50	50	50	50								

*In 2000 the basic booth size was 8 x 10; ** Beginning in 2004, exhibits included one table and two chairs ^After February 1, booth charges will be raised from \$75/sq ft to \$85 per sq ft



Treasurer's Report to the Board of Trustees

October 13, 2018

**Tim Brennan
Treasurer & Chief Financial Officer**



APF	Year	in \$000s
Nominal \$	2008	7,038
Inflation adusted	2018	8,105
Forecast	2018	6,500
Difference		1,605

	Year	in \$000s	
Congregational budgets			
Nominal \$	2008	224,176	
Inflation adusted	2015	252,708	
Actual	2015	250,838	
Difference		1,870	
APF			% of budgets
Nominal \$	2008	7,038	3.14%
Inflation adusted	2015	7,934	3.14%
Actual	2015	6,532	2.60%
Difference		1,402	0.54%



FY18 1st quarter forecast

Current operations (in \$000s)

	FY18 Budget	FY18 Forecast	Percent Inc/(Dec)
Total revenue	27,750	27,625	-0.5%
Total expenses	28,400	28,275	-0.4%
Depreciation/reserve spending	650	650	0%
Surplus (deficit)	0	0	

	C	D	E	F	G	H
2	Unitarian Universalist Association	FY17	FY18	FY19	FY19	Percent
3	Budget Overview	Results	Results	Budget	1Q19 Fcst	Inc/(Dec)
4	Current Operations					F to G
5						
6	\$ in Thousands					
7	Income:					
8	Income for General Support					
9	Annual Program Fund	6,376	6,474	6,760	6,500	-3.8%
10	Annual Program Fund - Regional	1,559	1,600	1,659	1,659	0.0%
11	Unrestricted Gifts	1,169	1,141	1,199	1,199	0.0%
12	Leadership Annual Giving	40	296	600	400	-33.3%
13	Bequest Income	500	303	500	500	0.0%
14	Administrative Fees	2,416	2,275	2,303	2,306	0.1%
15	Investment Income	2,971	2,769	2,858	2,858	0.0%
16	Publications Income	1,228	1,131	1,262	1,262	0.0%
17	Net Lease Income	978	979	1,012	1,016	0.4%
18	Other Current Fund Income	460	465	533	512	-3.8%
19	Total Income for General Support	17,697	17,433	18,686	18,212	-2.5%
20						
21	Income for Designated Purposes					
22	Campaign Income	1,931	1,067	1,105	1,103	-0.2%
23	UUCSR Veatch Grants	2,465	2,493	2,562	2,508	-2.1%
24	Grants and Scholarships	979	884	877	877	0.0%
25	Ministerial Aid Funds	522	512	449	449	0.0%
26	Holdeen and International Trusts	1,343	1,490	1,530	1,779	16.3%
27	Income for Other Purposes	2,292	3,151	2,541	2,698	6.2%
28	Total Inc for Designated Purposes	9,532	9,596	9,064	9,413	3.9%
29	Total Income	27,229	27,030	27,750	27,625	-0.5%
30						
31	Expenses:					
32	Board & Volunteer Leadership	482	541	712	715	0.4%
33						
34	Programs:					
35	Program and Strategy Office	582	10	0	0	0.0%
36	Multicultural Growth and Witness	1,071	1,193	1,230	1,228	-0.2%
37	International Programs	1,451	1,593	1,519	1,865	22.8%
38	Congregational Life	5,474	4,720	5,392	5,376	-0.3%
39	Ministries and Faith Development	4,967	5,024	4,961	4,936	-0.5%
40	UU Funding Program	1,392	1,350	1,391	1,391	0.0%
41	Crisis Relief & Misc. Programs	440	1,184	390	474	21.6%
42	Communications	2,672	2,679	2,946	2,909	-1.3%
43						
44	Total Programs	18,049	17,752	17,829	18,178	2.0%
45						
46	Administration	1,962	1,694	1,502	1,517	1.0%
47	Contingency/Salary Increase	0	0	527	150	-71.5%
48						
49	Infrastructure					
50	Stewardship and Development	2,019	2,185	2,422	2,371	-2.1%
51	Information Technology Services	1,463	1,521	1,657	1,613	-2.6%
52	Internal Services	2,903	3,002	3,751	3,730	-0.6%
53	Total Infrastructure	6,384	6,708	7,830	7,714	-1.5%
54						
55	Total Expenses	26,877	26,695	28,400	28,275	-0.4%
56						
57	Depreciation Spending	0	0	550	550	
58	Church Staff Finances Reserve	0	0	100	100	
59						
60	Current Section Excess/(Deficit)	353	335	0	0	
61						

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY17	FY18	FY19	FY19	Percent
2	Forecast Summary	Results	Results	Budget	1Q19 Fcst	Inc/(Dec)
3	Current Operations Expenses					G to H
4						
5	<i>\$ in Thousands</i>					
6	Income:					
7	Income for UUA General Support					
8	Annual Program Fund	6,376	6,474	6,760	6,500	-3.8%
9	Annual Program Fund - Regional	1,559	1,600	1,659	1,659	0.0%
10	Unrestricted Gifts	1,169	1,141	1,199	1,199	0.0%
11	Leadership Annual Giving	40	296	600	400	-33.3%
12	Bequest Income	500	303	500	500	0.0%
13	Administrative Fees	2,416	2,275	2,303	2,306	0.1%
14	Endowment Income	2,971	2,769	2,858	2,858	0.0%
15	Publications Income	1,228	1,131	1,262	1,262	0.0%
16	Net Lease Income	978	979	1,012	1,016	0.5%
17	Other Current Income	460	465	533	512	-3.8%
18		17,697	17,434	18,686	18,212	-2.5%
19	Income for Designated Purposes					
20	Campaign Income	1,931	1,067	1,105	1,103	-0.2%
21	Veatch Grants	2,465	2,493	2,562	2,508	-2.1%
22	Grants and Scholarships	979	884	877	877	0.0%
23	Ministerial Aid Funds	522	512	449	449	0.0%
24	Holdeen & International Trusts	1,343	1,490	1,530	1,779	16.3%
25	Income for Other Purposes	2,292	3,151	2,541	2,698	6.2%
26		9,532	9,596	9,064	9,413	3.9%
27	Total Income	27,229	27,030	27,750	27,625	-0.5%
28						
29	Board & Volunteer Leadership					
30	Board of Trustees	185	250	401	401	0.0%
31	Board Committees	83	77	82	82	0.0%
32	Board Task Forces	3	1	5	5	0.0%
33	Moderator	26	34	34	34	0.0%
34	Nominating Committee	28	25	25	25	0.0%
35	Commission on Appraisal	20	19	20	23	15.4%
36	Ministerial Fellowship Committee	108	114	109	111	1.8%
37	Commission on Social Witness	28	20	36	36	0.0%
38	Total Board & Volunteer Leadership	482	541	712	715	0.4%
39						
40	Programs:					
41	Program Strategy Office (former Growth Strategies)	582	10	0	0	0.0%
42						
43	Multicultural Growth and Witness	1,071	1,193	1,230	1,228	-0.2%
44						
45	International Office	198	235	208	296	42.2%
46	Holdeen International Partners	150	155	160	160	0.0%
47	Holdeen India Program	826	928	892	1,137	27.5%
48	UU-UNO	277	275	259	272	5.1%
49	Total International	1,451	1,593	1,519	1,865	22.8%
50						
51	Congregational Life					
52	Congregational Life	1,523	1,388	1,438	1,415	-1.6%
53	Southern Region	1,080	897	1,219	1,235	1.4%
54	New England Region	1,188	852	1,045	1,063	1.7%
55	Central East Region	1,623	1,561	1,655	1,628	-1.6%
56	Office of Congregational Stewardship Services	59	22	35	35	0.0%
57	Total Congregational Life	5,474	4,720	5,392	5,376	-0.3%
58						
59	Ministries and Faith Development					
60	Resource Development Director	159	214	207	206	-0.1%
61	Resource Development Office	486	548	525	505	-3.8%
62	Youth and Young Adult Ministries	633	643	601	600	-0.1%
63	Director of Ministries and Faith Development	487	415	462	464	0.4%
64	Director of RE Credentialing	18	0	0	0	0.0%
65	Director of Ministerial Credentialing	189	195	192	192	-0.1%
66	Director of Transitions	315	318	326	305	-6.6%

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY17	FY18	FY19	FY19	Percent
2	Forecast Summary	Results	Results	Budget	1Q19 Fcst	Inc/(Dec)
3	Current Operations Expenses					G to H
67	Office of Church Staff Finances	648	671	729	736	1.0%
68	Office of UUA Health Plan	242	216	219	219	-0.2%
69	Director of Professional Development	222	212	222	217	-2.1%
70	Worship Arts	0	50	56	70	25.5%
71	Scholarships and Ministerial Ed Grants	334	329	311	311	0.0%
72	Continuing Education	45	124	79	79	0.0%
73	Aid Funds	595	577	512	512	0.0%
74	Panel on Theological Education	596	511	520	519	-0.2%
75	Total Ministries and Faith Development	4,967	5,024	4,961	4,936	-0.5%
76						
77	UU Funding Program	1,392	1,350	1,391	1,391	0.0%
78	Crisis Relief & Misc. Programs	440	1,184	390	474	21.6%
79						
80	Communications					
81	IPW Office	358	419	531	530	-0.3%
82	Periodicals Office	923	915	973	946	-2.8%
83	Publications Administration	570	574	587	577	-1.7%
84	UUA Bookstore	821	771	855	856	0.1%
85	Total Communications	2,672	2,679	2,946	2,909	-1.3%
86						
87	Total Programs	18,049	17,752	17,829	18,178	2.0%
88						
89	Administration					
90	Office of the President	797	502	510	510	-0.1%
91	Office of the Executive Vice President	615	715	583	583	-0.1%
92	Contingency Expense	0	0	377	0	-100.0%
93	Salary Increase	0	0	150	150	0.0%
94	Human Resources	550	478	409	425	3.8%
95	Total Administration	1,962	1,694	2,029	1,667	-17.8%
96						
97	Infrastructure:					
98	Stewardship and Development					
99	Vice President, Development	280	552	604	627	3.8%
100	APF Campaign	345	373	472	475	0.6%
101	Friends Campaign	287	317	408	397	-2.6%
102	Charitable Gift and Estate Planning	227	331	342	316	-7.5%
103	Comprehensive Campaign	879	613	596	555	-6.8%
104	Total Stewardship and Development	2,019	2,185	2,422	2,371	-2.1%
105						
106	Information Technology Services	1,463	1,521	1,657	1,613	-2.6%
107						
108	Internal Services:					
109	Finance					
110	Treasurer and Vice President of Finance	398	407	406	406	-0.1%
111	Financial Services	704	769	787	787	0.0%
112	Total Finance	1,102	1,177	1,193	1,193	0.0%
113						
114	Facilities					
115	24 Farnworth Street	1,801	1,826	2,558	2,536	-0.8%
116	Total Operations Services	1,801	1,826	2,558	2,536	-0.8%
117						
118	Total Internal Services	2,903	3,002	3,751	3,729	-0.6%
119						
120	Total Infrastructure	6,385	6,708	7,830	7,714	-1.5%
121	Total Expenses	26,877	26,695	28,400	28,275	-0.4%
122						
123	Depreciation Spending	0	0	550	550	
124	Church Staff Finances Reserve	0	0	100	100	
125						
126	Current Section Excess/(Deficit)	353	335	0	0	