



BOARD OF TRUSTEES MEETING AGENDA

THURSDAY, JANUARY 18, 2018

In-Person Meeting at Highlander Center

6:00 – 7:00	In-Gathering & Dinner	Everyone
7:00 – 7:15	Welcome	Bailey Saddlemire, Mr. Barb Greve, Christina Rivera, Denise Rimes, Elandria Williams, Sarah Dan Jones
7:15 – 7:30	Opening Words	Susan Frederick-Gray
7:30 – 8:15	Group Agreements	Planning Team
8:15 – 9:00	Vespers & Check-In	Danielle Di Bona, Chris Buice

8:00 – 9:00	Breakfast	
9:00 – 9:15	Opening Words and Chalice Lighting	Bailey Saddlemire Tanner Linden
9:15 – 11:15	Learning Together (closed session)	Danielle Di Bona, Chris Buice
11:15 – 11:30	Break	
11:30 – 12:00	Consent Agenda	Barb Greve
12:00 – 1:00	Lunch	
1:00 – 1:30	Commission on Institutional Change Report	Leslie Takahashi & Commission on Institutional Change
1:30 – 2:45	Monitoring Reports Update	Susan Frederick-Gray Carey McDonald
2:45 – 3:15	General Assembly: How Do We Use It to Do Mission/Vision Work?	Sarah Dan Jones
3:15 – 4:00	Break	
4:00 – 4:45	Moderator Search (2019 Term)	Denise Rimes Sarah Dan Jones
4:45 – 5:15	General Assembly: Review of Procedural Rules for 2018	Kathy Burek, Elandria Williams, Barb Greve, Denise Rimes
5:15 – 6:00	Bylaw Discussion I	Bylaws Working Group
6:00 – 6:45	Dinner	East TN Social Justice Folks
6:45 – 7:00	Transition	
7:00 – 9:00	Justice Heritage & Current Work in East TN	East TN Social Justice Folks



BOARD OF TRUSTEES MEETING AGENDA

SATURDAY, JANUARY 20, 2018

In-Person Meeting at Highlander Center
and Tennessee Valley UU Church in Knoxville

8:00 – 9:00	Breakfast	
9:00 – 9:15	Opening Words and Chalice Lighting	Christina Rivera
9:15 – 10:15	Reflections on Yesterday	Barb Greve
10:15 – 11:15	Bylaw Discussion II	Bylaws Working Group
11:15 – 12:00	Finance <ul style="list-style-type: none">• Update & Discussion• Promise and Practice Campaign	Tim Brennan Mary Katherine Morn
12:00 – 1:00	Lunch <ul style="list-style-type: none">• Appointments (as needed & in executive session)	
1:00 – 2:00	Moderator Search II (2019 term)	Denise Rimes Sarah Dan Jones
2:00 – 3:00	Travel to Tennessee Valley UU Church	
3:00 – 5:30	Linkage	Local Facilitators
5:30 – 6:30	Dinner	
6:30 – 8:30	Party/Music at Tennessee Valley UU Church	East TN Social Justice Folks



BOARD OF TRUSTEES MEETING AGENDA

SUNDAY, JANUARY 21, 2018

In-Person Meeting at Highlander Center
and Rothschild Event Center in Knoxville

8:00 – 9:00	Breakfast	All
9:00 – 9:30	Wrap-Up	Everyone
9:30 – 10:00	Closing Words and Extinguishing of Flame	Planning Team
10:00 – 11:00	Transportation to Worship	All
11:00 – 12:30	Worship (Rothschild Event Center in Knoxville)	All
X:XX – 4:00	Donor Event	Susan Frederick-Gray, Elandria Williams, Barb Greve, Mary Katherine Morn

President's Report to the UUA Board of Trustees

January 16, 2018

President's Schedule:

Over the next few months, I will travel to India and Nepal to visit with Holdeen India partners and to attend the International Council of Unitarian Universalists (ICUU) gathering in Kathmandu. In addition, I expect to be at the Senior Ministers of Large UU Churches (SMOLUUC) gathering, Finding Our Way Home (annual gathering of religious professionals of color) and visiting a number of congregations to lead worship.

Highlights for the Quarter:

Some quick highlights of changes and initiatives happening at the UUA

Annual Program Fund:

I am delighted to share that our income from the Annual Program Fund, the contributions that congregations make to the UUA, is up significantly from this time last year, with an increase in both amounts contributed and pledged. Further details are below:

APF Update

- FY18 APF Income is \$204,811 ahead of income received YTD in FY17 (7% increase from last year)
- \$870,823 more in APF income pledged this year vs last year (49 more pledges received year to date). This is a 20% increase over last year.

We believe these increases are due to several factors:

- New President (this expected "bump" was budgeted)
- Greater attention focused on UUA (3 people campaigning to lead helped raise awareness and importance)
- Strong response to Disaster Relief from Congregations
- Greater outreach via BLUU/Promise and Practice
- Meetings with PWR and MidAmerica board members

The UUA is rolling out the New APF for FY19 in three regions (NER, SR, CER). We are working to strengthen the communication of these changes and began the formal communication process in earnest this month (January). The rollout includes robust information packets to congregations, regular open ZOOM hours for people to call with questions, multiple webinars on the changes and we expect to have the updated ask figures going out soon to congregations. The New APF will rollout in PWR and MidAmerica for the FY2020.

The Promise and the Practice Campaign (BLUU Commitment):

I am delighted to share some of our progress on the Promise and the Practice campaign. This year we have received \$616,682 for the Promise and Practice campaign. This includes a portion of the generous gift to match congregational giving that reaches the threshold of at least \$10/member. We are hopeful that congregational giving goes way up for this campaign over the next several months and hope Board members will ensure their congregations will be among those that pledge sufficiently to meet the match. In addition, we need to find ways for the Board to help drive this effort. For example, Board members could write to congregations in their areas, constituent groups and make congregational phone calls to congregations we have not heard from yet.

Carey and I have also talked with the co-Moderators about rolling out a series of letters amplifying the campaign, including from the co-Moderators.

Here is more specific information about what we've received from congregations toward the campaign and the communication strategy rolling right now for the campaign:

- 58 congregations have submitted pledge gifts (\$61,519.94)
 - 11 congregations are match eligible (\$23,025.75)
- Pending Outreach Efforts
 - Special attention to highlight next major date of 2/4/18 (BLUU Sunday)
 - Weekly outreach to congregations that have given with special language for congregations that are not eligible for the match
 - Regular communication with Congregational Life Staff to show participation breakdown by region
 - Creation of complimentary poster, customizable flyer, and minister/lay leader talking points - will be distributed by 1/22/18
 - Social media marketing with updated memes and posts
 - Website updates with online pledge and gift submission forms
- Important Campaign Dates:
 - 2/4/18- BLUU Sunday
 - 6/30/18- Deadline to submit pledge for BLUU Campaign
 - 6/30/19- Deadline to submit gifts for BLUU Campaign

Institutional Change at the UUA:

The work of institutional change and dismantling white supremacy continues at the UUA. In addition to the review of updating of personnel and hiring policies (more information in the monitoring report) with the lens of inclusion and dismantling white supremacy, which has been a focus for Carey McDonald and Rob Molla over the last 4 months, there are a few other highlights about our institutional change work to share from this last fall. The UUA staff participated in a fourth white supremacy teach-in this fall. The firm Cook Ross <https://cookross.com/> which works with organizations to create inclusive leadership and cultures is working with the UUA in a pro-bono capacity and will be working specifically with Taquiena Boston, Special Advisor to the President for Equity, Inclusion and Change, and Carey McDonald. We are just beginning our conversations on this work but are delighted to have the outside partnership and professional support to initiate and create change at the UUA.

Additionally, Taquiena Boston has been interviewing staff about the culture of the UUA, how they see white supremacy operating and where they identify obstacles and opportunities. These will be important insights not only for Leadership Council, but also for Cook Ross to have in their work with us. There have been ongoing regular meetings of UUA staff of color since this Spring, and this January, there was the first ever UUA Staff of Color all day retreat, organized by a planning team that included staff of color from across the organization. At the retreat, in addition to relationship building, individuals shared feedback and stories around culture and micro-aggressions at the UUA which will be compiled as helpful feedback to Leadership teams at the UUA.

Focus on Strengthening Covenant and Relationship

In January, the Congregational Life staff was in Boston for the annual “Big Alignment Meeting.” Prior to this meeting, Carey McDonald, the Regional Leads and I created a strategy document that looked at what it would mean if tried to elevate and strengthen the sense of covenant and relationship among congregations and the UUA. At the BAM, we dug into details with CL staff, and got a lot of engagement and enthusiasm for understanding how the CL staff might hold primary responsibility for nurturing and facilitating the relationship with the UUA. We recognize this as a critical conversation with more work to be done given the changes with respect to regionalization.

MONITORING REPORT – 2.7.1 ANNUAL AUDIT

Submitted on December 19, 2017.

2.7.1 ANNUAL AUDIT

Policy: [The President shall not] Fail to cooperate fully with the annual audit of the Association's financial statements, or to sign the financial statements and certify that they fairly represent the financial condition and operations of the Association.

Operational definition: The audit plan of the independent auditing firm is presented to the Audit Committee in advance of the commencement of audit procedures. This typically happens at the Committee's spring meeting. Beginning in fiscal year 2016, the UU Common Endowment Fund, LLC will be audited as a separate entity and a separate report will be issued. The plan will include testing on each of the following items:

- the financial statements have been prepared in compliance with Generally Accepted Accounting Principles (GAAP),
- financial procedures and staff responsibilities have been documented,
- any secured debt has appropriate Board approval,
- Association resources, including staff time, have not been used in such way as to be of primary benefit to a private purpose rather than to the Association and its mission,
- Association funds, funds received by the Association in connection with charitable gift annuities and similar instruments, and funds held in trust by the Association for the benefit of member congregations and other entities have been received, held, and disbursed in accord with applicable law, trust documents, and prudent financial management practices,
- board-restricted funds have not been used for purposes other than those specified by the Board,
- financial obligations have been met in a timely manner, and
- financial operations have been carried out in a way that complies with the requirements for maintaining the Association's nonprofit, charitable tax status under federal and state laws.

Rationale: The auditors' plan is the guiding document for the audit process. The Board, acting through the Audit Committee, assures that the plan covers all areas of concern to the Board.

Supporting evidence: Direct inspection by the Board of Trustees acting through the Audit Committee. The Audit Committee received the reports of Meyer Hoffman

MONITORING REPORT – 2.7.1 ANNUAL AUDIT

McCann, PC, the auditing firm selected by the Audit Committee, at its meeting of November 20, 2017 and voted to recommend that the Board of Trustees accept both reports. The auditors report stated that the UUA reports “present fairly, in all material respects, the consolidated financial position of the Unitarian Universalist Association as of June 30, 2017 and 2016, and the consolidated changes in net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.” Similarly, the report for UUCEF also contained a clean opinion. The audited financial statements for the Association and the UUCEF are posted on the UUA website at http://www.uua.org/sites/live-new.uua.org/files/uua_-_consolidated_financial_statements.pdf and were distributed to the Board on December 19, 2017 along with a certification signed by the president and the treasurer. The Audit Committee will present the Committee’s report to the Board of Trustees at its January 2018 meeting.

Therefore, I report compliance.

Rev. Susan Frederick-Gray, President, and Timothy Brennan, Treasurer and Chief Financial Officer, individually certify that:

1. Each of us has reviewed the audited Financial Statements of the Unitarian Universalist Association and the Unitarian Universalist Common Endowment Fund, LLC (UUCEF) for fiscal years 2017 and 2016;
2. Based on our knowledge, these reports do not contain any untrue statement of a material fact or omit to state a material fact;
3. Based on our knowledge, the financial statements, and other financial information included in these reports, fairly present in all material respects the financial condition, results of operations and cash flows of the Association and the UUCEF as of, and for the period presented in these reports;
4. We have disclosed, based on our most recent evaluation of internal control over financial reporting, to the Association's auditors and the audit committee of the UUA Board of Trustees:
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: December 19, 2017



Susan Frederick-Gray
President



Timothy Brennan
Treasurer & Chief Financial Officer

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, December 21, 2017 5:34:02 PM
Last Modified: Thursday, December 21, 2017 5:35:25 PM
Time Spent: 00:01:22
IP Address: 38.97.75.130

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Lucia Santini Field

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, December 29, 2017 1:24:43 PM
Last Modified: Friday, December 29, 2017 1:26:58 PM
Time Spent: 00:02:14
IP Address: 73.221.253.31

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision?

Respondent skipped this question

Q5 Please provide your name.

Dick Jacke

#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Saturday, December 30, 2017 6:30:54 PM
Last Modified: Saturday, December 30, 2017 6:32:33 PM
Time Spent: 00:01:38
IP Address: 173.76.100.217

Page 1

Q1 Is the interpretation reasonable?

Yes

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration?

Yes

Q3 Would you recommend a revision of this policy?

No

Q4 If you recommend a revision of this policy, why, and what is the suggested revision?

Respondent skipped this question

Q5 Please provide your name.

Rev. Manish Mishra-Marzetti

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, January 05, 2018 2:06:54 AM
Last Modified: Friday, January 05, 2018 2:07:50 AM
Time Spent: 00:00:56
IP Address: 71.202.158.134

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Barb Greve

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, January 15, 2018 10:33:39 PM
Last Modified: Monday, January 15, 2018 10:34:03 PM
Time Spent: 00:00:23
IP Address: 174.195.130.165

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Elandria Williams

MONITORING REPORT – 2.7.5 REPORTING OF ALL TRANSACTIONS

Submitted on January 2, 2018.

2.7.5 REPORTING OF ALL TRANSACTIONS

Policy: [The President shall not] Receive, hold, or disburse any funds that are not reported in the consolidated financial statements of the Association or the UUA Employee Benefits Trust.

Operational definition: UUA financial statements include all bank accounts opened in the UUA's name and all assets owned by the UUA.

Rationale: In the past, certain departments within the UUA received funds and deposited them into bank accounts and money market funds that were not managed by the Office of Financial Services and thus were not accounted for in the Association's books. The Association's management subsequently made clear to all staff group directors that such practices are against UUA policy, and specifically, that any donations or other assets intended for the UUA must be processed through the Office of Financial Services.

Supporting evidence: In March, 2016, all those on the UUA staff with financial and budget responsibility, including staff of the EBT, were polled by the Treasurer and asked to report any knowledge of bank accounts or other assets that were not managed through the Office of Financial Services. Each person queried stated that she/he knew of no such funds. This survey will be repeated in 2018. All bank accounts and other financial assets managed through the Office of Financial Services are accounted for through the Association's general ledger and are included in the financial statements of the Association. The annual independent audit confirms that assets are accounted for in all material respects.

Therefore, I report compliance.

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, January 02, 2018 12:59:53 PM
Last Modified: Tuesday, January 02, 2018 1:00:52 PM
Time Spent: 00:00:58
IP Address: 73.94.137.151

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Kathy Burek

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, January 02, 2018 1:49:23 PM
Last Modified: Tuesday, January 02, 2018 1:55:45 PM
Time Spent: 00:06:21
IP Address: 38.97.75.130

Page 1

Q1 Is the interpretation reasonable?

Yes,

Comments:

Is Tim Brennan's office the Office of Financial Services? I have not seen that moniker previously. How had the other 'outside' funds come to light? Are there similar mechanisms today? Is adherence to UUA's financial policies linked to employee performance? Do employees currently have to complete annual attestations to critical policies? Could this one be added?

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration?

Yes

Q3 Would you recommend a revision of this policy?

No

Q4 If you recommend a revision of this policy, why, and what is the suggested revision?

Please see questions raised above. Thanks.

Q5 Please provide your name.

Lucia Santini Field

#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, January 05, 2018 2:01:49 AM
Last Modified: Friday, January 05, 2018 2:03:22 AM
Time Spent: 00:01:33
IP Address: 71.202.158.134

Page 1

Q1 Is the interpretation reasonable?

Yes

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration?

Yes

Q3 Would you recommend a revision of this policy?

No

Q4 If you recommend a revision of this policy, why, and what is the suggested revision?

Respondent skipped this question

Q5 Please provide your name.

Barb Greve

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, January 05, 2018 6:53:40 PM
Last Modified: Friday, January 05, 2018 6:55:48 PM
Time Spent: 00:02:08
IP Address: 73.221.253.31

Page 1

Q1 Is the interpretation reasonable?

Yes

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration?

Yes

Q3 Would you recommend a revision of this policy?

No

Q4 If you recommend a revision of this policy, why, and what is the suggested revision?

Respondent skipped this question

Q5 Please provide your name.

Dick Jacke

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, January 09, 2018 9:26:01 AM
Last Modified: Tuesday, January 09, 2018 9:28:32 AM
Time Spent: 00:02:31
IP Address: 76.119.84.190

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Sarah Dan Jones Sarah Dan Jones

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, January 11, 2018 9:32:02 PM
Last Modified: Thursday, January 11, 2018 9:32:57 PM
Time Spent: 00:00:55
IP Address: 173.76.100.217

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Rev. Manish Mishra-Marzetti

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, January 15, 2018 10:34:13 PM
Last Modified: Monday, January 15, 2018 10:34:44 PM
Time Spent: 00:00:30
IP Address: 174.195.130.165

Page 1

Q1 Is the interpretation reasonable? **Yes**

Q2 Does the evidence provided demonstrate the level of compliance reported by the Administration? **Yes**

Q3 Would you recommend a revision of this policy? **No**

Q4 If you recommend a revision of this policy, why, and what is the suggested revision? **Respondent skipped this question**

Q5 Please provide your name.

Elandria Williams

Board of Trustees

MEETING: December 11, 2017, 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), Dick Jacke, Sarah Dan Jones, Tanner Linden, Manish Mishra-Marzetti, Patrick McLaughlin, Denise Rimes, Christina Rivera (Secretary), Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator).

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & COO) Tim Brennan (Treasurer), Isabelle McCurdy, Leslie Takahashi, Mary Turtle Rooker

Meeting Minutes

Co-Moderator Mr. Barb Greve called the meeting to order at 8:02 PM Eastern Time on December 11, 2017, and shared a reading in honor of the recent death of former UUA Moderator Denny Davidoff. Co-Moderator Barb welcomed observers and guests, and Board members did a quick personal check-in.

Patrick moved Kathy second minutes, which were unanimously approved

Leslie Takahashi, representing the Commission on Institutional Change, offered the following update on the Commission's progress to date:

- They have completed 15 interviews on the Southern Regional Lead hiring process, and are going to move forward with that report in the coming months. They are seeing clearly how preferential treatment played out in this process and as an example of these dynamics in the system at large.
- They put out a call for stories about the impacts of racism, but had a meager response; they hope for more response, since these stories are critical for telling the story of racism in the UUA.
- Leslie and other Commission members are working closely with UUA staff to mine professional files, largely of ministers, to analyze the past experience of UU's of color, especially religious professionals of color.
- The Commission is looking forward to working together with the Board on GA participation and hosting critical conversation in Kansas City.
- Recognizing the Commission's process has taken longer to get started than anticipated, they may revise their timeline by a few months.

Board members asked can help encourage participation through interviews and story submissions, and were encouraged to disseminate the COIC's call for stories. It was discussed that hosting gatherings might make it easier to collect testimony rather than story submissions, can tack onto other gatherings (UUMA, regional assemblies, etc.). The value of the recent "Centering" book on the experiences of UU religious professionals of color was noted.



Isabelle McCurdy offered a report on behalf of the Moderator Nominating Committee. The Committee regretfully reported that they do not have any names to submit to the Board for the 2019 moderator election. In describing their process, they noted they had met weekly, called all previous Board members, and offered public surveys and engagement, and could not find anyone who was recommended who was willing to run.

In offering reasons for the failed search, the Committee noted that the moderator position is demanding but unpaid, and has been expected to do a lot of travel. They suggested a structure of co-moderators, offering compensation, or changing the position to be Board chair-focused with other functions being distributed among other Board members or staff.

President Susan Frederick-Gray, the co-moderators and all Board members expressed gratitude for the Committee's work, and appreciated some committee members' willingness to continue to help vet possible moderator candidates in the future. Co-Moderator Elandria Williams noted we need to reframe the Moderator job to be more manageable, noted the need to spend time on the role of moderator at January Board meeting, and commitment to look at bylaw changes this year and in coming years as well as other process changes to explore new formulations of the role. COO McDonald agreed to ask UUA legal counsel about possibility of extending timeline, members recognize they want to use the bylaws as a tool not just an obstacle

Co-Moderator Williams noted bylaw and Article II working groups are underway, and surveys to board members on possible bylaw changes have gone out. The Governance policy group voice a need to check in, and a question was raised about whether youth observers can get feedback from youth gatherings. Youth Observer Tanner Linden and Co-Moderator Williams agreed to check with UUA Youth and Young Adult staff.

Co-Moderator Williams gave overview of the Highlander Center, the location of the January Board meeting.

Tim Atkins moved to go into executive session, and Greg Boyd seconded, which proceeded unanimously.

Patrick McLaughlin moved to stay in exec session, Kathy Burek seconded, and the vote was unanimous. Executive session began at 9:09 pm.

Co-Moderator Greve adjourned the meeting at 10:19 pm.

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary



Ends 2.1, 2.4 Monitoring Update

Given that the Board committed to reconsidering Executive Limitations ends, this report serves as an update on progress towards each end without a formal monitoring decision.

2.1 Treatment of People

With respect to interactions with people, the President shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unnecessarily intrusive, or oppressive.

The Administration broadly understands this to include policies and practices that advance diversity, equity and inclusion, and provide complaint and feedback processes for when we fall short. The following policies are already in place:

- **Non-Discrimination** – UUA bylaws require non-discrimination with respect to race, ethnicity, gender, sexual/affectional orientation, family, age, language, citizenship or economic status. We affirm and practice this policy of non-discrimination in hiring, staff reviews and development, in the workplace and in programmatic offerings.
- **Affirmative Action** – We practice affirmative action in hiring, and compile annual reports on staff diversity per federal EEO standards.
- **Anti-Harassment** – We have an anti-harassment policy for all the identity categories named in the non-discrimination clause, and maintain a system for reporting harassment and addressing reported issues.
- **Congregational Complaint System** – We have a system to receive congregational complaints around unsafe or oppressive dynamics through our Safer Congregations team, which advises congregations how to address children and youth safety policies, identity-based conflict, limited access agreements, building and physical safety, and more.
- **Ministerial Complaint System** – We receive complaints against fellowshipped ministers regarding misconduct or other violations of their code of ethics, and support the Ministerial Fellowship Committee in its investigation and due process for accused ministers up to, and including, termination of fellowship.

Additionally, the Administration has made substantial investments in the past six months in creating an anti-oppressive organization for our staff and constituents. These investments include:

- **Commission on Institutional Change** – In addition to funding the Commission's full request of \$500,000 over two years, considerable staff time is being spent to buttress the Commission's work and aide in its review of UUA data, archives and processes.
- **Teach-Ins** – Following the UUA staff's participation in the first grassroots-organized White Supremacy Teach In last spring, we have hosted three subsequent cross-staff "teach in" opportunities, each in a different format,





to seed and support discussion of how white supremacy, patriarchy and colonialism shape our work as UUA employees.

- **Special Advisor** – Taquiena Boston was appointed Special Advisor to the President for Inclusion, Equity and Change (concurrent with her role as Director of Multicultural Growth and Witness), and works closely with the President and COO to develop and oversee internal organizational changes to ensure the UUA embodies multicultural inclusion, equity, and justice-centered relationships at all levels
- **New Hiring Procedures** – New procedures for filling open positions have been finalized, which include explicit instructions around job descriptions, interviews, background checks, documentation, hiring approvals, and more. Housed in the Employee Manual, these guidelines contain a new statement of mission that will be shared with job candidates (see attached). Hiring goals for diversity will continue to be refined this spring.
- **Support for Staff of Color** – Regular zoom meetings and an annual Gratitude Dinner were augmented with a full-day retreat for staff of color. This space allows staff members who identify as people of color to build mutual support and identify areas where the organization can improve their/our experience.
- **Anti-Harassment Training** – An updated anti-harassment online training module is required for all staff this spring, and is a condition of continued employment.
- **Safer Congregations Updates** – We are currently updating online resources for congregations based on recent questions we have received (e.g. policies for responding to active shooters).
- **Youth Safety Policies** – A cross-staff team is developing national standards for all UUA region and district sponsored youth events (conferences).

Substantial programmatic work continues to be invested in ways to support religious leaders who hold marginalized identities, including the Finding Our Way Home retreat for religious professionals of color, the TRUUST retreat for religious leaders who are transgender or gender queer, and the Thrive schools for youth and for young adults of color.

Future areas of improvement include staff recruitment and leadership development pipelines; retention, hiring and promotion guidelines; organization-wide culture; support and coaching for multicultural congregational teams; and creating complaint systems for other religious professionals and volunteer leaders, with more ability to address the full nuance of each complaint or situation.

Statement of Mission and Values

(Included in new hiring procedures)

The Unitarian Universalist Association is a progressive and historic religious denomination. While it is not required or expected to identify as a Unitarian Universalist or to be a member of a UU congregation in order to work at the UUA, all UUA staff members are expected to perform their job duties in accordance with the UUA's values, principles and mission. In particular the following points, drawn from the Seven UU Principles, are important for the UUA's work and staff culture:

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



2.4 Treatment of People

With respect to employment, compensation, and benefits for Association staff, the President shall not cause or allow:

1. An unfair or inhumane benefit structure
2. Conditions which jeopardize the fiscal integrity of the Association.

We used our annual raise pool to prioritize equity-based adjustments for our current staff this year, evaluating compensation by gender and race across comparable salary grades. Recognizing that a robust and equitable system for determining compensation must include a wide range of factors (geography, experience, credentials, labor market, etc.), we anticipate redesigning the UUA's salary grades in the coming years.

- Submitted by Carey McDonald, Acting Chief Operating Officer

Bylaws Change Purpose Statement

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

ARTICLE / RULE	SECTION	TITLE	Sarah Dan Jones	Denise Rimes	Barb Greve	Elandria Williams	Manish Mishra	Greg Boyd	Patrick McLaughlin	Dick Jackie	Tim Atkins	Bailey Saddlemire	Tanner Linden	Lucia Santini- Field	Tim Brennan	Christina Rivera	Carey McDonald	Susan Frederick- Gray	Kathy Burek
Article 3: Membershi p	3.5	Certification of Membership: Add to the requirements for certification: yearly vote of the congregation to reaffirm covenantal association as and with the UUA	agree agree										agree		agree with changes		agree with changes		
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 4: General Assembly	4.3	at least once every two years (GA)	agree agree										agree		agree		agree		
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 4: General Assembly	4.4	line 188 - read districts or regions	agree agree										agree		agree with changes		agree with changes		
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
		(b) line 245-264	agree agree										agree		agree with changes		agree		

		Religious Professionals- Minister Delegates, Religious Educator Delegates, Musician Director Delegates, Administrator Delegates, Social Justice Coordinator and other Religious Professional positions. Each certified member congregation is also entitled to be represented at each General Assembly by the minister or ministers in ministerial fellowship with the Association, religious educator, musicians and administrators settled in such congregation and who are in good standing with the retrospective professional body (LREDA, UUMN, AUUA, or UUMA). <i>(What do we do for folks that don't have a professional body?)</i> by the ordained minister or ministers in ministerial fellowship with the Association settled 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 emeritus or emerita by the member congregation not less than six months prior to the General Assembly, provided that																	
Article 4: General Assembly	4.8	General Assembly, provided that	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>We need more intentional delegates to GA, not automatic ones. Strongly recommend no more automatic delegate status for anyone, including ministers (which is more consistent with congregational polity anyway)</i>		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>		<i>Enter comments here.</i>
		Agendas for General Assemblies	agree																

Article 4: General Assembly	4.11	<p>The Board of Trustees shall prepare an agenda for each General Assembly. General Assemblies shall adopt rules relating to the agenda.</p> <p>(a) Tentative Agenda for Regular General Assemblies Everything stays the same from 4.11. Lines 317 -323 should read- Resolutions submitted under (d), (e)(3) and (f) must be received by the Board of Trustees no later than 110 days before the date set for the opening of that general assembly. everything else stays the same til line 336- 339. The tentative agenda shall be mailed to each member congregation and trustee not less than 9 days before the opening of the General Assembly.</p> <p>(b) Final Agenda for Regular General Assemblies everything stays the same in section 4.14 lines 504-531 except for in line 517 strike out Executive Committee</p> <p>(c) Agenda for Special General Assemblies Section 4.15 everything stays the same except for lines 541 - with no more than 20 of the 50 congregations from the same</p>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>We need more intentional delegates to GA, not Automatic ones.</i>		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>		<i>Enter comments here.</i>
		#1 UUA Statements of	agree																

Article 4: General Assembly	4.12	Conscience (a) 1- Each member congregation or covenanted community may submit to the Commission on Social Witness on proposed Congregational Study/Action..... 2- gone 3- stays the same 4-5 gone 6- stays the same (b) - gone (c) 1- gone 2 and 3 combine - Following the General Assembly, the Commission on Social Witness shall then compose a draft UU A Statement of Conscience. The draft UUA Statement of Conscience congregational comment form, and a ballot to place the draft UUA Statement of Conscience on the Final Agenda shall be included in the	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 4: General Assembly	4.16	Additions to the Agenda of Regular General Assemblies a- same b- get rid of #1 c- leave 1, 2, 4, 6, and 7- change working on 6 from adoption to affirmation #1 d- same except change working of 2 from adoption to affirmation #1	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 5: Committees of the Association	General	Add “covenanted communities” after “congregations” if these are included in Membership • This would be a technical, alignment change if the substantive change on	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
		Change gender binary pronouns											agree					

Article 5: Committees of the Association	General	to gender neutral • Define “they” and “their” as being singular in place of he/she and him/her	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>		<i>Enter comments here.</i>
Article 5: Committees of the Association	5.1	line 636 The President(s)	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 5: Committees of the Association	5.2	Elections and Appointments • If GA is not every year, make terms of appointed and elected members effective July 1 of year when they are chosen	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 5: Committees of the Association	5.3	Qualifications of Committee Members • Add member of covenanted communities (if these are included in memberships)	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 6: Board of Trustees	6.3	President(s), without vote, the Moderator(s)....	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 6: Board of Trustees	6.3	Propose adding: (c) two Youth Trustees elected at large	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 6: Board of Trustees	6.4	Propose adding: (c) one Youth trustee shall be elected on alternating years	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
Article 6: Board of Trustees	6.5	Propose adding: (b) Youth Trustees shall take office immediately after the close of the General Assembly at which they are elected and shall serve a two	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	agree		<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>	<i>Enter comments here.</i>
		Section 6.6 Qualifications of												agree					

[illegible]

Article 7: Committees of the Board of Trustees	7.6	<p>fewer than 14 members as follows: (a) at least six members who are not ministers appointed by the Board with three members serving two year terms and three members serving three year terms all appointed in even years; and (b) at least eight members who are ministers in final fellowship with the Association, four appointed by the Unitarian Universalist Ministers Association and the remainder by the Board. Of the four appointed by the Unitarian Universalist Ministers Association two members serve two year terms and the other two serve three year terms. Of the four members appointed by the board two serve two year terms appointed in odd years and two serve three year terms appointed in odd years.</p> <p>The committee shall have jurisdiction over ministerial</p>	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 8: Officers of the Association	8.1	a- The elected officers of the Association shall be Moderator(s), President(s), and a Financial Advisor.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 8: Officers of the Association	8.8	The Moderator(s).. The Moderator(s)... The Moderator(s)	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 8: Officers of the Association	8.9	The President(s)	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 8: Officers of the Association	8.17	Other Appointed Officers: "The Board of Trustees may appoint such other officers, up to 15% of it numbers, as it deems necessary and shall fix their powers and	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.

Article 9: Nomination s and Elections	9.5	(a)President(s)- need to come up with number of days and take out the exact dates (b) Moderator(s)- need to come up with number of days and take out the exact dates	agree agree										agree						
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 9: Nomination s and Elections	9.9	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 his or her own candidacy for offices for which he or she is nominated. Suggest that if the Secretary is running for any officer position	agree agree										agree						
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 9: Nomination s and Elections	9.11	For (a) we need to change the language to reflect teams of people running together	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Rule 6: Board of Trustees	6.4.1	Delete Rule 6.4.1 Division of Districts for Election Purposes. The trustees representing distcircts are divided into the	agree agree										agree						
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 10: Finance and Contracts	General	Change gender binary pronouns to gender neutral • Define “they” and “their” as being singular in place of he/she and him/her	agree agree										agree						
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.
Article 10: Finance and Contracts	General	Add “covenanted communities” after “congregations” if these are included in Membership • This would be a technical, alignment change if the substantive change on	agree agree										agree						
			Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.	Enter comments here.	Enter comments here.		Enter comments here.

Underlining indicates insertion; brackets indicate deletion.

UUA Bylaws and Rules

172 ARTICLE IV General Assembly

211 Section 4.8. Delegates

245 (b) Minister Delegates and Religious Education Director

246 Delegates. Each certified member congregation is also

247 entitled to be represented at each General Assembly by the

248 ordained minister or ministers in ministerial fellowship with the

249 Association settled in such congregation, and by the director

250 or directors of religious education who are Active Members of the Liberal Religious

Educators Association {having achieved

251 Credentialed Religious Educator – Masters Level status by

252 the Association} and employed in such congregation. In

253 addition, each certified member congregation is also entitled

254 to be represented at each General Assembly by any minister

255 emeritus or minister emerita of such congregation in

256 ministerial fellowship with the Association and by any director

257 of religious education emeritus or emerita having achieved

258 Credentialed Religious Educator – Masters Level status by

259 the Association designated as such by a vote at a meeting of

260 the member congregation not less than six months prior to

261 the General Assembly, provided that any such minister has

262 been settled previously in such congregation, and any such

263 director of religious education who has been previously

264 employed in such congregation.

Current UUA Board Ends with brief highlights of recommendations:

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.

Recommendation: Maintain with additional metrics and some changes to interpretation

Ends Policy 1.1

Congregations and communities are covenanted, accountable, healthy and mission driven

Recommendation: Maintain with additional metrics

Policy 1.2

Congregations and Communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

Recommendation: Combine with Policy 1.5 because they are similar and related

Ends Policy 1.3

Congregations and communities are intentionally inclusive, multigenerational and multicultural.

Recommendation: Maintain with additional metrics

Policy 1.4

Congregations and communities engage in partnerships to counter systems of power, privilege and oppression.

Recommendation: Change language to reflect more fully our current language. Focus the interpretation and metrics on impact rather than just the presence of partnership.

Recommended revising end to: "Congregations and communities engage in partnerships to counter racism, oppression and systemic white supremacy."

Policy 1.5 - Congregations and communities have and use UUA resources to deepen the spiritual and religious exploration by people in their communities, to enhance the ministry of their members and to improve their operations.

Recommendation: Combine with Policy 1.2 because they are similar and related

Policy 1.6

There is an increase in the number of people served by Unitarian Universalist congregations and communities.

Recommend remove; it is a metric and not an end; continue to measure under 1.1

Policy 1.7 – Recommend remove, metric and not an end.

There is an increase in the number of Unitarian Universalist congregations and communities

Recommend remove, it is a metric and not an end, continue to measure under 1.0 – recognize this will be a lower priority in the next two years

Ends Policy 1.8

There is an increase in the number of inspired ordained and lay religious leaders equipped to effectively start and sustain new Unitarian Universalist congregations and communities.

Recommend remove, it is a metric and not an end. However, do track the trend numbers and diversity of ordained and lay religious leaders in 1.0 & 1.1

Ends Policy 1.9

Unitarian Universalist institutions are healthy, vital, collaborative partners invested in the future of Unitarian Universalism, its principles and theologies.

Recommend to lower priority in the immediate time and engage in deeper generative conversations about what this end means and how we might support the health of other UU institutions (not congregations and communities). Many other UU institutions, including the UUMA, the UUSC, and even the Women's Federation are in the midst of leadership transition.



Proposed Revised & Prioritized Ends

January 2018



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.

Summary Interpretation

The foundation of a healthy Unitarian Universalist community is vibrant UU congregations and communities that reflect spiritual and theological depth, anti-racist, anti-oppressive and multicultural practices, and a clear and active commitment to making a positive/transforming difference both within and beyond their communities. In other words, congregations and communities striving to live into Beloved Community.

Critical to developing congregations that are alive with this transforming power that seeks change internally and externally are professional and lay leaders equipped for mission-driven, multicultural ministry that embraces change, navigates conflict in positive ways, tends to the spiritual growth of people at all ages of life, and practices a culture of risk, mistake-making, forgiveness and a sense of larger purpose at the heart of the community. In other words, key to living into Beloved Community are leaders who understand and are equipped to help lead this culture and spiritual change.

Institutional sustainability is a reflection of the operational and financial well being of the Association, and the financial capacity to live the pastoral and prophetic ministry we are called to in the world. Institutional sustainability could be solely defined as an assurance that the UUA and our larger faith will continue in perpetuity. However, a more important indicator would be the balance of financial health alongside clear indicators of mission impact and growth in our congregations and communities. An additional marker of overall institutional sustainability is the financial well-being of our congregations and of our religious professionals.

Metrics and Monitoring

Many of the particulars of this Global End are expressed in greater detail in Ends 1.1-1.8, with corresponding measurable indicators of congregational and leadership health and well-being. What is not measured in other places including financial metrics related to institutional sustainability, is measured here:

Measure income data over time with a specific goal (e.g. 15% increase in overall income in the next 5 years).

Measure the change in numbers of congregations and covenanting communities. (This metric is from Policy 1.7) *Note: For the record, the Administration does not think establishing new congregations should be a priority over the next few years. The language of the policy called for an increase in congregations. Our focus would be better spent on equipping our existing congregations for health and on the wider call for prophetic ministry and leadership in the larger world, in the variety of forms it may take, while also maintaining some support for innovative and creative new forms of ministry.*

Strike the existing metric that 60% of strategic programs are being assessed. The assessment tool described in current monitoring reports was never completed. Instead, focus on a practice and process for bringing continuity to how we assess programs and offerings of UUA described in later Ends. It could involve further developing the initial proposal (INSIGHT) or taking assessment in a new direction. It is too soon to tell the best avenue, but we retain a commitment to regular, ongoing program assessment.

Report annually on the number of people receiving credentials for ministry and the number of people in process for lay ministry and lay leadership certification, including measuring for diversity in each group. Track trends over time, establish baseline to create goals.

Implementation goals for 2018: Work with Treasurer to establish regular indicators to measure institutional sustainability. For example, measures that might indicate endowment health, ratios of endowment to operations that reflect long term sustainability, or goals for long term-strategic budgeting to correspond with 3-5 year strategic plans.

Ends Policy 1.1

Congregations and communities are covenanted, accountable, healthy and mission driven

Generally agree with current interpretations. Recommend being more specific about financial and numerical metrics and trends that would indicate congregational health.

Metrics

Measure Covenanted and Accountable:

- Increase over time of congregations that have safe congregation policies and or covenants of right relationship and disruptive behavior policies (healthy practices for engaging conflict) - (e.g. goal of 85% of congregations over 50 members having these policies, baseline is 70% of total congregations in 2017).
- Metrics on success of ministries, year-to-year data on number of negotiated resignations; create way to break out to track POCL ministers and others with historically marginalized identities [Establish baselines and track over time; also investigate ways to track this for other religious professionals]
- Percentage of congregations with religious professionals a part of LREDA, UUMA, UUMN [Establish baselines]
- 100% of congregations complete annual survey, certification (Establish baselines first)
- Need further exploration of what conflict looks like in a healthy congregation to understand whether and what we might measure.

Measure Healthy and Mission-Driven:

- Measure congregational trends in income and expense over time (e.g. what should goals be? How can we break those goals down?) [Establish some baselines and categories]
- Measure overall membership numbers and number of people served by Unitarian Universalism (Policy 1.6) – what should our goal be? (e.g. 5% increase in members over the next 5 years; 5 % increase each year of number of people served by congregations)
- Track trends in religious education enrollment and participation
- Percentage of congregations that report having a clear mission or purpose. (in 2016; 90% reported yes) – *propose strike this and shift to a more pointed question below:*
- Percent of congregations that have a mission, strategic goals or clear purpose that drives or challenges the work and ministry of your congregation? (Use this to replace previous question? Have a goal, e.g. 75% of congregations have a mission that drives their ministry)
- Measure number of congregations engaging in capital campaigns in last 5 years. (establish baseline, then goals) capital campaigns are visionary; can indicate congregation stretching

Ends Policy 1.2 (combination of 1.2 and 1.5)

Congregations and Communities see their covenant and partnership with the UUA and other congregations as a critical support to deepen the spiritual and religious development of their people, enhance their mission and operations, and spread the ideals and principles of Unitarian Universalism.

Interpretation

The bonds of covenant between congregations and communities and the UUA makes congregations more effective at living their mission. Congregations and communities see the UUA and other congregations as a critical support to their success.

Metrics

- Measure APF attainment rate over time (percentage of requested contribution that is actually fulfilled). Move in direction of setting clear goals around attainment and percentage of congregations that are Honor congregations after we move through the transition to new APF (in 2 years)
- Increase of congregations reporting collaborative work with other UU congregations (e.g. an increase of from 75% to 85% of congregations over 5 years)
- Increase of congregations participating in UUA regional or national offerings (need to create and implement systems to better track participation and evaluate impact)
- Increase of congregations participating at General Assembly, or District Assemblies/Regional Assemblies (e.g. 80%)
- Create annual question in Congregational Questionnaire about the degree to which UUA resources support the spiritual and religious exploration in the congregation (offer comments for more qualitative data)
- Create annual question in Congregational Questionnaire about the degree to which UUA enhances congregation operations (qualitative)
- Question: Should we assess qualitatively impact of congregational partnerships at this point, or just track their existence and depth of the partnership and changes to these metrics over time? For example add to Congregational Questionnaire the previous two questions but specifically about support from other UU congregations. (Need to balance reality that if there are too many questions, fewer congregations will respond)
- Implementation Goal: establish ways to measure impact of the UU offerings. Standard evaluation questions for all programs or end of year survey tool to assess impact of program.

Ends Policy 1.3

Congregations and communities are intentionally inclusive, multigenerational and multicultural.

Interpretation

Largely agree with the existing interpretation but with more additional, specific metrics. Additionally, this must include the UUA modeling this work itself. Include in interpretations the language of dismantling white supremacy.

Question for the Board

Do we need to be more specific about the multiculturalism and the diversities we especially wish focus? Working on inclusion in any area can support greater cultural flexibility in all areas; however, would it be more helpful and specific to be clear about particular diversities we wish to focus, for example race? Could we be more specific about the changes or learning goals we hope our congregations will be able to make, e.g. diversifying membership versus engaging in anti-racist activism versus supporting personal identity development?

Metrics

- Diversity of UUA staff – goals according to new hiring procedures
- Member and staff diversity in congregations – establish baseline (e.g., goal of 5% increase in 5 years).
- Diversity of UUA committees and leadership teams – (e.g. 40% of people not of dominant group)
- Tracking number of religious professionals of color (establish baseline, set goals for increase over time)
- Measure success/outcomes for religious professionals of color (metric also shows up in 1.0)
- Percentage of congregations in transition doing Beyond Categorical Thinking (track over time, e.g. goal 100%)
- Track participation in congregations AIM (Accessibility and Inclusion Ministry) and Welcoming Congregation

Policy 1.4

Congregations and communities engage in partnerships to counter racism, oppression and systemic white supremacy.

Edited this End from “counter systems of power, privilege and oppression” to make the language more specific and current.

Interpretation

Frame as impact/outcome – rather than tactic. For example: The UUA, congregations, and communities will be effective partners in making measurable change in dismantling systems of white supremacy and oppression, with specific focus on issues that most closely touch our core values, including issues of equity with respect to identity and issues of climate justice. Make it a clear priority to partner with frontline communities and organizations that are primarily led by and representative of POCl.

Metrics

- Measure congregational engagement in partnership
- Measure how many partnerships are with groups primarily led by people of color or the most marginalized (organizers, EDs, members) – establish baseline, possible goal of 75%
- Ask congregations to report on specific justice wins, impacts or changes in the wider community
- Measure local, regional or national wins on: dismantling mass incarceration and racist policing (criminalization), climate justice, immigrant rights, transgender rights, disability rights

Policies to be combined, removed, deprioritized, or need further discussion.

Combine Policies 1.2 and 1.5

Policy 1.2 - Congregations and Communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

Policy 1.5 - Congregations and communities have and use UUA resources to deepen the spiritual and religious exploration by people in their communities, to enhance the ministry of their members and to improve their operations.

Combined for revised End 1.2: Congregations and Communities see their covenant and partnership with the UUA and other congregations as a critical support to deepen the spiritual and religious development of their people, enhance their mission and operations, and spread the ideals and principles of Unitarian Universalism.

Policy 1.6

There is an increase in the number of people served by Unitarian Universalist congregations and communities.

Recommend remove; it is a metric and not an end; put metric under 1.1

Policy 1.7

There is an increase in the number of Unitarian Universalist congregations and communities

Recommend remove, metric and not an end. Deprioritize but continue to measure.

Ends Policy 1.8

There is an increase in the number of inspired ordained and lay religious leaders equipped to effectively start and sustain new Unitarian Universalist congregations and communities.

Recommend remove, metric and not and end. Use related metrics in 1.0 & 1.1

Ends Policy 1.9

Unitarian Universalist institutions are healthy, vital, collaborative partners invested in the future of Unitarian Universalism, its principles and theologies.

Interpretation: This speaks primarily to other UU institutions that are not directly members of the UUA (i.e. not congregations or covenanted communities).

Lower priority in this initial period and engage deeper conversation about meaning of this End with the Board. A number of our UU institutions (UUSC, UUMA, UUWF) are in some form of leadership transition. Maintain robust commitment to partnership; but engage larger conversation about how the UUA impacts the health and vitality of other organizations; what our appropriate role is and how we would measure our success.



Treasurer's Report to the Board of Trustees

January 19, 2018

**Tim Brennan
Treasurer & Chief Financial Officer**



Agenda

- FY 17 Audit
- FY18 2nd quarter forecast
- UU Common Endowment Fund, LLC performance
- Socially Responsible Investing

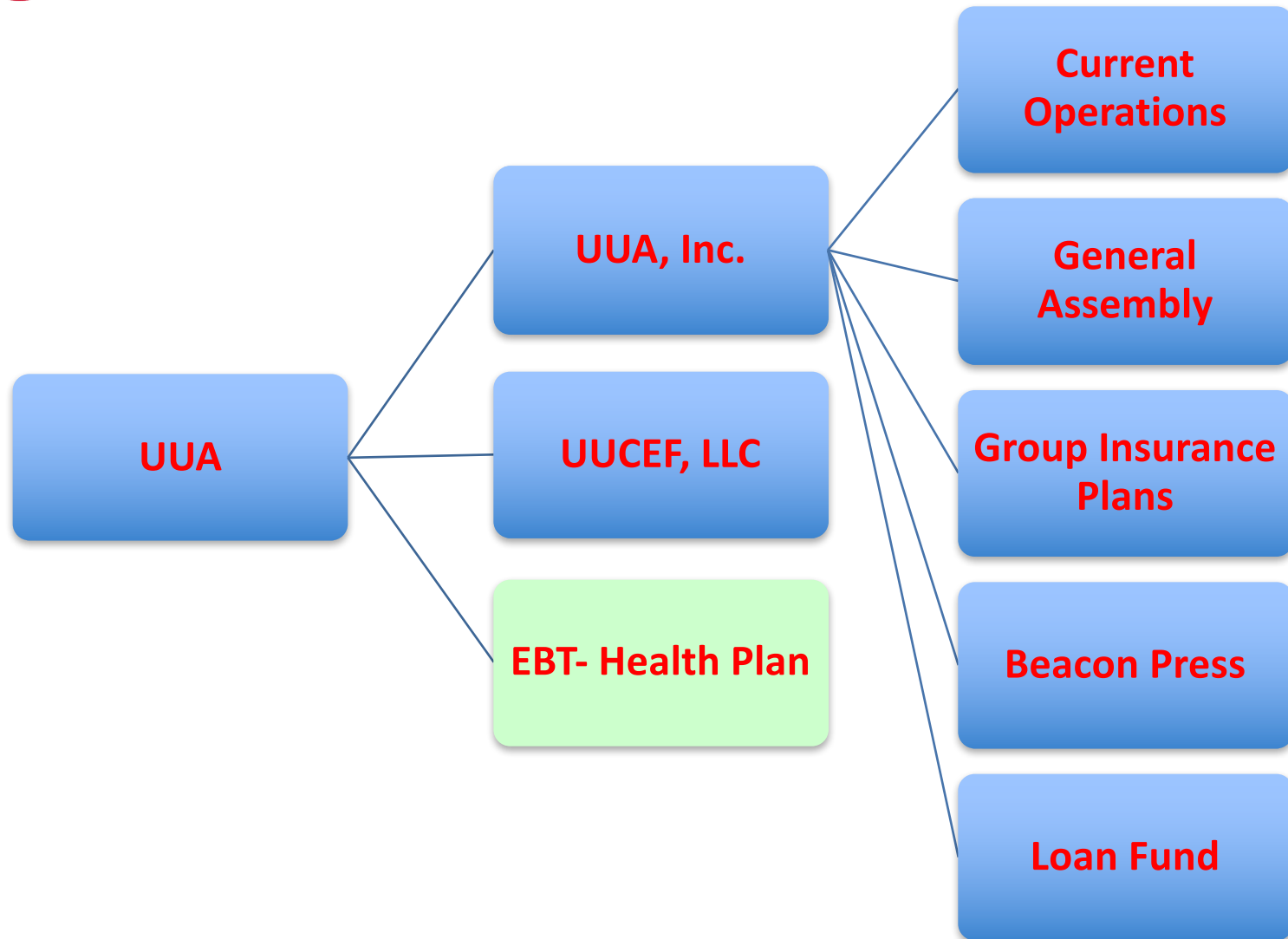


UUA audit process

- Essential element of board oversight process
- Board appoints audit committee consisting of experts
- Committee hires auditing firm to review systems and reports for accuracy and consistency with GAAP
- Auditors review financial reports prepared by UUA staff
- Reported to audit committee, Health Plan board Nov 20
- Report distributed to board Dec 18
- Report from audit committee TBD



UUA legal and financial structure





Fiscal year 2017 audits

- 3 legal entities, 3 audits: UUA, UUCEF, Health Plan
- UUA, UUCEF audited by Mayer Hoffman McCann, Tofias New England Division
- UUA Health Plan audited by RSM
- Audit committee, Health Plan Board receive reports Nov 20
- BOT receives audit report 12/15
- “Clean opinion” for both entities
- Management comments: deficiencies (if any), recommendations



UUA income statements

Through 6/30 (in \$000s)	2017	2016
Total revenue	40,618	36,581
Total expenses	38,832	36,507
Surplus (deficit)	1,786	74



Current operations

Through 6/30 (in \$000s)	2017	2016
Total revenue	28,590	27,469
Total expenses	28,238	27,204
Surplus (deficit)	352	265



UUA balance sheets

As of June 30 (in \$000s)	2017	2016
Total assets	294,227	278,698
Total liabilities	23,961	25,825
Minority interest in UUCEF	94,754	88,750
Total net assets	175,512	164,123



UUA balance sheets

As of June 30 (in \$000s)	2017	2016
Net assets:		
Unrestricted	57,430	53,876
Temporarily restricted	59,732	52,541
Permanently restricted	58,350	57,706
Total net assets	175,512	164,123



FY 18 2nd Quarter Forecast

- Forecast for current operations
- See BOT meeting packet under Treasurer's Report
- Headline: projecting breakeven for the year with contingency still in reserve



FY18 2nd quarter forecast

Current operations (in \$000s)

Through 1/11/18	FY18 Budget	FY18 Forecast	Percent Inc/(Dec)
Total revenue	27,155	28,388	4.3%
Total expenses	27,605	28,751	4.0%
Depreciation spending	450	450	0%
Surplus (deficit)	0	87	



FY18 Annual Program Fund Paid to Date (in \$000s)

FY	Through	Actual	Goal	% of Goal
FY 17	01/16/17	2,933	6,750	43%
FY 18	01/16/18	3,138	6,750	46%



FY18 Annual Program Fund Pledges to Date (in \$000s)

FY	Number	Amount (in \$000s)
FY 17	535	4,214
FY 18	584	5,085



UUCEF, LLC

Investment Performance

Periods ending 11/30/17

	1 Month	1 Year	3 Years	5 Years
Gross return	0.8%	18.5%	5.9%	7.3%
Net return	0.8%	17.5%	4.9%	6.3%
Benchmark*	1.4%	17.2%	6.3%	7.6%

** Weighted average of underlying benchmarks for each asset class*



Socially Responsible Investing

- Shareholder advocacy campaigns – 10 resolutions, 7 other engagements
 - Climate change
 - Election and lobbying spending
 - Executive compensation
- Board service with the Interfaith Center on Corporate Responsibility
- Faith Consistent Investing conference in Switzerland
- UN Investor Summit on Climate Change
- Impact investments



Top priorities

- Impact investing
- Shareholder advocacy and leadership at ICCR
- Application for group exemption

	C	D	E	F	G	H	I
2	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
3	Budget Overview	Results	Results	Budget	1Q18 Fcst	2Q18 Fcst	Inc/(Dec)
4	Current Operations						F to G
5							
6	\$ in Thousands						
7	Income:						
8	Income for General Support						
9	Annual Program Fund	6,538	6,376	6,750	6,750	6,750	0.0%
10	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,636	0.0%
11	Unrestricted Gifts	957	1,169	1,435	1,145	1,145	0.0%
12	Leadership Annual Giving	0	40	500	500	500	0.0%
13	Bequest Income	445	500	500	500	500	0.0%
14	Administrative Fees	2,216	2,416	2,206	2,278	2,272	-0.3%
15	Investment Income	3,148	2,971	2,772	2,772	3,001	8.3%
16	Publications Income	1,173	1,228	1,455	1,455	1,368	-6.0%
17	Net Lease Income	953	978	1,005	1,013	992	-2.1%
18	Other Current Fund Income	573	460	485	480	462	-3.7%
19	Total Income for General Support	16,471	17,697	18,744	18,528	18,625	0.5%
20							
21	Income for Designated Purposes						
22	Campaign Income	1,507	1,931	1,134	1,145	1,387	21.1%
23	UUCSR Veatch Grants	2,372	2,465	2,589	2,592	2,594	0.1%
24	Grants and Scholarships	1,006	979	890	890	923	3.8%
25	Ministerial Aid Funds	522	522	455	455	455	0.0%
26	Holdeen and International Trusts	1,469	1,343	1,272	1,432	1,490	4.0%
27	Income for Other Purposes	1,689	2,292	2,071	2,713	2,914	7.4%
28	Total Inc for Designated Purposes	8,564	9,532	8,411	9,226	9,763	5.8%
29	Total Income	25,035	27,229	27,155	27,754	28,388	2.3%
30							
31	Expenses:						
32	Board & Volunteer Leadership	467	482	451	456	752	64.7%
33							
34	Programs:						
35	Program and Strategy Office	815	582	565	10	10	0.0%
36	Multicultural Growth and Witness	1,309	1,071	1,130	1,197	1,220	1.9%
37	International Programs	1,936	1,451	1,317	1,494	1,564	4.7%
38	Congregational Life	3,450	5,474	5,395	5,373	5,305	-1.3%
39	Ministries and Faith Development	4,877	4,967	4,826	5,021	5,131	2.2%
40	UU Funding Program	1,405	1,392	1,374	1,377	1,377	0.0%
41	Crisis Relief & Misc. Programs	158	440	58	556	663	19.2%
42	Communications	2,660	2,672	2,860	2,939	2,888	-1.7%
43							
44	Total Programs	16,611	18,049	17,525	17,966	18,158	1.1%
45							
46	Administration	1,358	1,962	1,469	1,535	1,577	2.8%
47	Contingency/Salary Increase	0	0	554	554	554	0.0%
48							
49	Infrastructure						
50	Stewardship and Development	1,867	2,019	2,351	2,365	2,390	1.1%
51	Information Technology Services	1,441	1,463	1,582	1,578	1,597	1.2%
52	Internal Services	2,883	2,903	3,672	3,695	3,723	0.8%
53	Total Infrastructure	6,191	6,384	7,606	7,638	7,710	0.9%
54							
55	Total Expenses	24,628	26,877	27,605	28,150	28,751	2.1%
56							
57	Depreciation Spending	0	0	450	450	450	
58							
59	Current Section Excess/(Deficit)	407	353	0	54	87	

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	1Q18 Fcst	2Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						G to H
4							
5	\$ in Thousands						
6	Income:						
7	Income for UUA General Support						
8	Annual Program Fund	6,538	6,376	6,750	6,750	6,750	0.0%
9	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,636	0.0%
10	Unrestricted Gifts	957	1,169	1,435	1,145	1,145	0.0%
11	Leadership Annual Giving	0	40	500	500	500	0.0%
12	Bequest Income	445	500	500	500	500	0.0%
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14	Endowment Income	3,148	2,971	2,772	2,772	3,001	8.3%
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17	Other Current Income	573	460	485	480	462	-3.7%
18		16,471	17,697	18,744	18,528	18,626	0.5%
19	Income for Designated Purposes						
20	Campaign Income	1,507	1,931	1,134	1,145	1,387	21.1%
21	Veatch Grants	2,372	2,465	2,589	2,592	2,594	0.1%
22	Grants and Scholarships	1,006	979	890	890	923	3.8%
23	Ministerial Aid Funds	522	522	455	455	455	0.0%
24	Holdeen & International Trusts	1,469	1,343	1,272	1,432	1,490	4.0%
25	Income for Other Purposes	1,689	2,292	2,071	2,713	2,914	7.4%
26		8,564	9,532	8,411	9,226	9,763	5.8%
27	Total Income	25,035	27,229	27,155	27,754	28,388	2.3%
28							
29	Board & Volunteer Leadership						
30	Board of Trustees	183	185	187	187	461	147.1%
31	Board Committees	85	83	76	76	82	8.5%
32	Board Task Forces	4	3	1	2	2	0.0%
33	Moderator	23	26	20	25	34	34.0%
34	Nominating Committee	16	28	19	19	25	29.9%
35	Commission on Appraisal	21	20	18	18	18	0.0%
36	Ministerial Fellowship Committee	114	108	103	103	103	0.0%
37	Commission on Social Witness	21	28	27	27	27	0.0%
38	Total Board & Volunteer Leadership	467	482	451	456	752	64.7%
39							
40	Programs:						
41	Program Strategy Office (former Growth Strategies)	815	582	565	10	10	0.0%
42							
43	Multicultural Growth and Witness	1,309	1,071	1,130	1,197	1,220	1.9%
44							
45	International Office	219	198	206	228	249	9.1%
46	Holdeen International Partners	165	150	100	157	159	1.3%
47	Holdeen India Program	1,239	826	734	818	858	4.9%
48	UU-UNO	314	277	277	291	299	2.6%
49	Total International	1,936	1,451	1,317	1,494	1,564	4.7%
50							
51	Congregational Life						
52	Congregational Life	2,267	1,523	1,408	1,415	1,406	-0.6%
53	Southern Region	1,118	1,080	1,147	1,182	1,161	-1.8%
54	New England Region	0	1,188	1,128	1,047	992	-5.3%
55	Central East Region	0	1,623	1,638	1,687	1,704	1.0%
56	Office of Congregational Stewardship Services	66	59	74	42	42	0.0%
57	Total Congregational Life	3,450	5,474	5,396	5,373	5,305	-1.3%
58							
59	Ministries and Faith Development						
60	Resource Development Director	146	159	143	199	207	3.9%
61	Resource Development Office	454	486	539	555	554	-0.1%
62	Youth and Young Adult Ministries	580	633	630	654	617	-5.7%
63	Director of Ministries and Faith Development	426	487	428	436	439	0.6%
64	Director of RE Credentialing	98	18	0	0	0	0.0%
65	Director of Ministerial Credentialing	193	189	190	192	192	-0.2%
66	Director of Transitions	339	315	322	327	327	-0.1%
67	Office of Church Staff Finances	580	648	697	729	697	-4.4%
68	Office of UUA Health Plan	244	242	217	220	220	-0.2%
69	Director of Professional Development	208	222	218	219	219	-0.1%
70	Worship Arts	0	0	0	48	52	8.3%

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	1Q18 Fcst	2Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						G to H
71	Scholarships and Ministerial Ed Grants	334	334	309	309	321	3.8%
72	Continuing Education	65	45	79	79	212	167.1%
73	Aid Funds	589	595	520	520	520	0.0%
74	Panel on Theological Education	621	596	533	533	555	4.2%
75	Total Ministries and Faith Development	4,877	4,967	4,826	5,021	5,131	2.2%
76							
77	UU Funding Program	1,405	1,392	1,374	1,377	1,377	0.0%
78	Crisis Relief & Misc. Programs	158	440	58	556	663	19.2%
79							
80	Communications						
81	IPW Office	368	358	396	458	447	-2.4%
82	Periodicals Office	917	923	967	974	973	-0.1%
83	Publications Administration	559	570	590	596	595	-0.1%
84	UUA Bookstore	815	821	907	910	873	-4.1%
85	Total Communications	2,660	2,672	2,861	2,939	2,888	-1.7%
86							
87	Total Programs	16,611	18,049	17,526	17,966	18,158	1.1%
88							
89	Administration						
90	Office of the President	526	797	568	489	480	-1.8%
91	Office of the Executive Vice President	407	615	388	530	580	9.3%
92	Contingency Expense	0	0	383	383	383	0.0%
93	Salary Increase	0	0	171	171	171	0.0%
94	Human Resources	426	550	513	516	518	0.3%
95	Total Administration	1,358	1,962	2,022	2,089	2,131	2.0%
96							
97	Infrastructure:						
98	Stewardship and Development						
99	Vice President, Development	48	280	510	524	566	7.9%
100	APF Campaign	290	345	429	452	449	-0.8%
101	Friends Campaign	289	287	416	392	375	-4.3%
102	Charitable Gift and Estate Planning	155	227	383	386	387	0.3%
103	Comprehensive Campaign	1,085	879	613	610	613	0.5%
104	Total Stewardship and Development	1,867	2,019	2,350	2,365	2,390	1.1%
105							
106	Information Technology Services	1,441	1,463	1,582	1,578	1,597	1.2%
107							
108	Internal Services:						
109	Finance						
110	Treasurer and Vice President of Finance	367	398	394	398	397	-0.1%
111	Financial Services	662	704	757	766	769	0.4%
112	Total Finance	1,029	1,102	1,151	1,164	1,167	0.2%
113							
114	Facilities						
115	24 Farnworth Street	1,854	1,801	2,521	2,531	2,556	1.0%
116	Total Operations Services	1,854	1,801	2,521	2,531	2,556	1.0%
117							
118	Total Internal Services	2,883	2,903	3,672	3,695	3,723	0.8%
119							
120	Total Infrastructure	6,191	6,385	7,605	7,638	7,710	0.9%
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125	Current Section Excess/(Deficit)	407	353	0	54	87	