

7:00 – 8:00	Breakfast ( <i>Marriott – Truman B</i> )	
8:00 – 8:30	Check-In (just Board members)	Mr. Barb Greve
8:30 – 8:35	Opening Words	Barb Greve
8:35 – 8:55	Call to Order, Welcome, Introductions, and Board Covenant	Elandria Williams
8:55 – 9:00	Approval of Consent Agenda	Barb Greve
9:00 – 9:30	Commission on Institutional Change and Religious Professionals of Color Charge	Barb Greve Elandria Williams Leslie Takahashi (if present)
9:30 – 10:15	Our Work Ahead <ul style="list-style-type: none"> <li>– Mission and Bylaw Study Commission and Work</li> <li>– ARAO Strategy, Etc.</li> <li>– Events for the Coming Year</li> </ul>	Barb Greve Elandria Williams
10:15 – 10:30	Break	
10:30 – 11:00	Ministerial Fellowship Committee Proposed Rules Changes	
11:00 – 11:05	Co-Moderators' Report	Barb Greve Elandria Williams
11:05 – 11:20	Financial Advisor's Report	Lucia Santini Field
11:20 – 11:50	Finance Committee Charge	Tim Atkins Lucia Santini Field
11:50 – 12:00	Secretary's Report	Christina Rivera
12:00 – 12:45	Lunch ( <i>Marriott – Truman B</i> )	
12:45 – 1:15	President's Report <ul style="list-style-type: none"> <li>– including Global Ends Monitoring Report and Treasurer's Report</li> </ul>	Susan Frederick-Gray Carey McDonald Tim Brennan
1:15 – 1:40	Board Bylaw Statements	
1:40 – 1:45	Check Out	Barb Greve
2:00	Direct Action Training	

3:30 – 4:30	President Susan Frederick-Gray Speaks with the UU Ministers Association	Conv. Ctr. Room 2501 A
5:00 – 6:00	Rally	
6:00 – 7:00	Dinner	
6:00 – 7:00	Action (for people who are going – not youth)	



<i>Pre-8:30</i>	<i>Breakfast on Your Own</i>	
8:30 – 10:00	25/50 Worship Service (UU Ministers Association)	Conv. Ctr. Room 2501 A
10:00 – 10:15	Travel to Board Meeting	
10:15 – 10:20	Welcome	Mr. Barb Greve
10:20 – 10:50	Unitarian Universalist Association (UUA) / Unitarian Universalist Service Committee (UUSC) Collaboration	Lucia Santini Field UUSC
10:50 – 11:30	What are you looking forward to during GA? What are you finding challenging? What support do you need?	Elandria Williams
11:30 – 12:15	General Assembly Run-Through	Barb Greve
12:15 – 12:30	Check Out	Barb Greve
12:30 – 12:35	Closing	Elandria Williams
12:35 – 1:45	Lunch with Regional Leaders Group ( <i>Marriott – Truman B</i> )	
2:00 – 3:30	Berry Street Lecture (UU Ministers Association)	Conv. Ctr. Room 2501 A



BOARD OF TRUSTEES  
MEETING AGENDA

MONDAY, JUNE 25, 2018

Marriott Kansas City Downtown – Colonial Ballroom



7:30 – 8:30	Breakfast ( <i>Marriott – Colonial Ballroom</i> )	
8:00	<i>Board Photo (please dress accordingly)</i>	
8:30 – 8:45	Call to Order, Welcome, and Introductions	
8:45 – 8:50	Centering	
8:50 – 10:40	General Assembly Debrief <ul style="list-style-type: none"><li>– with General Assembly Planning Committee, Council on Cross Cultural Engagement, Board of Trustees, and Others</li><li>– some time all together, some time with our own groups, and then come back together for appreciations</li></ul>	
10:40 – 10:55	Check Out	
10:55 – 11:00	Closing and Adjourn	

# Board of Trustees

**MEETING:** April 20-21, 2018

**LOCATION:** UUA Headquarters (24 Farnsworth St., Boston, MA)

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

**ADDITIONAL PARTICIPANTS:** Carey McDonald (Recording Secretary & COO), Tim Brennan (Treasurer), Mary Katherine Morn, Brent Lewis, Danielle Di Bona (chaplain), Leslie Takahashi, Shana Lynngood, Beth McGregor, Matthew Johnson, Joanna Fontaine Crawford, and Jacqui Williams

**OBSERVERS:** Debra Boyd, Kimberly Hampton, Melissa Carvill-Ziemer, Leah Purcell, Elaine McArdle, Latifa Woodhouse, Ralph Brown, Claire Sexton, Marti Keller, Sue Boone, Gretchen Ohmann



## Meeting Minutes

**Friday, April 20**

The meeting opened with a worship service led by Bailey Saddlemire and Tanner Linden at 9:00 am. Vice Moderator Denise Rimes welcomed members and observers and invited all participants to introduce themselves.

Manish Mishra-Marzetti led the Board in a review of its covenant and group agreements. Manish introduced the consent agenda, which included the minutes from the January, February and March meetings as well as the site proposal of Milwaukee for General Assembly 2021; Kathy Burek moved to adopt the consent agenda, Lucia Santini Field seconded the motion, and it was unanimously approved. Members requested that future Board meetings include “reports received” section to acknowledge items that may have been previously included in the consent agenda, but where Board action is not required.

### *Accomplishments Over the Past Year*

The Board lifted up accomplishments over the past year, to ground the meeting in good work that has been done.

- Embracing fundraising as part of fiduciary duty, including calls around the Promise & Practice campaign and moving forward with the new Annual Program Fund formula
- Attention and awareness to discussion and process, including taking risks, being flexible, sharing leadership roles, and being transparent
- UU presence at nationally-recognized moments of social justice and witness, especially through President Susan Frederick-Gray
- Creating the Commission on Institutional Change
- A successful and joyous General Assembly 2017, despite the uncertainty in the run up to the event
- Better connection between the Board and other groups, including the General Assembly Planning Committee, Youth Caucus, and UU professional organizations, and building more relationship across the Association overall
- Filling open staff and committee positions with good process and diverse candidates
- New memorandum of understanding (MOU) with the College of Social Justice
- Connection with congregations near Knoxville at the January Board meeting was invaluable, including a powerful regional worship service
- Tenacity and dedication of Board members, even in difficult times
- Commitment to have a Board chaplain

Discussion affirmed the sense that the UUA has accomplished a lot, and that the level of tension present in April 2017 has gone down significantly as UUA leadership has been more stable, transparent, collaborative and forthright.

At 10:00 am, participants moved outside to observe 13 seconds of silence in solidarity with the National School Walkout.

### ***President's Report***

President Susan Frederick-Gray, Chief Operating Officer (COO) Carey McDonald, Taquiena Boston and Mary Katherine Morn presented the President's Report. The report began with gratitude and honored the travel and relationship-building which has been a focus of the first year of the President's term. The report summarized the strategic review of public witness, advocacy and organizing, which is expected to be completed in June. It also gave an overview of the three levels of change away from white supremacy culture which UUA staff are working on: institutional, organizational and congregational. Taquiena shared the goals, and measurable objectives and strategy for the organizational equity, inclusion and change work she is leading within the UUA staff. Mary Katherine closed the presentation with a summary of major fundraising efforts and the current transition to a new formula for the Annual Program Fund. She asked Board members to follow through on their calls to congregations urging them to participate in the Promise and Practice campaign to fund Black Lives of Unitarian Universalism.

The Presidents report included two generative questions. In response to the first, of how to measure the impact of UUA public witness work, Board members held up the importance of partnership and responding to the needs of impacted communities inside and outside Unitarian Universalism. They affirmed the intersectional approach the UUA is taking and noted the impact which faith

development can have in shifting attitudes over time. All recognized the urgency of the moment, with gratitude that the UUA and individual UUs and congregations are getting energized to resist oppressive policies and build resilient communities.

Responses to the second question, which asked about how the UUA's internal organizational changes towards equity and inclusion will affect congregational leaders, emphasized the need for the UUA to communicate with congregations about what it doing, learning and shifting. Considering ways to track the impact of these changes, members pointed to growing diversity in leadership among both the UUA and congregations, to the success over time of leaders who are people of color and from other marginalized backgrounds, and the overdue need to lower the number of daily microaggressions felt in congregations. Board members also noted the need to have clear ways for congregational leaders to ask for help and to report problematic dynamics, including through the transitional time of ministerial search.

The meeting broke for lunch at 12:03 pm, reconvened at 1:00 pm.

### ***What Has Been Happening in Unitarian Universalism***

Lucia Santini Field reported back on discussion with the Audit Committee, including ongoing concern and mitigation around data security. On behalf of the Audit Committee, she urged Board members to complete their cybersecurity training. Lucia shared that the three annual audits of the UUA, the Common Endowment and the Health Plan included clean opinions, commending the UUA's financial management. She noted the Audit Committee is reviewing its charter and is recommending an updated charge to change its name to the Audit and Risk Management Committee and will present these changes at a future Board meeting. Discussion raised questions about the Committee's work of risk management, including whether risk rubrics had been reassessed in light of the events of the past year.

Lucia shared that members of the Investment Committee were unable to join this meeting but hope to join the October Board meeting.

Lucia noted that the UUA and UU Service Committee Boards have met in the past, and would like to facilitate future collaborative conversation, including through the possibility of meeting at General Assembly with each of the Boards' appointed liaisons.

Participants raised up other things that have been happening this spring in Unitarian Universalism, which included concerns raised by religious professionals of color (to be addressed later in the meeting), an upcoming anti-racism, assessment tool for religious education programs, and more people joining learning sessions.

Due to scheduling problems, the conversation with the Commission on Institutional Change was moved until after the next agenda item.

### ***Supporting Religious Professionals of Color***

Discussion began with reports from Board members and staff who had attended the Finding Our Way Home (FOWH) annual gathering for UU religious professionals

of color. They noted this year's gathering had record-high attendance and affirmed that FOWH remains an invaluable event which sustains many religious professionals in their ministries throughout the entire year. They noted event displays the true diversity of intersecting identities and experiences among UU religious professionals of color, who shared inspiring stories of strength and bright spots in their ministries. They also reported countless stories from attendees of difficult situations in congregations, a high number of conflicted departures, and recognized that these struggles have been ongoing for decades. Attendees also raised the concern that there are inconsistent expectations from congregations about paying for their staff to go to FOWH as critical professional development.

Board members asked how best to identify congregations who have patterns of difficult treatment of religious professionals of color. They raised the ministerial search process and the time ministry as a key leverage point to assess anti-racist commitments and skills, and to suggest or possibly require specific improvements. It was noted that data available through the new online search and settlement system, as well as expectations set by the new model ministerial contract, will create better frameworks for this kind of accountability. Staff members noted their intent to publicly report on short and long term actions they are taking to address this ongoing problem.

### ***Commission on Institutional Change***

Leslie Takahashi offered a brief update from the Commission on Institutional Change (COIC), since she was only able to join for a portion of this scheduled discussion because of prior miscommunication. She encouraged the UUA not to rush into the first solutions that emerge, but to take the time to work with care and forethought, recognizing the April report from the Commission pointed to systemic challenges that have been around for generations. She affirmed that this investigation is made possible because the Board, Commission and administration are all committed to making systemic change, so there is less need to negotiate relationships.

Leslie noted that the systemic analysis of the Commission also does not take away from the specific damage done to individuals, which is just as valid, and the crises being experienced by religious professionals of color are real. She also pointed to the ways that tension in the wider world around race is having a disparate effect on our religious professionals of color, even worse now than a year ago.

The Board expressed gratitude for the Commission and its constructive and thoughtful report and expressed its commitment to take action based on the Commission's recommendations.

The meeting broke at 3:00 pm and reconvened at 3:20 pm.

### ***Financial Updates and FY19 Budget Proposal***

Financial Secretary Tim Atkins introduced the budget section and made a motion to reestablish a finance committee. Discussion reiterated the purpose of disbanding a Finance Committee three years ago, which was in transition from a larger Board where smaller working groups had been essential. Members also recognized that a





key part of the Board's fiduciary responsibility is to institutionalize deeper financial understanding among a wider range of Board members beyond the Financial Advisor, though the charge to the Finance Committee still needs to be developed. Tim Atkins agreed to withdraw the motion and instead introduce it in June, once a charge had been written.

Tim Brennan presented the FY18 third quarter fiscal update from the UUA, projecting a break-even year. He noted that income estimates had been revised downwards because of unpredictable declines in bequest income, and because staff energy directed towards major giving has been negatively impacted by the time dedicated to BLUU Campaign, but noted that these declines were partially offset by savings from open positions.

He described the new effort this year to compile a mission budget analysis of FY expenditures in the five key mission areas of the UUA, and of the specific anti-racism/ anti-oppression/ multiculturalism work within each area. The UUA expects to update this each year to track its investments in mission work over time. Tim also shared revenue trends of past few years which show that UUA revenue has been flat while costs have gone up each year. However, he noted that changes in the APF formula are expected to generate growing revenue in the coming years

In reviewing the FY 19 proposed balanced budget, Tim noted that UUA staff had used an improved process this year, which met individually with staff group leaders to clarify their equity priorities and look for savings or reinvestment possibilities. In addition to making high-priority investments in supporting leaders from impacted communities and marginalized identities, following through on the full commitments to BLUU and the COIC, and to putting resources towards staff development to support equity and inclusion, the UUA avoided staff layoffs in this budget by reducing targeted program expenses and improving certain administrative and operations efficiencies.

Questions from Board members addressed the need for more scholarships for General Assembly next year, and noting that bequest accruals beyond budget which were dedicated to innovation in the past had gone to support the Commission on Institutional Change's budget request in October 2017. The discussion was put on hold to continue with the MFC discussion as scheduled (see Bike Rack section below).

### ***Ministerial Fellowship Committee***

Co-Moderator Greve introduced the motion which was requested by the Ministerial Fellowship Committee (MFC) as part of wider conversation on dismantling white supremacy, and one that formally authorizes conversations within the MFC that are already happening

Shana Lynngood, vice chair of the MFC, joined the meeting via Zoom to address the motion. She noted that the MFC has always been seen as a gatekeeper, but instead wants to be seen as an affirming part of the ministerial formation process rather than its completion. She raised the specific question of decisions about the status ministerial candidates are delivered to them, noting that Board-approved policies require a 1-5 system that the MFC does not believe serve us as a faith or the candidates anymore. Shana said the MFC is always looking at its own biases, is very serious about continuing education, and strives to be clear about where



members' biases show up, and that those conversations have shifted as the committee has become more diverse.

Discussion from Board members reiterated that the motion is Board affirmation of the direction the committee is going which will require making major changes to the process in relationship with the Board, and that a formal motion also ensures that the work does not simply reside with one person. It was also affirmed that the Board plays a valuable role of "air traffic control" in helping committees figure out what conversations to be involved in, since there are so many parallel efforts at the moment. Members asked whether the motion was as visionary as possible, recognizing that this will also be an iterative set of conversations. They also expressed their expectation that MFC will need to integrate the recommendations from the COIC,

Members clarified that this charge adds to the committee's charge and does not replace it. They asked to ensure that classism was included in the language as lens for the MFC to use in considering its own processes.

The Board came to a consensus agreement to affirm this charge, with the changes discussed.

### ***Bike Rack***

FY 19 Budget Approval - Returning to the FY 19 budget conversation, Board members asked about funding for the Religious Education Credentialing Committee to meet more often, which staff members agreed to investigate and report back on in the fall. Tim Atkins moved to approve the budget as proposed, Lucia Santini Field seconded, and the Board unanimously approved the motion.

New proposal - Recognizing the need for more conversation about how to support religious professionals of color, Christina Rivera introduced a motion drafted by Lena Gardner with recommendations for the UUA and congregations to take action. The Board agreed to postpone discussion of the proposal until the following day.

The meeting broke for the evening at 6:05 pm. President Frederick-Gray and COO McDonald led vesper services following the meeting.

<b>Saturday, April 21</b>
---------------------------

Greg Boyd and Tim Atkins led morning worship at 9:00 am. Vice Moderator Denise Rimes opened the meeting at 9:23 am and shared that Christina Rivera was unable to join the remainder of the meeting in person due to health concerns. Participants offered a prayer for Christina's wellbeing. The agenda shifted to discuss the proposal offered during the previous night's Bike Rack discussion at 1:00 pm, and move Executive Session to 3:15 pm. Participants, including members and observers, introduced themselves.

### ***Conflicts of Interest***

As a continuation of a conversation started in October, Co-Moderator Greve noted that one of the core aspects the Board has yet to address is the multiple roles that many members hold. Members asked one another how they you address which identities take priority at any given moment. Some said it starts by naming the different roles in play, which requires having a trustful relationship between Board members to be able to fully describe this complexity.

Discussion highlighted that conflicts of interest are about power, and that boundaries are essential. They noted that sometimes you have to forgo certain conversations or say no to certain asks because it would be inappropriate to have a Board member involved. Members also recognized that the small and interwoven community of UUs means that firewalls are not always possible, so there will always be a need to lean into disclosure, recusal and communication. Members noted that some of their identities run deep, like connections to the people of color community or the Youth Caucus community, which cannot be set aside. Other Board or staff members may feel like family and also have deep social connections.

COO McDonald requested the Board extend its covenant around its relationship with staff in navigating ways members who are also religious professionals would normally interact with UUA staff in their professional roles. This dynamic exists even when Board members individually don't make requests, but requests come from organizations or congregations that Board members are aware of. While members agreed it was unrealistic to try to use a single policy to address this, they affirmed that a common understanding of how to approach this dynamic would make navigating these roles quicker and smoother.

Members considered what happens when there are dissenting opinions on the Board, and what level of autonomy members expect to give up in order to be on the Board to help the Board function as a whole. Questions raised in this section included: who gets to determine when a conflict exists? What about the appearance of conflict from outside the Board, if members don't agree? Could Board members collegially advise one another about the conflicts or potential conflicts they wrestle with?

Members expressed a desire to bring some simple, covenantal language to June Board meeting about navigating staff and Board relationships.

The meeting broke at 10:34 am and reconvened 10:45 am.

### ***General Assembly***

Greg Boyd and Kathy Burek gave an overview of moderator and Board member roles at General Assembly. Board members will be asked to sign up for specific roles at GA. While many of these roles had been held by the moderator in the past, these are now being shared among Board members to spread the work, raise the profile of all Board members and model shared leadership. Rather than asking Board members to sign up for specific roles at GA, each member committed to emailing the Co-Moderators with their preferences for the types of roles they would like to have, and the Co-Moderators would help members find the right roles.

The General Session schedule was reviewed by each block, noting that it will still change many times before it is final. It was raised that the Friday morning session needs to include the budget presentation for 5-10 min.

### *Final approval of bylaw text for the business agenda*

Youth trustee – Tanner Linden and Bailey Saddlemire suggested changes to the drafted language, including describing eligibility as “high school aged youth who have the ability to complete their term while still in high school,” establishing a term as youth trustee as equivalent to a normal full term for purposes of reelection, and making a technical edit to clarify the Nominating Committee receives letters of eligibility. Patrick McLaughlin moved, and Manish Mishra-Marzetti seconded, approval of this language with the suggested edits. Approval was unanimous with the exception of Tim Atkins. Board members affirmed that the Nominating Committee will need to work with UUA’s Youth and Young Adult Ministries Office to nominate youth trustees.

Gender neutral pronouns – Tim Atkins moved to approve the drafted text, Denise Rimes seconded, and it was approved unanimously with Co-Moderator Greve abstaining.

Committee terms – Tim Atkins moved to approve the drafted text, Denise Rimes seconded, and it was approved unanimously.

Co-Moderator roles – Tim Atkins moved to approve the drafted text, Denise Rimes seconded, and it was approved unanimously.

Districts/regions – Tim Atkins moved to approve the drafted text, Denise Rimes seconded, and it was approved unanimously.

Members raised questions about whether the changes proposed by the Commission were drafted correctly, and postponed approval so that they could be reviewed again.

The meeting broke for lunch at 12:08 pm and reconvened at 1:13 pm.

### ***Reviewing Bike Rack Proposal***

Members agreed to caucus by race to review the proposal drafted by Lena Gardner, with a group for those who identify as people of color and a group for those who identify as white. Observers were invited to participate as well. The full group reconvened at 1:51 pm.

Representatives from the people of color caucus briefly presented suggested amendments to the proposal, and further discussion was postponed until later in the meeting.

### ***Election Campaign Practices Committee and Presidential Search Committee Reports***

Beth McGregor from the Election Campaign Practices Committee (ECPC) and the Matthew Johnson, Joanna Fontaine Crawford, Jacqui Williams from the Presidential Search Committee (PSC) joined via Zoom to discuss the recommendations both groups had made about the process for nominating and electing the UUA president.

Discussion of recommendations from ECPC noted that much of the process of administering elections feels antiquated and murky, with the ECPC, PSC, Board, Board Secretary and staff all having overlapping roles. Communication was often limited to emails between the PSC chair or ECPC chair and the moderator, without a consistent understanding of who needed to be involved in which conversations. Neutrality was an especially problematic area, without clear expectations for neutrality to ensure the UUA has a fair and impartial elections process. It was asked whether three is enough members for the ECPC, or whether it should be larger. ECPC members, including former chair and current trustee Manish Mishra Marzetti, said it depended on the scope of the charge.

All recognized that much of the process was new for this presidential election, so changes would be expected for next time. Members affirmed the need to create a repository of information and processes to avoid reinventing the wheel at every stage, and the PSC did include many of their documents in their report.

The PSC report mirrored ECPC concerns: informality, unclear authorities, roles and boundaries, and an overreliance on personal relationships. These were all a factor in responding to the unanticipated challenge of having one of the candidates dropped out, and mistakes were made in figuring out what to do next.

A major recommendation from the PSC was to shorten the election cycle and make it way more accessible to candidates. They also suggested removing the petition option and instead allowing the PSC to add other candidates later in the process if needed. This would strengthen the initial nomination, since in practice this past cycle mirrored past election cycles which were petition-driven. The PSC also noted that a job description for the President did not exist before the PSC created it, with only a vague statement about the President's role found in the bylaws, but noted that a job description is essential for an effective nomination process.

The Board gratefully received the reports and said it may consider a working group to integrate these recommendations and suggest bylaw changes.

The meeting broke at 2:47 pm and reconvened at 3:02 pm.

### ***Further Discussion of Bike Rack Proposal***

All participants affirmed their deep dedication to the need to support religious professionals of color in Unitarian Universalism, and the value of considering the proposal on the table.

The people of color caucus reported questions about how other stakeholders should be included in this discussion, noted the email from Co-Moderator Elandria Williams to Board members raising concerns about the process for considering these recommendations, and described the proposed amendments.

The white-identified caucus reported gratitude for the recommendations, questions about the process for considering these recommendations and their possible implementation, and reiterated commitments to dismantling white supremacy cultures.

Discussion observed that process can be used both to perpetuate oppressive systems or to create a different reality. Clear process is important for accessibility.

and transparency, while also recognizing that delays in action create costs for leaders of color in the Association.

Discussion noted that the Board does not have enough detailed information to take action on the situation at All Souls DC, especially before the upcoming mediation, and asked whether they should also consider the impacts on other past staff of the congregation. UUA staff said it is problematic for the Board to comment on specific congregations and individuals, especially with a lack of information.

Board members raised the need to take into consideration of recommendations the impact on the work of UUA staff, and staff members said the approval of immediate actions without conversations with staff and stakeholders would feel out of relationship, especially around provisions that relate to staff work and to the budget which the Board just approved. Discussion raised the concern that the Board has also expected staff to address issues that can only be addressed by congregations, and acknowledging that Board's leadership is essential there.

Members asked what the Board wants to say to congregations, recognizing that this kind of direct communication is also the subject of a bylaw amendment at GA this year. Could the Board call on congregations to consider a series of items? How can the UUA affirm congregations who are doing good work through incentives and recognition? Board members expressed a desire to raise expectations for their engagement with congregations.

Discussion explored the role of the Board in addressing emergent issues. Members described the Board's role as setting direction for where the Association is headed and empowering the staff to help get there. If Board meetings are for Board members to do work together, rather than only approve work that has already been done, there is a need to be able to receive and affirm offerings like this without expecting them to be perfect, and to find places where they align with ongoing work. Members questioned what process would be most helpful to make clear decisions and also be responsive.

To summarize the discussion, the Board affirmed the following statements:

- Board and staff acknowledge receipt of this and affirm the direction of these immediate recommendations, will carry this forward with stakeholder conversations, and will come back with decisions and reactions at June Board meeting
- Board will create communication with calls to action for congregations by the May Board meeting based on these recommendations
- Long term recommendations will be integrated into existing process (stakeholder groups, racism audit reporting, board strategic planning) as possible, digging into the five areas named in the document by the COIC, and Board will identify specific recommendations for addressing areas not covering these processes in June

The Board had a moment of silence for the passing of Rev. Dr. Till Evans, and took a break at 4:09 pm.

Tim Atkins moved, Denise Rimes seconded, and the Board unanimously approved transition into Executive Session at 4:16 pm.

### ***Executive Session Report***

- Karen LoBracco was appointed to the Ministerial Fellowship Committee
- Emily Gage was appointed to the Religious Education Credentialing Committee
- Adam Robersmith was appointed to the Appointments committee
- Alison Aguilar Lopez Gutierrez McLeod was appointed to the Commission on Social Witness
- Carol Thomas Cissel was appointed to the Commission on Appraisal
- Cecilia Hayes and Jolanda Walter were appointed to the General Assembly Planning Committee
- Pat Tomaino was appointed to the Socially Responsible Investing Committee
- Viola Abbitt was appointed to the Journey Towards Wholeness Transformation Committee
- Scott McNeill was appointed as chair of the Election Campaign Practices Committee
- Danielle Di Bona and Chuck Gaines were both recognized with the Distinguished Service Award

The full meeting reconvened at 5:03 pm.

### ***Bike Rack***

Rules of procedure - Greg Boyd summarized proposed changes to the General Assembly rules of procedure which have the goal of helping General Session business feel like it is moving from debate to discussion. Recognizing the proposed changes were still a draft, members agreed to approve the changes in principle and authorize the Co-Moderators to work with staff, legal counsel and the parliamentarian to complete the text revisions. Manish Mishra-Marzetti made this motion, Patrick McLaughlin seconded it, and approval was unanimous

CSW bylaw changes – Dick Jacke reported back that after reviewing text with the CSW chair, section 4i needed to be reinstated. Tim Atkins moved to approve the revised text with other conforming changes as necessary, Patrick McLaughlin seconded the motion, and it was unanimously approved.

GA Safety Team – Kathy Burek introduced the Safety Team as a new initiative to help address personal safety of General Assembly attendees, co-chaired by Chris Crass and India McKnight. She requested that Board members who were able take some shifts with the Safety Team, and to recruit other possible members.



Meeting dates – The May Board meeting was agreed to be moved to Sunday, May 13 at 7 pm Eastern since President Frederick-Gray is likely to be unavailable on the previously scheduled date of May 14 since she will be participating in the national Poor People's Campaign call to action in Washington, DC. Since meeting dates for the 2018-19 and 2019-2020 years have not been established, staff committed to following up with a set of possible dates and to poll members about their availability.

May/June meeting items – Members affirmed the communication to congregations regarding religious professionals of color (May), Executive Vice President nomination (May), Finance committee charge (June), review mission budget (June), global ends monitoring report (June), UUSC/UUA collaboration (June)

AR/AO/MC Training – Members noted the past practice of holding an anti-racism, anti-oppression, multiculturalism training for new members of all UUA Boards and Committees on the Monday following General Assembly. Previous plans to shift away from a single day to a year-long, committee-individualized set of trainings did not come to pass, and the Co-Moderators are currently working on a plan for a year-long arc of training for all Board and committee members. Recognizing that it is late to begin planning for such a post-GA training this year, that not all new Board and committee members will be present, and that it is a difficult time with the post-GA Board meeting and overall exhaustion, members agreed by consensus to a virtual training happen for new committee members to happen by September 1. Denise Rimes agreed to develop a more specific proposal to bring to General Assembly.

Funding for Board member travel – Reimbursement for individual Board members to go to UU or other professional development and networking events on behalf of the UUA has been at the discretion of the moderator in the past. Building on the success of the January Board meeting, there is a real need for Board members to engage in more linkage events. Co-Moderator Greve agreed on behalf of the Co-Moderators to create a proposal for a policy about this funding and bring it to a future meeting.

The Board recognized the UUA Operations and IT staff that have made the meeting possible.

Debra Boyd from the General Assembly Planning Committee encouraged the Board to recruit and promote GA attendance this year, which current projections anticipate will be low.

Members noted the lack of process observation in this meeting, in which process was changed substantially from the agenda.

Patrick McLaughlin led the closing and check-out. The meeting adjourned at 6:04 pm.

Respectfully submitted,

/s/ Carey McDonald  
Recording Secretary



## BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: May 2018**  
Sunday, May 13, 2018 – 7:00 PM Eastern  
Meeting URL: <http://zoom.us/j/525980325>  
Meeting ID: 525 980 325  
Phone: (646) 558-8656
- **Videoconference Meeting: June 11, 2018**  
8:00 p.m. – 9:30 p.m. (Eastern)  
Meeting URL: <http://zoom.us/j/642568887>  
Meeting ID: 642 568 887  
Join by Phone: +1 646-558-8656 (US Toll)
- **Meetings: June 2018, Kansas City, MO**  
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting  
Wednesday, June 20—Sunday June 24: General Assembly  
Monday, June 25: Board of Trustees Meeting
- **Meeting: October 2018, Boston, MA**  
Thursday, October 11—Saturday, October 13, 2018
- **Meeting: January 2019, Boston, MA**  
Friday, January 25—Saturday, January 26, 2019
- **Meeting: April 2019, Boston, MA**  
Friday, April 26—Saturday, April 27, 2019
- **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: May 13, 2018, 7:00 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), Barb Greve (Co-Moderator), Dick Jacke, Sarah Dan Jones, Tanner Linden, Denise Rimes, Christina Rivera (Secretary), Bailey Saddlemire, Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator).

**ADDITIONAL PARTICIPANTS:** Carey McDonald (Recording Secretary & COO), Leslie Takahashi, Debra Gray Boyd, Kim Hampton

## Meeting Minutes

Co-Moderator Elandria Williams called the meeting to order at 7:04 pm, shared an opening reading, and invited members and observers to check-in.

Denise Rimes moved, Lucia Santini-Field seconded, and the Board approved the consent agenda, which included the selection of Pittsburgh as the site of the 2023 General Assembly.

### Commission on Institutional Change

Commission Chair Leslie Takahashi shared an update with slides from the Commission's April meeting, facilitated by an outside consultant. Key items discussed at that meeting included:

- The importance of benchmarking progress in anti-racism work in the UUA; there have been a lot of resolutions, but not a lot of ways to track how much has been done or how things are changing
- Valuing of cross-cultural competence as essential theological work which is critical for the vitality the faith, not just another leadership skill set
- Continued concerned about difficult situations faced by religious professionals and leaders of color in UU congregations; noted a hope to see resources invested in early intervention so that conflicts do not end people's careers
- Identified the need for a process for grievance and reconciliation for religious professionals of color to heal and move on after conflicted situations and departures
- Naming the generations missing in Unitarian Universalism, and the expectation among younger adults that leaders show up authentically
- An intent for the Commission to take a hard look into professional credentialing, not just ministerial but credentialing overall, and that it will



likely require resources to expand who can take on leadership in the UUA; this will be done in close coordination with the Ministerial Fellowship Committee, per the charge to the MFC which the Board adopted in April.

- The importance of truth telling, transformation and covenant, which are taking on increasing focus of the work
- A wonder of whether Unitarian Universalism can we find new models of leadership and community; how can we the experience and imagination of people of color in Unitarian Universalism be captured?

Leslie noted that the Commission's workshop at GA is on the theological grounding for the work of dismantling white supremacy and how it is essential to the practice of Unitarian Universalism. She affirmed the need for both the Board and Administration to focus on clear, shared goals going forward, recognizing that changes in hiring practices have already begun which will need to be monitored over time.

Board members asked whether the Commission has the resources it needs now to do its job, and Leslie confirmed that they do have the necessary resources. Discussion also noted that a few Commission members are experiencing backlash in their congregations, similar to the wider reality faced by people of color and those who are white allies supporting anti-racism work in UU congregations.

### **Communication to Congregations**

Co-Moderator Williams asked to shift the agenda so that Leslie Takahashi could participate in the discussion about the planned communication to congregations following the April meeting. Sarah Dan Jones, Denise Rimes and Tim Atkins described their efforts to draft a letter to congregations in the past few weeks, which they had previously shared with the Board. Board feedback helped broaden the letter and set the right tone of invitation, gratitude and diligence. Further discussion on the letter was postponed to later in the meeting.

### **Preparation for General Assembly**

Co-Moderator Williams sent link for Board members to sign up for tasks and roles at General Assembly, noted that roles which still need to be filled include drafting Board statements on bylaw changes which are on the business agenda, and also to fill Board office hours. Board members were asked members to review and complete the document in next week.

The Board agreed to wear hats as a distinctive piece of clothing, and Co-Moderator Williams will finalize the hat plan. Christina Rivera, Sarah Dan Jones, Denise Rimes and the co-moderators agreed to work with the Commission on Institutional Change for planning the Saturday afternoon general session.

### **Executive Vice President Role**

President Susan Frederick-Gray introduced the motion to appoint Carey McDonald, currently acting chief operating officer, to the Board-confirmed role of Executive Vice President. President Frederick-Gray noted this would not change his role, but would formalize the appointment in alignment with the bylaws which call for an EVP. She clarified that this does not address succession questions about who acts in the President's role until the Board can take action in the event of an untimely



departure and agreed that this will need to be addressed at a future meeting. Discussion about succession questions highlighted that they may be better addressed in rules or policies rather than GA-approved bylaws and noted that the Audit Committee will also be considering providing a recommendation in this area.

President Frederick-Gray moved, Lucia Santini-Field seconded, and the Board unanimously approved the appointment.

### **Closing**

Observers briefly checked out before leaving the meeting.

Co-Moderator Williams moved, Kathy Burek seconded, and the Board unanimously agreed to go into Executive Session at 8:06 pm.

### **Executive session**

At 8:25 pm, the Board returned to the main meeting.

The Board reported out from their Executive Session that Chelsea Hendrix was appointed as Youth Observer for 2018-19. They noted that if the proposed bylaw change to create youth trustees passes at GA this year, that will likely affect Chelsea's ability to continue the full term, since she is also a member of Co-Moderator Williams' congregation.

### **Reviewing letter to congregations**

Continuing the review of the proposed letter to congregations, members agreed to add language suggested by the Commission on Institutional Change, to clarify that recommendations came broadly from religious professionals of color, and to remove the call to come to GA and send it as a separate communication. They agreed to review final drafts by email and to send them as soon as possible via the Board's Facebook page.

Members offered a brief personal check out, and Co-Moderator Mr. Barb Greve adjourned the meeting at 8:55 pm.



Respectfully submitted,

/s/ Carey McDonald

Recording Secretary

## BOARD OF TRUSTEES SCHEDULE

- **Videoconference Meeting: June 11, 2018**  
8:00 p.m. – 9:30 p.m. (Eastern)  
Meeting URL: <http://zoom.us/j/642568887>  
Meeting ID: 642 568 887  
Join by Phone: +1 646-558-8656 (US Toll)
- **Meetings: June 2018, Kansas City, MO**  
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting  
Wednesday, June 20—Sunday June 24: General Assembly  
Monday, June 25: Board of Trustees Meeting
- **Meeting: October 2018, Boston, MA**  
Thursday, October 11—Saturday, October 13, 2018
- **Meeting: January 2019, Boston, MA**  
Friday, January 25—Saturday, January 26, 2019
- **Meeting: April 2019, Boston, MA**  
Friday, April 26—Saturday, April 27, 2019
- **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: June 11, 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), Dick Jacke, 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 & EVP), Jamie Hinson-Rieger, Kirk Freeman

## Meeting Minutes

Co-Moderator Elandria Williams called the meeting to order at 8:03 pm and offered an opening reading. Members and participants shared a brief personal check-in.

### General Assembly Preparation

#### *Agenda*

The Board reviewed its agenda for the pre-General Assembly (GA) Board meeting. Members agreed to add time to review the Board position on proposed bylaw changes, and to look for a time to meet with the Regional Leaders Group on Wednesday.

#### *Discussion of Board Report*

No more changes were added to the written report already submitted by Christina Rivera, as Secretary. It was confirmed that multiple board members will be on stage for panel discussion during the Board Report section of General Session. Suggestions for that discussion included the work done since the 2016 Black Lives Matter GA resolution, the Board's embrace of different styles of leadership, what the Board's experience has been working with the Commission on Institutional Change, and the personal experience of being a Board member engaged in this work.

#### *Roles and Responsibilities*

By distributing roles onstage and in other venues like mini-assemblies, the Board acknowledged its goal of modeling shared leadership. Co-Moderator Williams pledged to send an updated discussion guide for the Saturday afternoon General Session, which Board members were encouraged to review. It was noted that the Discussion Team and Moderation Team will need to meet in Kansas City earlier in the week to review their roles. Remaining Board members were notified that they may also need to be available to circulate during business discussions and help to manage lines at the microphones. Co-Moderator Williams confirmed that the rules



of discussion will be reviewed at the beginning of each business session to assist delegates in following the process.

### **BLUU Campaign Calls**

Executive Vice President Carey McDonald asked Board members to let him know if they could not complete the congregational calls for the BLUU fundraising campaign which they were assigned to make prior to the GA deadline, so that those calls could be reassigned.

### **Closing**

Members shared a brief personal check-out, and Co-Moderator Greve adjourned the meeting at 9:02 pm.

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary



## BOARD OF TRUSTEES SCHEDULE

- **Meetings: June 2018, Kansas City, MO**  
Tuesday, June 19—Wednesday, June 20: Board of Trustees Meeting  
Wednesday, June 20—Sunday June 24: General Assembly  
Monday, June 25: Board of Trustees Meeting
- **Meeting: October 2018, Boston, MA**  
Thursday, October 11—Saturday, October 13, 2018
- **Meeting: January 2019, Boston, MA**  
Friday, January 25—Saturday, January 26, 2019
- **Meeting: April 2019, Boston, MA**  
Friday, April 26—Saturday, April 27, 2019
- **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





## Changes in Congregational Status June 2018 UUA Board of Trustees Meeting

### **ITEMS FOR INFORMATION, AND REPORTING TO THE BOARD:**

Lycoming Unitarian Universalist Congregation, Cogan Station, PA has been recognized as a Covenanting Community.

Peter Cooper Fellowship, Memphis, TN has closed effective May 20, 2018. They were in operation for 55 years.



Heather Bond  
Budget and Safe Congregation Manager  
Congregational Life

## GA 2018 Co-Moderator Spoken Report

E: Hi I'm Elandria

B: Hi I'm Barb

Both: and we are your co-moderators!

{Barb} The theme of General Assembly this year, "All Are Called," reminds us that no one gets to take a back seat in the work of transforming our faith communities and institutions so that we may personify the Unitarian Universalism our world needs today.

This last year has been far from easy. The thing about being called is that the sort of call we're here to engage with together rarely comes from the path that is smooth, well-worn, obvious, and easy. It comes from the path that is difficult to find, challenging to stay true to, and arduous to make progress on.

When we answered the call to become your interim co-moderators, we did so in the context of our denomination's most recent awakening to and grappling with the ways white supremacy culture operates in our midst. We also did so while our faith community was still mourning the untimely death of former moderator Jim Key and celebrating the election of Rev. Susan Frederick-Gray. It was a moment of turmoil, and loss, and hope, and change. We said "yes" to this call, in part, because we couldn't be more committed to supporting this movement in embracing what the Commission on Institutional Change has framed as an "urgency around transforming the Association" to embrace "the fullness of a transformative multiculturalism as a fulfillment of our principles and heritage."

We were excited to explore collaborative leadership together, not just in our role as co-moderators but also in terms of the work of the Board and the larger context of our movement as a whole. We want to take a few minutes to share some of our learnings from the past year with you, as well as our hopes and plans for next year.

{Elandria} The first learning is that a transformed Unitarian Universalism requires transformed leadership models. A key question for us as co-moderators this year has been: What does it mean to have leader-full movements, leader-full organizations, and leader-full congregations? Specifically, what form can collaborative leadership take in these contexts?

When we make space for different leadership models, we make space for different leaders. The role of moderator, our denomination's chief governance officer and chair of the Board of Trustees, is a volunteer, unpaid position. Yet this is no ordinary volunteer gig. In the eleven months that we've been co-moderators, we have averaged one or two major trips each month, served as liaisons to no less than 30 committees, task forces, and professional organizations, and received more than 3,000 emails. This in addition to monthly Board meetings and countless conversations, phone calls, and meetings with colleagues and stakeholders. So is it any wonder that this role has traditionally been filled by someone who is retired, or well-off financially? Someone white, and cisgender, and able-bodied?

By the very nature of the scope of this role, people like us have been kept from being of service. When the highest leadership positions in our faith aren't accessible to people of color, queer and trans people, young people, folks with full-time jobs, parents, people with disabilities, people with health or family struggles, people who are financially insecure, and others who occupy the margins of our communities, our faith community misses out on so much and it is harder to dismantle the systems that marginalize and oppress people with non-dominant identities and experiences. We are working to change this. *[pause for applause]*

We want to be really clear that neither of us—as queer people, younger people, folks who don't have traditional education paths, trans and non-binary folks, and more—neither of us would be in this position of leadership without generations of those who came before us and nurtured us and chiseled away at systems that prevented people like us from being leaders. Also, neither of us would be here if it weren't for leadership development opportunities that we gained both within and outside of Unitarian Universalism. We cannot stress enough how

## GA 2018 Co-Moderator Spoken Report

important it is that time and intention is put into leadership development at every level of our denomination.

This year we've been reimagining the way leadership works within the Board—instead of top-down leadership, all Board members share leadership. So you'll be seeing all Board members up on stage this year helping to run different things.

We've also been having conversations about how our understandings of volunteer work within our movement need to shift and be more equitable. For one thing, we're working to scale the position of moderator down to focus on governance and facilitated leadership. Although the Moderator Nominating Committee did a faithful job in seeking candidates for the next moderator election, the sorts of leaders they were seeking could not commit to a volunteer role of this position's current scope. Therefore, the Board decided to postpone nominations for the 2019 election for moderator and work to reimagine the moderator position in line with the aspirations of our faith community.

{Barb} A second learning from this year is that collaborative leadership requires deeper relationships and increased communication. Not only would it have been impossible for us to serve as interim co-moderators if we didn't already have a long and loving relationship, but collaborative leadership takes putting more time and attention into our relationship. A lot of people think we are similar and agree on everything, but in fact we're really different, so working together takes hard work and lots of communication.

This extends to the Board and the entire governance of our denomination as well. So this year the Board spent a lot of time building deep group agreements, and some of the hardest ones we did in public. We asked fellow UUs, "What do you want from the Board in terms of communication? How do you want us to relate to you?"

We and the Board have also been engaging in collaborative leadership with the staff and the Administration of the UUA in new ways. It's been particularly gratifying for us to learn and lead with President Susan Frederick-Gray and Executive Vice President Carey McDonald. All four of us came into our new roles at the same time, so we are able to collectively ask questions about the norms and patterns that exist and make intentional choices about which to follow and which to disrupt in service of positive change. We are also all lifelong UUs and younger than 50 (along with all holding other marginalized identities as well), and our deep rootedness in the faith supports our dedication to working together.

Because of our collective dedication to practicing collaborative leadership, there have been new relationships, communication, and collaboration growing between the Board, the Administration, and related groups and committees—including the Commission on Institutional Change.

{Elandria} One of the biggest things we've learned this year is how many people feel unheard, unwanted, and unempowered in our movement—including leaders. To us this means we need to pause and start listening to each other more, and differently—building real relationships so we can have real conversations and honor each other. Because we believe that a faithful governance model requires empowering and listening to all voices.

We need all people who are part of this faith movement to feel as though they matter and they are wanted, needed, and honored in our governance processes—and this means finding ways for people who have historically not had a place at the table to participate and to feel valued as part of the process—for example, the masses of people who were raised UU but can't find a congregation that feeds their soul. We need to be accountable to people in congregations and people who aren't, and craft the faith that all of us hope for and long for. To practice this, one of the new things we tried this year was doing away with the traditional role of "observers" at the October meeting of the Board. We decided to fully include everyone who

## GA 2018 Co-Moderator Spoken Report

was present. We wanted to craft a different way of being, a different way of doing business, that honors all of us.

We are also working to make more space for all voices and perspectives here at GA, by setting aside three times for intentional conversations: later in this session, in small group conversations during General Session 6, and in report-backs during General Session 7.

{Barb} So where do we go from here? In direct answer to the Commission on Institutional Change, which called on the Board and the Administration to examine the current governance system in the UUA, we are embarking on completely overhauling our bylaws to make them more liberating and less confining.

As we reimagine what our faith could look and act like moving into the future, we need a smaller set of bylaws and a transformed governance model that can liberate our leaders and members to do faithful, sustaining ministry.

For example, what does it mean that we have a General Assembly where our congregations aren't all present, where large congregations have a bigger voice because of having more delegates, and where people who have left congregations because of oppression don't have a vote? This does not represent the faith we are called to be.

Over the next year there will be a bylaws review commission, a conversation guide for covenanted communities, and online and in-person opportunities to continue the discussion. GA 2019 will include many more opportunities for deep faith-rooted reflection and discussion of who we want to be as a faith and how our governance structures can help (and hinder) us, as well as strategy sessions and voting on fundamental changes.

{Barb} Our charge to you this week, if you accept it, is to join us in practicing living our highest values in community. This is not a light or easy ask, because it's hard to live our values together when we don't all agree. But we are *all called*, as Unitarian Universalists, to do so. During this General Assembly, in the next year, and beyond, as we continue to work to dismantle systems of oppression in our movement and in the world, we hope that you and UUs everywhere will engage in those conversations fully. Let us prioritize curiosity over fear of change, humility over judgment, and care over critique for critique's sake.

Reimagining our bylaws and our governance is going to take all of us—including those whose perspectives have historically not been in the room. So if you are someone who has experienced a lot of comfort in UU circles, we call on you to work to make space for those who have not. If you are someone who has struggled to remain here, we urge you to bring your perspective forward. Because all of us are called.

{Elandria} All are called to help move this movement and our faith. All are called to build spaces where community, refuge, and faith are one and the same. All are called to play a role, and to find the role that best honors our power and our purpose. All are called to be in deep relationship with all.

And we give thanks to those who have already answered the call.



# Global Ends Monitoring Report

June 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 for the success of our congregations 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 connects a sense of larger purpose to 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 cultural 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 is not the expectation that the UUA and our larger faith will continue in perpetuity, but the balance of financial health alongside clear indicators of mission impact and growth in our congregations and communities. We understand diversity in many forms as a key aspect of a sustainable faith movement. An additional marker of overall institutional sustainability is the financial well-being of our congregations and of our religious professionals.

## Metrics

- Dashboard Item 1 – Adult Members
- Dashboard Item 2 – Religious Education Enrollment
- Dashboard Item 3 – Non-member Friends
- Dashboard Item 4 – Sunday Attendance
- Dashboard Item 5 - Total congregations and covenanting communities

**Future Metrics:** *These are measures we wish to track but first must create systems, processes or improved ways to track these measures.*

- Revise metrics on “non-member friends” and “Sunday attendance” to capture broad participation, or the overall community served by a congregation.
- Report annually on the total number of people receiving credentials as religious professionals and the number of people in process for Lay Ministry certification and graduates, including measuring for diversity in each group. Track trends over time, establish baseline to create goals.

- Establish a few regular indicators to measure institutional sustainability. For example: what measures might indicate endowment health, ratios of endowment to operations that reflect long term sustainability, goals for long term-strategic budgeting to correspond with 3-5 year strategic plans. This implementation goal is delayed to FY 2019 because the creation of Mission Budget took priority this year.

## Ends Policy 1.1

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

### Summary Interpretation

Unitarian Universalist congregations and communities are the primary ways that our vision, values and mission are lived in the world. Communities that are covenanted and accountable hold the practices of right relationship, interdependence and a sense of responsibility and connection to themselves, other congregations, to our history and ancestors, to those who are yet to come to Unitarian Universalism, and to our collective humanity and core values. Congregations that are healthy and mission-driven have a clear sense of purpose beyond themselves which nurtures a vital, alive, and growing sense of ministry, generosity and commitment.

Communities that are covenanted, accountable, healthy and mission driven would have clear practices around covenant and be able to call on this in times of challenge and difficulty. Additionally, they would emerge from times of difficulty stronger having been clear about how their mission and values guide them, rather than allowing personalities or conflict-avoidance to drive decisions and undermine mission. Indicators would include that communities have right relations covenants and safe congregation policies. These congregations would support their religious professionals being a part of UU professional organizations (with resources for professional development), and their leaders participating in leadership development opportunities to support best practices and models for healthy ministry. We would see healthy ministries for religious professionals thrive in these congregations. Additionally, qualitative indicators would reflect that congregations know their mission and feel that it guides their priorities, ministry and resources.

### Metrics

- Dashboard Item 6 – Integrated Mission
- Dashboard Item 7 - Anti-Racism Programs
- Dashboard Item 8 – Safe Congregations Policies
- Dashboard Item 9 – Total Congregational Expenditures

**Future Metrics:** *Creating metrics for these areas will take dedicated attention and partnership across staff groups and with professional organizations.*

- Develop regular indicators of success of ministries, with attention to identities of ministers. For example: length of ministry; lack of conflicted endings; other indicators [Establish baselines and track over time; also investigate ways to track this for other religious professionals]
- Percentage of congregations with religious professionals who are members of LREDA, UUMA, UUMN [Establish baselines and ways to measure]



## Ends Policy 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.

## Summary Interpretation

Equipping congregations for healthy, vital ministry is part of the core mission of the UUA. To live this mission means that congregations and communities feel that their covenantal relationship and participation with the UUA and other congregations makes them more effective at living their mission and supports both the religious development of their people and health of their communities. Recognizing that being able to give as well as receive support are both apart of healthy communities and covenantal relationships, communities would experience their partnership with the UUA and other congregations as enhancing their health and growth both when they are in need of support and resources and by finding ways to offer leadership and resources to the UUA and other congregations.

Indicators of the strength of covenant would be participation in UUA programs, use of UUA resources and services, as well as the congregations' and communities' financial generosity and covenanted commitment to the UUA. Additionally, positive qualitative measures about the quality and benefit of UUA support and resources would reflect our success in living into this end.

## Metrics

- Dashboard Item 10 – Annual Program Fund Attainment
- Dashboard Item 11 – General Assembly Participation
- Dashboard Item 12 – Certification Completion

### ***Future Metrics:***

- Set clear goals around attainment and percentage of congregations that are Honor congregations after we move through the Transition to new APF (in 2 years)
- 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). Include in question, an invitation for congregations to consider ways they provide leadership to others as a source of positive impact.
- Measure the frequency, or last time, UUA staff (regional or national) have engaged with the congregation. Include general assessment of the usefulness of engagement.

## Ends Policy 1.3

Congregations and communities are intentionally inclusive, multigenerational and multicultural.

### Summary Interpretation

The theological foundation of Unitarian Universalism is an expression of radical hospitality and inclusive community. Universalism teaches that no one is outside of the circle of love. Our congregations and communities live into the fullness of this calling when we intentionally create inclusive, multicultural and multigenerational community. In the context of a society rooted in a culture of white supremacy with systemic discrimination based on race, gender, sexuality, ability and other identities, it requires intentionality and commitment as well as skill building, resources and practice to create an adaptive and inclusive culture that does not reflect just one dominant identity. Living into this vision will require intentional investment in resources and skill building for congregations and investing specifically in the leadership and success of people whose identities have been marginalized in our tradition.

Additionally, this work requires being honest and clear about the social and institutional realities that perpetuate inequitable impacts for people who hold identities that have been marginalized. A lesson from the Welcoming Congregation program is that to be fully inclusive means understanding and being in solidarity with LGBTQ communities in the issues that most impact their lives and liberation. This requires developing a culture that welcomes difference, invites dynamic relationships that make room for learning and change, accepts vulnerability and risk, and offers forgiveness and grace. It also requires public and partner-based engagement with the justice issues which drive societal oppression, and showing up for the liberation struggles of those who have been most impacted.

Indicators that our congregations are growing as inclusive, multigenerational and multicultural communities would include growing racial and ethnic diversity in our membership and leadership, and increasing opportunities for religious professionals of color and their success in ministries and leadership positions. Qualitative indicators would reflect whether people who hold identities have been marginalized feel reflected, seen and centered in our faith. This is long haul cultural change work and we will improve with time our ability to measure and determine appropriate indicators over time.

### Metrics

- Dashboard Item 12 – Congregational Racial Diversity
- Dashboard Item 13 – UUA Staff Racial Diversity
- Racial diversity goals of UUA staff – 30% people of color/indigenous (POCI) overall; 40% POCI among senior leaders

**Future Metrics:** *Tracking these measures will require new processes and security protocols to protect people's identity information. We should also explore ways to get qualitative data from members and from POCI members of their experience, including in congregations and communities.*

- Diversity of UUA committees and leadership teams.

- 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)
- Qualitative information on how members and POCI UU's see the cultures of our congregations and communities with indicators of how we are moving away from norms associated with white supremacy culture to norms associated with multicultural community.

## End 1.4

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

### Summary Interpretation

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. To be most effective in really dismantling systems of racism and oppression, we will put a priority on partnership and following the lead of directly impacted communities and organizations that are primarily led by and representative of POCl.

UU congregations and communities are places and spaces where organizing is supported, where directly impacted communities can find support and safe space.

### Metrics

Monitoring for this end are measured at the program or community level.

***Future Metrics:*** Additional discernment is needed to think about how we measure impact and outcomes with this end. The fact of partnership is just one piece of the work. We could measure length of partnership, but questions remain of how to measure quality and impact of partnership.

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

## End 1.5

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

## Summary Interpretation

As the largest organization within the landscape of Unitarian Universalism, we have a role to play in supporting and being collaborative partners with other UU institutions including the UUSC, UU professional organizations, the UUWF, and UU theological schools.

## Metrics

***Future Potential Goals and Metrics:*** Additional generative conversation is needed with the Board and Leadership to create a dynamic interpretation of this End and how we might measure success.

# UUA 2018 Annual Dashboard

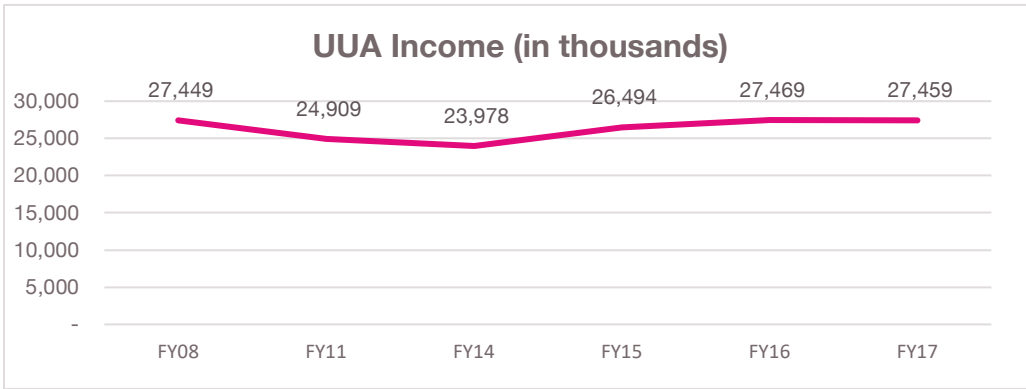
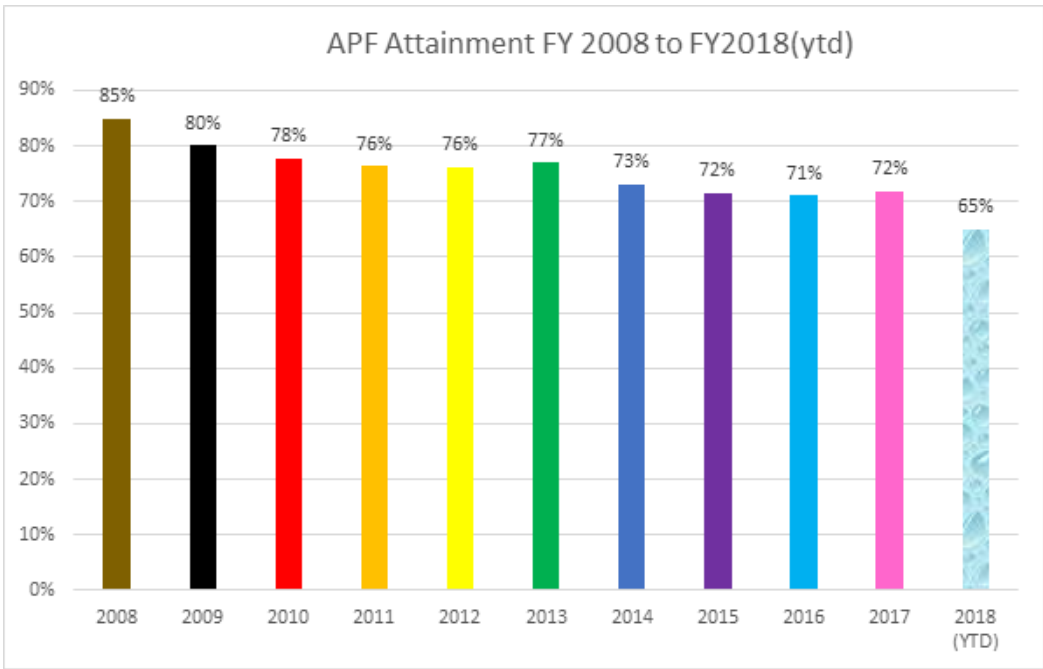
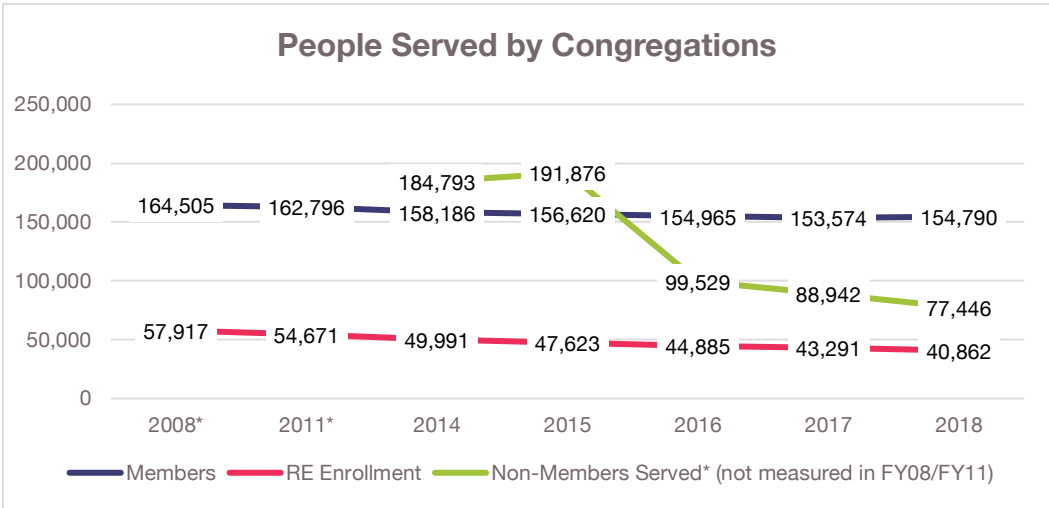
Developed as part of the Association's Global Ends Monitoring



Item	Description	2015	2016	2017	2018
<b>End 1.0 – Healthy and vital UU community</b>					
1	Adult Members	156,620	154,965	153,574	154,790
2	Religious Education Enrollment	47,623	44,885	43,291	40,862
3	Non-Member Friends	191,876	99,529	88,942	77,446
4	Average Weekly Attendance	95,987	93,013	92,375	90,026
5	Congregations + Communities	1,047	1,052	1,050	1,053
<b>End 1.1 – Congregations covenanted, healthy and mission-driven</b>					
6	Integrated Mission	-	88%	92%	-
7	Anti-Racism Programs	-	37%	48%	54%
8	Safe Congregation Policies	-	62%	70%	79%
9	Total Congregational Expenditures (millions)	\$248.5	\$251.1	\$236.6	\$226.6
<b>End 1.2 – Congregations in covenant and partnership with the UUA</b>					
10	APF Attainment	72%	71%	72%	-
11	GA Participation	55%	52%	62%	-
12	Certification Completion	96%	96%	96%	96%
<b>End 1.3 – Congregations are inclusive and diverse</b>					
13	Congregational Racial Diversity (>10% people of color)	-	-	-	10%
14	UUA Staff Racial Diversity (people of color)	20.2%	19.5%	22.2%	-
<b>UUA Health and Impact</b>					
15	Support of Congregations (somewhat or very helpful)	-	-	-	69%
16	Website Engagement (thousands)	1,094	1,228	1,680	2,008
17	Total Income (thousands)	\$26,494	\$27,469	\$27,459	-

Updated June 18, 2018

# Selected Graphs



## Dashboard Details

### Data Sources (annual)

\* Congregational Certification (CC)

\*\* Congregational Questionnaire (CQ)

\*\*\* Equal Employment Opportunity report

Remaining items sourced from UUA internal statistics

Item	Description	Definition
1	Adult Members*	Total adult members reported
2	Religious Education Enrollment*	Total religious education enrollment reported
3	Non-Member Friends*	Total non-member friends reported
4	Sunday Attendance*	Total Sunday attendance reported
5	Congregations + Communities*	Total current congregations and covenanting communities
6	Integrated Mission**	Percentage of “Y” responses to CQ16-17 Q1; not in CQ18, will be revised for CQ19
7	Anti-Racism Programs**	Percentage of responses that name 1 or more programs for CQ18 Q6
8	Safe Congregation Policies**	Percentage of responses that name 1 or more programs for CQ18 Q2
9	Total Congregational Expenditures (millions)*	Total combined congregational operating expenditures reported from prior fiscal year
10	APF Attainment	Percentage received of total requested contribution of congregations
11	GA Participation	Percentage of total congregations who register at least one member at GA
12	Certification Completion*	Percentage of total congregations who certified their membership that year
13	Congregational Racial Diversity	Percentage of congregations reporting 10% or more POC members
14	Staff Racial Diversity (people of color)***	Percentage of total UUA staff who are identified as people of color, including those identified as white/Hispanic, indigenous, and two or more races
15	Support of Congregations (somewhat or very helpful)**	Combined percentage of “somewhat helpful” and “very helpful” responses to CQ18 Q1
116	Website Engagement	Total number of unique visitors to UUA.org from March 1-February 28
17	Total Income	Total UUA income for fiscal year, excluding the Employee Benefits Trust (health plan)





	C	D	E	F	G	H	I
2	<b>Unitarian Universalist Association</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY18</b>	<b>FY18</b>	<b>Percent</b>
3	<b>Budget Overview</b>	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>3Q18 Fcst</b>	<b>4Q18 Fcst</b>	<b>Inc/(Dec)</b>
4	<b>Current Operations</b>						<b>G to H</b>
5							
6	\$ in Thousands						
7	<b>Income:</b>						
8	<b>Income for General Support</b>						
9	Annual Program Fund	6,538	6,376	6,750	6,750	6,600	-2.2%
10	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,661	1.5%
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	300	200	-33.3%
14	Administrative Fees	2,216	2,416	2,206	2,237	2,267	1.4%
15	Investment Income	3,148	2,971	2,772	3,001	3,009	0.3%
16	Publications Income	1,173	1,228	1,455	1,268	1,228	-3.1%
17	Net Lease Income	953	978	1,005	977	977	0.0%
18	Other Current Fund Income	573	460	485	462	471	2.0%
19	Total Income for General Support	16,471	17,697	18,744	18,275	18,058	-1.2%
20							
21	<b>Income for Designated Purposes</b>						
22	Campaign Income	1,507	1,931	1,134	1,222	1,239	1.4%
23	UUCSR Veatch Grants	2,372	2,465	2,589	2,551	2,562	0.4%
24	Grants and Scholarships	1,006	979	890	923	924	0.1%
25	Ministerial Aid Funds	522	522	455	455	530	16.4%
26	Holdeen and International Trusts	1,469	1,343	1,272	1,482	1,475	-0.5%
27	Income for Other Purposes	1,689	2,292	2,071	2,980	3,104	4.2%
28	Total Inc for Designated Purposes	8,564	9,532	8,411	9,614	9,833	2.3%
29	<b>Total Income</b>	<b>25,035</b>	<b>27,229</b>	<b>27,155</b>	<b>27,889</b>	<b>27,891</b>	<b>0.0%</b>
30							
31	<b>Expenses:</b>						
32	<b>Board &amp; Volunteer Leadership</b>	<b>467</b>	<b>482</b>	<b>451</b>	<b>743</b>	<b>751</b>	<b>1.1%</b>
33							
34	<b>Programs:</b>						
35	Program and Strategy Office	815	582	565	10	10	0.0%
36	Multicultural Growth and Witness	1,309	1,071	1,130	1,239	1,264	2.0%
37	International Programs	1,936	1,451	1,317	1,571	1,594	1.5%
38	Congregational Life	3,450	5,474	5,395	5,296	4,776	-9.8%
39	Ministries and Faith Development	4,877	4,967	4,826	5,150	5,206	1.1%
40	UU Funding Program	1,405	1,392	1,374	1,379	1,389	0.8%
41	Crisis Relief & Misc. Programs	158	440	58	752	1,031	37.1%
42	Communications	2,660	2,672	2,860	2,869	2,804	-2.3%
43							
44	<b>Total Programs</b>	<b>16,611</b>	<b>18,049</b>	<b>17,525</b>	<b>18,266</b>	<b>18,076</b>	<b>-1.0%</b>
45							
46	<b>Administration</b>	<b>1,358</b>	<b>1,962</b>	<b>1,469</b>	<b>1,607</b>	<b>1,723</b>	<b>7.2%</b>
47	<b>Contingency/Salary Increase</b>	<b>0</b>	<b>0</b>	<b>554</b>	<b>76</b>	<b>0</b>	<b>-100.0%</b>
48							
49	<b>Infrastructure</b>						
50	Stewardship and Development	1,867	2,019	2,351	2,302	2,257	-2.0%
51	Information Technology Services	1,441	1,463	1,582	1,627	1,573	-3.4%
52	Internal Services	2,883	2,903	3,672	3,718	3,750	0.9%
53	<b>Total Infrastructure</b>	<b>6,191</b>	<b>6,384</b>	<b>7,606</b>	<b>7,647</b>	<b>7,580</b>	<b>-0.9%</b>
54							
55	<b>Total Expenses</b>	<b>24,628</b>	<b>26,877</b>	<b>27,605</b>	<b>28,339</b>	<b>28,130</b>	<b>-0.7%</b>
56							
57	<b>Depreciation Spending</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>450</b>	<b>450</b>	
58							
59	<b>Current Section Excess/(Deficit)</b>	<b>407</b>	<b>353</b>	<b>0</b>	<b>0</b>	<b>211</b>	

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	3Q18 Fcst	4Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
4							
5	\$ in Thousands						
6	Income:						
7	Income for UUA General Support						
8	Annual Program Fund	6,538	6,376	6,750	6,750	6,600	-2.2%
9	Annual Program Fund - Regional	468	1,559	1,636	1,636	1,661	1.5%
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	300	200	-33.3%
13	Administrative Fees	2,216	2,416	2,206	2,237	2,267	1.4%
14	Endowment Income	3,148	2,971	2,772	3,001	3,009	0.3%
15	Publications Income	1,173	1,228	1,455	1,268	1,228	-3.1%
16	Net Lease Income	953	978	1,005	977	977	0.0%
17	Other Current Income	573	460	485	462	471	2.0%
18		16,471	17,697	18,744	18,275	18,058	-1.2%
19	Income for Designated Purposes						
20	Campaign Income	1,507	1,931	1,134	1,222	1,239	1.4%
21	Veatch Grants	2,372	2,465	2,589	2,551	2,562	0.4%
22	Grants and Scholarships	1,006	979	890	923	924	0.1%
23	Ministerial Aid Funds	522	522	455	455	530	16.4%
24	Holdeen & International Trusts	1,469	1,343	1,272	1,482	1,475	-0.5%
25	Income for Other Purposes	1,689	2,292	2,071	2,980	3,104	4.2%
26		8,564	9,532	8,411	9,614	9,833	2.3%
27	Total Income	25,035	27,229	27,155	27,889	27,891	0.0%
28							
29	Board & Volunteer Leadership						
30	Board of Trustees	183	185	187	453	453	0.0%
31	Board Committees	85	83	76	82	82	0.0%
32	Board Task Forces	4	3	1	2	2	0.0%
33	Moderator	23	26	20	34	34	0.0%
34	Nominating Committee	16	28	19	25	25	0.0%
35	Commission on Appraisal	21	20	18	18	18	0.0%
36	Ministerial Fellowship Committee	114	108	103	103	111	7.8%
37	Commission on Social Witness	21	28	27	27	27	0.0%
38	Total Board & Volunteer Leadership	467	482	451	743	751	1.1%
39							
40	Programs:						
41	Program Strategy Office (former Growth Strategies)	815	582	565	10	10	0.0%
42							
43	Multicultural Growth and Witness	1,309	1,071	1,130	1,239	1,264	2.0%
44							
45	International Office	219	198	206	251	233	-7.1%
46	Holdeen International Partners	165	150	100	159	161	1.3%
47	Holdeen India Program	1,239	826	734	862	929	7.8%
48	UU-UNO	314	277	277	299	271	-9.4%
49	Total International	1,936	1,451	1,317	1,571	1,594	1.5%
50							
51	Congregational Life						
52	Congregational Life	2,267	1,523	1,408	1,365	1,321	-3.2%
53	Southern Region	1,118	1,080	1,147	1,169	939	-19.7%
54	New England Region	0	1,188	1,128	1,001	841	-16.0%
55	Central East Region	0	1,623	1,638	1,718	1,633	-5.0%
56	Office of Congregational Stewardship Services	66	59	74	42	42	0.0%
57	Total Congregational Life	3,450	5,474	5,396	5,296	4,776	-9.8%
58							
59	Ministries and Faith Development						
60	Resource Development Director	146	159	143	209	214	2.8%
61	Resource Development Office	454	486	539	560	557	-0.5%
62	Youth and Young Adult Ministries	580	633	630	614	614	0.0%
63	Director of Ministries and Faith Development	426	487	428	442	442	0.2%
64	Director of RE Credentialing	98	18	0	0	0	0.0%
65	Director of Ministerial Credentialing	193	189	190	194	194	0.1%
66	Director of Transitions	339	315	322	328	321	-2.2%
67	Office of Church Staff Finances	580	648	697	701	686	-2.2%
68	Office of UUA Health Plan	244	242	217	221	222	0.4%
69	Director of Professional Development	208	222	218	222	220	-1.0%
70	Worship Arts	0	0	0	52	52	0.1%

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY16	FY17	FY18	FY18	FY18	Percent
2	Forecast Summary	Results	Results	Budget	3Q18 Fcst	4Q18 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
71	Scholarships and Ministerial Ed Grants	334	334	309	321	321	0.0%
72	Continuing Education	65	45	79	212	212	0.0%
73	Aid Funds	589	595	520	520	595	14.5%
74	Panel on Theological Education	621	596	533	555	555	0.0%
75	<b>Total Ministries and Faith Development</b>	4,877	4,967	4,826	5,150	5,206	1.1%
76							
77	UU Funding Program	1,405	1,392	1,374	1,379	1,389	0.8%
78	Crisis Relief & Misc. Programs	158	440	58	752	1,031	37.1%
79							
80	<b>Communications</b>						
81	IPW Office	368	358	396	449	432	-3.9%
82	Periodicals Office	917	923	967	978	939	-3.9%
83	Publications Administration	559	570	590	600	600	0.0%
84	UUA Bookstore	815	821	907	842	833	-1.1%
85	<b>Total Communications</b>	2,660	2,672	2,861	2,869	2,804	-2.3%
86							
87	<b>Total Programs</b>	16,611	18,049	17,526	18,266	18,076	-1.0%
88							
89	<b>Administration</b>						
90	Office of the President	526	797	568	484	484	0.1%
91	Office of the Executive Vice President	407	615	388	602	725	20.5%
92	Contingency Expense	0	0	383	76	0	-100.0%
93	Salary Increase	0	0	171	0	0	0.0%
94	Human Resources	426	550	513	521	513	-1.5%
95	<b>Total Administration</b>	1,358	1,962	2,022	1,683	1,723	2.4%
96							
97	<b>Infrastructure:</b>						
98	<b>Stewardship and Development</b>						
99	Vice President, Development	48	280	510	555	555	0.0%
100	APF Campaign	290	345	429	453	446	-1.7%
101	Friends Campaign	289	287	416	346	302	-12.7%
102	Charitable Gift and Estate Planning	155	227	383	343	343	0.1%
103	Comprehensive Campaign	1,085	879	613	605	611	1.1%
104	<b>Total Stewardship and Development</b>	1,867	2,019	2,350	2,302	2,257	-2.0%
105							
106	<b>Information Technology Services</b>	1,441	1,463	1,582	1,627	1,573	-3.4%
107							
108	<b>Internal Services:</b>						
109	<b>Finance</b>						
110	Treasurer and Vice President of Finance	367	398	394	401	401	0.1%
111	Financial Services	662	704	757	778	779	0.1%
112	<b>Total Finance</b>	1,029	1,102	1,151	1,179	1,180	0.1%
113							
114	<b>Facilities</b>						
115	24 Farnworth Street	1,854	1,801	2,521	2,539	2,571	1.3%
116	<b>Total Operations Services</b>	1,854	1,801	2,521	2,539	2,571	1.3%
117							
118	<b>Total Internal Services</b>	2,883	2,903	3,672	3,718	3,751	0.9%
119							
120	<b>Total Infrastructure</b>	6,191	6,385	7,605	7,647	7,580	-0.9%
121	<b>Total Expenses</b>	24,628	26,877	27,605	28,339	28,130	-0.7%
122							
123	<b>Depreciation Spending</b>	0	0	450	450	450	
124							
125	<b>Current Section Excess/(Deficit)</b>	407	353	0	0	211	

# Financial Advisor's Report

June 2018

The UUA is a complex structure with a compelling mission and commitment. The financial structure supporting this mission is no less complex. The Association of Congregations has just completed a successful first year of both a new Administration, under the powerful, thoughtful, passionate and effective leadership of Rev. Susan Frederick Gray and visionary and effective new Board leadership, with Co-Moderators Elandria Williams and Barb Greve.

Congregational covenant is the foundation of our faith movement and the core financial support for our mission and vision. The introduction of a new, more equitable and sustainable (also complex!) formula for congregational commitment to support our faith movement was tested, revised and much discussed over the past year or more. I ask for your strong congregational support of the new APF and your patience with inevitable questions or issues you may encounter. On behalf of the Board I thank you for your flexibility, engagement and continued commitment to support the work of our faith in this critical time.

I am pleased to report that the significant financial operations of the Association and related entities, as reflected in the UUA's budget, Common Endowment Fund, Retirement Plan, Health Plan and Beacon Press are all healthy and well managed, in the hands of competent and experienced staff and overseen by Committees of competent and experienced volunteers. As I noted last year, financial results in the publishing business are highly variable and difficult to predict, with ever shrinking margins. Beacon Press has miraculously avoided losses for many, many years, but we (personally and as a faith, I believe) must be prepared to support the prophetic voice of their publications, which powerfully expresses our faith commitment, if and when the trend turns.

The UUA's Audit Committee will be reviewing recommendations with the Board to formally expand its Charter to include oversight of Risk Management, in addition to financial audit matters. Enterprise wide risk management structures are in place at the UUA and this enhancement would serve to improve oversight and reporting.

The work of the Association has increasingly been focused on the important work of dismantling systems of oppression and white supremacy. This is critical work for our faith at any time, but it is long overdue in our faith and our country, and is now more important than ever. As we continue down this path, we must recognize it will not be easy and our emotional, spiritual and financial support will all be critical to our success.

I am thankful for UUs commitment and generosity. I am thankful for our faith leaders and commitment of so many. I give special thanks to Barb and Elandria for their focus on our fiduciary duty to the mission of our faith.

# UUA Board of Trustees Annual Report 2017-2018

The Board of Trustees closed our Annual Report 2017 with these words:

“In closing we want to express our deep appreciation for the visionary and tenacious leadership of UUA Moderator Jim Key. He has been our leader and our dear friend. Ill health forced Jim to resign as Moderator but his clarity and courage remain at the center of our work. Grateful for the aspirations that continue to guide our efforts, inspired and encouraged by the leadership of our Interim Co-Presidents and our superb UUA staff and anticipating a close and creative working relationship with our newly elected president we remain committed to transforming what may seem like a crisis into an opportunity to commit ourselves and our Association to a profoundly anti-racist and richly multi-cultural future.”

Shortly thereafter Moderator Key passed away. The Board spent the early part of this year processing the loss of such a beloved leader while at the same time embracing new models of leadership within our Association.

We remain eternally grateful for the inspired leadership of the Interim Co-Presidents the Rev. Sofia Betancourt, Leon Spencer and the Rev. Bill Sinkford. Their steady guidance and spiritually sustaining presence at the helm of our Association provided a strong foundation for the new administration of UUA president, the Rev. Susan Frederick-Gray.

During the interim presidency period, the Board was made aware of several large severance packages which were granted to UUA employees who had resigned in the spring. As UU World reported:

“The Unitarian Universalist Association gave severance packages totaling more than \$500,000 to employees who voluntarily resigned during a controversy over the association’s hiring practices, according to a [statement](#) released by the UUA on June 15.”

Based upon reports from the Interim Co-Presidents regarding the process surrounding the granting of these packages, the Board, at its June 20-21<sup>st</sup>

## UUA Board of Trustees Annual Report 2017-2018

meeting, passed several policy revisions to allow for greater transparency, notice and Board approval should similar circumstances arise in the future.

The Board continued to embrace models of shared ministry and at our August 1 meeting appointed Elandria Williams and Mr. Barb Greve as Co-Moderators. Barb and Elandria agreed to serve and be nominated for a special election at GA 2017 to serve the balance of Moderator Key's term. The Board expressed its gratitude to Vice-Moderator Denise Rimes for her leadership in the interim period between Moderator Key's resignation and the election of the Co-Moderators. We also expressed our appreciation of General Assembly Tri-Moderators of Gregory Boyd, Elandria Williams and Kathy Burek. We noted the continued enthusiasm and affirmation from the Association in embracing these new models of shared ministry both in the President and Moderator positions.

The fall brought some of our earliest communications from the Board appointed Commission on Institutional Change. The Commission had been previously appointed by the Board at its June 20-21<sup>st</sup> meeting as follows:

Rev. Leslie Takahashi, Chair  
Caitlin Breedlove  
Mary Byron  
DeReau Farrar  
Rev. Natalie Fenimore  
Dr. Elias Ortega Aponte

The charge to the Commission, including the Commission's status as a fully independent body, was reaffirmed and we also received the first draft of its proposed budget. The budget was later approved at the Board's October meeting.

In embracing our ongoing commitment to center Anti-Racism, Anti-Oppression and Multiculturalism in our work together as a Board, our October Board Retreat brought many new forms of facilitated discussions. We recognized that creating new Board culture together would be ongoing work and that it will make many of us stretch in new ways and might often be uncomfortable. As a group we affirmed our desire to work together to move into models of shared ministry, leadership and facilitation of Board meetings and General Sessions at General Assembly.

## UUA Board of Trustees Annual Report 2017-2018

In November the Board heard from the Moderator Search Committee requesting a revised deadline for their work around the 2019 Moderator election. Additionally Board members volunteered for working groups tasked with reviewing Bylaw and policy proposals.

December brought an update from the Commission on Institutional Change which was in the mid-phase of their review of the Southern Regional Lead hiring process. We also heard from the Moderator Nominating Committee that they regretfully reported that they did not have any names to submit for the 2019 Moderator election. The Committee did an excellent and expansive report on the ways in which the Moderator position might need to be restructured in order to embrace new models of leadership including offering compensation, formal co-moderator structure and/or changing the position to be Board chair-focused with other responsibilities shared among Board members and UUA staff.

January's Board meeting was held at the historic Highlander Research and Education Center in North Carolina. It is a site with deep history in supporting justice making and civil rights. Co-Moderator Elandria Williams was deeply pleased to be able to welcome us there as she has been affiliated with Highlander for years as both a child, adult and most recently as an employee. The Board heard a detailed report from the Commission on Institutional Change as their work continued with new administrative assistance as well as issuing requests for proposals for the racism audit of the UUA which is part of Commission's charge.

The Board took time to review its options regarding the nomination of a Moderator for the regularly schedule election in 2019. Included in this discussion was the need to fully articulate the scope and demands of the position. Ultimately it was decided that the Board would not make a nomination and would spend time in the coming months exploring how to revise the position to be in line with current expectations as well as aspirations.

Throughout the weekend, Co-Moderator Elandria led the Board through a robust discussion and review process around potential Bylaw revisions. Clear that these were just the first of many of these reviews and discussions, the Board agreed to two bylaw revisions on which to move forward: Youth Trustee status and Co-Moderator collaborative leadership.

# UUA Board of Trustees Annual Report 2017-2018

Much of the weekend was also spent in direct linkage with the Board's Sources of Authority and Accountability:

Our Member Congregations  
Current and Future Generations of Unitarian Universalists  
The Heritage, Traditions and Ideals of Unitarian Universalism  
The Vision of Beloved Community  
The Spirit of Life, Love and the Holy

We were delighted to welcome Unitarian Universalists to the Highlander Center for a series of conversations as well as to be invited to participate in discussions at a cluster gathering of UU congregations. The weekend was capped off by a rousing combined worship service bringing together hundreds of UUs from the cluster area congregations.

The spring brought intense work on reviewing and editing language around the proposed Board Bylaw revisions as well as the petitioned Bylaw changes from different Unitarian Universalist groups. We also heard from the Commission on Institutional Change as to their frustration about delays in getting the Commission fully staffed. The Board acknowledged its part in not more clearly supporting the needs of the Commission and its intention to do better in the future. The Board and Commission also discussed the recent communication from the Commission to the larger Unitarian Universalist community regarding the state of crisis for religious professionals of color serving our faith. Both bodies affirmed that this state of crisis must be a top priority for both our congregations and our Association.

Also in the spring, the Board accepted a request from the Rev. Peter Morales to address the Board in closed session regarding personnel issues from spring 2017. The Board met with Rev. Morales in March with members of the Commission on Institutional Change present to help inform their review of the events of the Southern Regional Hiring of the previous spring.

The April Board meeting was focused on the previously mentioned bylaw review process, plans for General Assembly, and the current crisis of religious professionals of color serving our faith. The Board began work on a communication to our larger faith community which resulted in a 3-part series



## UUA Board of Trustees Annual Report 2017-2018

which included outlining our concern and recommendations for supporting religious professionals of color serving our faith.

As we approach General Assembly 2018 the Board is focused on leading from a place of shared ministry and faith. We are embarking on a new way of living out our Unitarian Universalist values in practicing governance from our minds *and* hearts. We invite you, our sources of Authority and Accountability, to join us as we know that [All Are Called](#) to support our faith as Unitarian Universalists.

Respectfully Submitted,  
Christina Rivera  
Religious Educator  
Secretary of the Association, Board of Trustees  
Unitarian Universalist Association

## **General Assembly 2018**

### **Board Statement on Bylaw Amendment for Co-Moderators**

**Motion Maker:** Moved, that the Proposed Bylaw Amendment to add language to bylaws Article VIII, section 8.8 and 9.1 to provide for the Moderator role to include more than one individual, as detailed on page 83 of the final agenda [and as amended in the mini-assembly], be adopted by this assembly.

**Moderator:** The motion to adopt the Proposed Bylaw Amendment to expand the meaning of the role of Moderator to more than one individual has been made and seconded.

The chair calls on Denise Rimes, Vice Moderator and Trustee-At-Large, to make the board's statement in support of the bylaw amendment.

**Denise Rimes:**

The role of Moderator is the highest *volunteer* position in the Unitarian Universalist Association.

Our bylaws were written in a time when the single leader model was dominant. In the 50+ years since that time, our world and culture have changed dramatically. The Moderator position has expanded to the point where the expectations of this volunteer exceed the scope of the role as originally envisioned. Throughout the year, many people have supported the role of Moderator.

Your Board of Trustees has committed itself to modeling shared leadership throughout the Association by proposing this model of collaborative leadership that provides for more than one Moderator.

Your Board of Trustees has seen this model work in the past 12 months and experienced the many benefits of a new way of being in relationship and moving forward towards our dreams and aspirations. Your Board strongly endorses this bylaw amendment.

## General Assembly 2018

### Board Statement on Committee Terms

**Motion Maker:** Moved, that the Proposed Bylaw Amendment to alter language to bylaw Article VII, section 7.2, to delete the requirement that members of the standing committees of the Board must be appointed in odd numbered years, as detailed on page 80 of the final agenda [and as amended in the mini-assembly], be adopted by this Assembly.

**Moderator:** The motion to adopt the Proposed Bylaw Amendment to change the terms of office of members of standing committees of the Board has been made and seconded.

The chair calls [someone], to make the board's statement in support of the bylaw amendment.

**[Someone]:**

This amendment provides flexibility so that committee members may be appointed to staggered terms, helping ensure smoother transitions so that a committee has fewer members cycling off at any one time, which helps committees retain memory of their prior actions and practices.

This change was requested of the Board by committees of the Board and the Board strongly endorses this bylaw amendment.

## **General Assembly 2018**

### **Board Statement on Bylaw Amendment for Commission on Social Witness**

**Motion Maker:** Moved that the Proposed Bylaw Amendment to substantially alter the social witness process and which communities can participate in this process in to bylaw Article IV, Sections 4.12 and 4.16 [and as amended in mini-assembly], found on pages 80–83 of the final agenda be adopted

**Moderator:** The motion to adopt the Proposed Bylaw Amendment to substantially alter the social witness process and which communities can participate in this process in to bylaw Article IV, Sections 4.12 and 4.16 has been made and seconded.

The chair calls on Greg Boyd, Trustee-At-Large, to make the board's statement in support of the bylaw amendment.

**Greg Boyd:** The social witness process has seen many changes over the past decades. Increases in the speed of communication as well as our understanding of who joins together in Unitarian Universalist communities has changed the way we do the work of expanding justice in the world. The proposed amendments enable us to respond more quickly to urgent issues by shortening the process of witnessing for justice. Further, the proposed amendments expand the circle of Unitarian Universalists in covenant who can study and take action on these issues. These amendments come to us from the Commission on Social Witness after years of deliberation. Your Board strongly supports these changes to our formal justice making process.

General Assembly 2018  
Board Statement on Bylaws Amendment: Gender Neutral Language

**Motion Maker:** Moved that the Proposed Bylaw Amendment to Article VIII, Sections 8.3 and 8.11, Article IX, Section 9.9, Article X, Section 10.12, Rule 4.6, and Rule G-9.13.5 to replace he/him/his and she/her hers with they/their/theirs as detailed on pages 78 and 79 of the final agenda [and as amended in mini-assembly] be adopted.

**Moderator:** The motion to adopt the proposed bylaw amendment to replace he/him/his and she/her/hers pronouns with they/them/theirs pronouns has been made and seconded. The chair calls on Sarah Dan Jones, Trustee-At-Large, to make the Board's statement of support for the bylaw amendment.

**Sarah Dan:** As our understanding of gender has evolved, it is necessary to modernize the language of the Bylaws to replace pronouns which limit gender with pronouns that allow for more inclusive interpretations of gender. The Board supports this alteration of the language of our bylaws for the use of gender neutral pronouns.

## **General Assembly 2018**

### **Board Statement on Bylaw Amendment for Regions/Districts**

**Motion Maker:** Moved that the Proposed Bylaw Amendment to add “or region” to bylaw section 4.4, relating to the eligibility and the geographic distribution of congregations needed to call for a Special General Assembly be adopted

**Moderator:** The motion to adopt the Proposed Bylaw Amendment to add “or region” to Bylaw Section 4.4 has been made and seconded.

The chair calls on Kathy Burek, Trustee-At-Large, to make the board’s statement in support of the bylaw amendment.

**Kathy Burek:** Over the past several years, most, but not all, UUA districts have disbanded in favor of becoming regions. This amendment reflects that structural change by including both districts and regions in determining the eligibility and geographic distribution of congregations needed to call for a Special General Assembly. In the absence of this change, congregations which are located in regions rather than districts would be ineligible to call for a Special General Assembly. The Board strongly endorses this change.

12 June 2018

Dear UUA Trustees,

On behalf of the Ministerial Fellowship Committee, I am submitting our unanimous recommendations for changes to the MFC Rules. As a Board-appointed committee, changes to the MFC Rules are made by majority vote of the Board. In this case, the Committee is requesting your approval to move Rules 13A and 13B to our Policies, over which the MFC has jurisdiction.

Rule 13 governs Preliminary Fellowship, the period in which ministers receive evaluations from the MFC before it grants Final Fellowship. Rule 13A describes ministerial activities that are eligible for renewal of Preliminary Fellowship, and Rule 13B describes the submissions required of ministers in each renewal period.

Approving this change would allow the MFC to further amend these sections without returning to the Board for approval. We are not significantly altering these sections at this time, but rather the procedures for changing them in the future. Our reasons for moving this Rule sections to our Policies are as follows:

- As entrepreneurial and non-congregational ministries become more common, Preliminary Fellowship must adapt. At this time, the MFC would like more latitude to decide what types of ministerial work are eligible for renewal and what submissions the Committee requires of ministers engaging in such work, rather than pursuing approvals from the Board as new types of ministry emerge.<sup>1</sup>
- This change in jurisdiction over Preliminary Fellowship would be consistent with the MFC's current jurisdiction over ministerial candidacy. Because of our greater ability to make policy about the candidacy process, it is an area where the MFC has been more responsive to changes in ministry and ministerial education.
- Since the Board's shift to policy-based governance in 2008, detailed oversight of Committee procedures is no longer a common Board activity. MFC Rules with this level of detail are an artifact of when the Board took a more participatory role in the MFC's deliberations.<sup>2</sup>

Included is a red-line version of this Rule change, as well as the accompanying Policy changes we are proposing.

These recommendations were made by the MFC prior to the Board's April charge to the MFC, and this request is not intended as a response to that charge. However, this Committee believe this change would allow for a more liberated, expansive, and inclusive approach to recognizing ministries for what they are, which fortuitously aligns with the Board's charge.

---

<sup>1</sup> This would not change the underlying definitions of ministry found in Rules 6 and 7.

<sup>2</sup> Until 2012, two members of the UUA Board sat on the MFC as full members and provided quarterly reports to the Board.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nick Allen', with a stylized, cursive script.

Nick Allen

Chair, Ministerial Fellowship Committee Process Working Group

cc:     Jesse King, Chair of the Ministerial Fellowship Committee  
          Michael Lyde, Chair of the MFC Settlement Working Group  
          Rev. Sarah Lammert, Executive Secretary of the Ministerial Fellowship Committee  
          Rev. Alicia Forde, UUA Professional Development Director



## Exhibit 1: MFC Rules changes requiring UUA Board approval

# Rules of the Ministerial Fellowship Committee

## 13. Preliminary Fellowship

When the Committee determines that the candidate is qualified to pursue Ministerial Fellowship, the Committee shall grant the candidate Preliminary Fellowship status.

### ~~A. Renewal of Fellowship~~

~~A person in Preliminary Fellowship shall be reviewed approximately every year from the date of hire or call. To be eligible for review, the minister must be engaged in compensated ministerial activities which constitute fifty percent or more of a typical work schedule. This requirement may, at the Committee's discretion, be waived when it determines that the ministerial service is substantial enough to warrant eligibility for review.~~

### ~~B. Renewal Requirements~~

~~Each renewal review must include the following:-~~

- ~~1. A self-evaluation~~
- ~~2. An evaluation completed by one's supervisor or supervising committee (i.e. Board of Trustees, supervising minister, supervisor, etc. In ministries where one does not have a supervisor, a supervisory committee or relationship must be established for the purpose of evaluation.)~~
- ~~3. An evaluation from one's Committee on Ministry. For community-based ministers, all Committees on Ministry must include members of a congregation and appropriate representation from the institution or agency being served by the minister. If the minister is not employed by an institution or agency, then composition of the Committee on Ministry must be approved by the Professional Development Director of the UUA.~~
- ~~4. A professional development plan~~
- ~~5. A form completed by the minister's mentor confirming that the minister is in a mentoring relationship.~~
- ~~6. A copy of the agreement or covenant with one's affiliating congregation. (Community ministers only.)~~

~~Following any review, Preliminary Fellowship may be renewed, continued in present status, terminated or a determination made to move the candidate to Final Fellowship.~~

## **A. ~~G.~~ Renewal Period**

A person has up to three years to establish a ministry that is eligible for renewal of fellowship and submit an application for renewal of fellowship. Once a person begins working in ministry that is eligible for renewal of fellowship, one must submit an application for renewal of fellowship annually. If a person stops working in ministry, the minister may remain in that renewal period for up to three years before either entering Inactive Status or applying for a waiver from the Committee. If a waiver is granted to extend the renewal period, the extension will be for one year.

## **B. ~~D.~~ Community Minister Renewals**

All ministers serving community settings must during Preliminary Fellowship receive affiliation with a UUA or CUC member congregation. Affiliation involves a formal connection to a congregation and recognition of the community minister as performing a ministry. Affiliation should include a vote of the Board and having a covenanted relationship with the congregation's minister(s), if there is one.

## **C. ~~E.~~ Continuity of Ministry of Preliminary Fellowship**

To receive Final Fellowship, a minister must have been granted at least two renewals from the same congregation or organization. Where, however, the minister has been accepted into the Accredited Interim Ministry training program and is making expected progress toward completion, each year of interim ministry may be counted.

## Exhibit 2: MFC Policy changes contingent on approval of Rules changes

# Policies of the Ministerial Fellowship Committee

### A. Renewal Requirements

Each renewal review must include the following:

1. A self-evaluation
2. An evaluation completed by one's supervisor or supervising committee, e.g. Board of Trustees, supervising minister, supervisor, etc.  
In ministries where one does not have a supervisor, a supervisory committee or relationship must be established for the purpose of evaluation.
3. An evaluation from one's Committee on Ministry.  
For community-based ministers, an appointed Ministerial Formation Team may be appointed to serve this function. The Ministerial Formation Team should include members of a congregation and appropriate representation from the institution or agency being served by the minister. If the minister is not employed by an institution or agency, then composition of the Ministerial Formation Team must be approved by the Professional Development Director of the UUA.
4. A professional development plan.
5. A form completed by the minister's mentor confirming that the minister is in a mentoring relationship.
6. A copy of the agreement or covenant with one's affiliating congregation (community ministers only). Following any review, Preliminary Fellowship may be renewed, continued in present status, terminated or a determination made to move the candidate to Final Fellowship.

### ~~A.~~ B. Ministers in Preliminary Fellowship Serving Non-UU Congregations

Ministers serving a non-UU congregation will be considered to be serving in a community setting and must comply with the requirements of Rule 13.D.

### ~~B.~~ C. Alternate Renewal Option for Ministers Transferring from Another Denomination

At the discretion of the Professional Development Director, fellowshiped ministers with five (5) or more years of credentialed experience in another denomination may be eligible for renewal of Preliminary Fellowship under an alternate procedure. This option may be used for any number of renewals of Preliminary Fellowship.

These ministers have the option of submitting an application of renewal that includes:

1. A note from a Unitarian Universalist colleague confirming that the minister has been meeting with a Unitarian Universalist collegial group on a regular basis (at least every two months) with at least four other colleagues for the previous year;
2. A 1–2 page written self-reflection on their Unitarian Universalist ministry experience;
3. A submission of a professional development report from the past year and a plan for the upcoming year;
4. A Parish Ministry Cover Page or a Community Minister Cover Page.

Renewal of fellowship will be based on this material submitted.

## 13. Progress towards Final Fellowship and Ministry Eligible for Renewal

A person in Preliminary Fellowship shall be reviewed approximately every year from the date of hire or call. Final Fellowship will be awarded when three successful renewals of Preliminary Fellowship are completed.

A minister is expected to submit an application for renewal annually. If a minister is not currently working in ministry, that minister may remain in any one renewal period for up to three years. Each renewal period must be based on evaluations covering 10–12 months. If the minister is not working in ministry and is in one renewal period for longer than three years, they must apply to the MFC for a waiver of this policy or request to be placed in Inactive Status; otherwise they will be removed from fellowship.

### A. Criteria for Ministry Eligible for Renewal

Ministerial Fellowship Committee will determine whether ministry work is eligible for a renewal of Preliminary Fellowship in consideration of the following:

1. The minister must be engaged in compensated ministerial activity which constitutes fifty-percent or more of a typical work schedule for a renewal period of 10 to 12 consecutive months. The committee will also consider, for review, compensated ministerial activity which constitutes at least twenty-five percent of the typical work schedule (430 hours per year) if the renewal period is at least 24 consecutive months in duration. This requirement may, at the Committee's discretion, be waived when it determines that the ministerial service is substantial enough to warrant eligibility for review.

~~1~~ 2. The minister's work should comply with MFC Rule 6 ("Definition of a Minister") and MFC Rule 7 ("Definition of Professional Ministry")

~~2~~ 3. If employed in a Unitarian Universalist congregation, the employing or affiliating congregation should recognize the minister's work as professional ministry.

~~3.~~ 4. If employed outside a Unitarian Universalist congregation, the minister's supervisor and/or the community served by the minister should recognize the minister's work as professional ministry. Ministers are strongly advised to consult with the Professional Development Director about whether their work is eligible for renewal of Preliminary Fellowship.