



**BOARD OF TRUSTEES
MEETING AGENDA**
 TUESDAY, JUNE 24, 2014
 (OMNI – Providence Ballroom I & IV)

7:30 – 8:30	Breakfast Available (<i>Omni – Kent</i>)	
8:30 – 8:40	Opening Worship and Centering	Natalia Averett
8:40 – 8:50	Call to Order: Welcome; Introductions	Jim Key
8:50 – 9:00	Approve Consent Agenda; Review Covenant	Jim Key
9:00 – 9:05	Moderator's Report	Jim Key
9:05 – 9:10	Vice Moderator's Report	Donna Harrison
9:10 – 9:30	Secretary's Report – Prep for GA	Susan Ritchie
9:30 – 9:45	President's Report	Peter Morales
9:45 – 10:00	Linkage Working Group	Susan Weaver
10:00 – 10:15	Break	
10:15 – 11:00	GA Proposal Working Group – Strengthening the Covenant	Donna Harrison
11:30 – 12:00	Inclusion Working Group	Julian Sharp
12:00 – 12:15	Executive Session	Donna Harrison
12:15 – 1:15	Lunch (<i>Omni – Kent</i>)	
1:15 – 2:30	Ends Metrics	Eric Craymer
2:30 – 2:45	Break	
2:45 – 3:45	Congregational Boundaries Working Group	Natalia Averett
3:45 – 4:15	Review Trustee Statements for GA	Donna Harrison
4:15 – 4:30	One Voice Policy and Section 2 Motion	Lew Phinney
4:30 – 5:15	Finance Committee	Sarah Stewart
5:15 – 5:30	Executive Session	Jim Key
5:30 – 5:45	Process Observation	Michael Sallwasser
5:45	Recess	



**BOARD OF TRUSTEES
MEETING AGENDA**
 WEDNESDAY, JUNE 25, 2014
 (OMNI – Providence Ballroom I & IV)

10:15 – 10:30	Centering	Clyde Grubbs
10:30 – 10:35	Welcome and Introductions	Jim Key
10:35 – 11:00	Review Trustee Statements	Donna Harrison
11:00 – 12:15	Emerging Congregations Working Group	James Snell
12:15 – 1:00	Lunch (<i>Omni – Providence Ballroom II & III</i>)	
1:00 – 1:15	General Assembly Planning Committee	Bart Frost
1:15 – 1:30	Governance Working Group – Ends Monitoring: What We Have Learned	Rob Eller-Isaacs
1:30 – 4:00	Recess (Berry Street Lecture: 2:00 – 3:30)	
4:00 – 4:05	Reconvene and Announcements	Jim Key
4:05 – 4:35	Motions and Action Items	Donna Harrison
4:35 – 4:45	Thank Retiring Trustees	Jim Key
4:45 – 5:00	Process Observation	Julian Sharp
5:00	Adjourn	



BOARD OF TRUSTEES
MEETING AGENDA
MONDAY, JUNE 30, 2014
(OMNI – Newport/Washington)

7:30 – 8:30	Breakfast Available	
8:30 – 8:45	Centering	Susan Ritchie
8:45 – 9:00	Welcome and New Trustee Introductions	Jim Key
9:00 – 9:15	Inclusion Working Group	Julian Sharp
9:15 – 9:30	Board 2014/2015 Schedule	Donna Harrison
9:30 – 10:00	Consider Candidates for Exec. Committee Shadowing (V. Mod., Sec., Fin. Ch.)	Jim Key
10:00	Adjourn	

UUA Board of Trustees
April 10-13, 2014

MINUTES
BOARD OF TRUSTEES
UNITARIAN UNIVERSALIST ASSOCIATION

April 10 to 13, 2014

Pursuant to notice duly given, a meeting of the Board of Trustees of the Unitarian Universalist Association was held on Thursday through Sunday, April 10 to 13, 2014 in Boston, Massachusetts.

MEMBERS

PRESENT: Averett, Eller-Isaacs, Grubbs, Harrison, Key, Ladd, Morales, Phinney, Ritchie, Sallwasser, Sharp, Snell, Stewart, and Weaver.

MEMBERS

ABSENT: None.

ALSO

PRESENT: Brennan, Cooley, Dodd, Limpert, and observers.

Jim Key, Moderator, called the meeting to order at 9:00 AM on Thursday, April 10, 2014.

Phinney moved and Eller-Isaacs seconded to approve the agenda, including the consent agenda. The promises/covenants were read and guests were introduced.

SAFE CONGREGATIONS REPORT

Debra Haffner from the Religious Institute presented a report on progress made and challenges remaining regarding the UUA's safe congregations efforts.

PROFESSIONAL BOUNDARIES REPORT

Sarah Lammert and Natty Averett provided a report on the work the board and staff is collaborating on related to professional boundaries and professional misconduct.

MFC COMPETENCIES REPORT

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Howard Dana, vice-chair of the Ministerial Fellowship Committee, presented changes being considered regarding MFC competencies.

MODERATOR'S REPORT

Jim Key presented his moderator's report.

VICE-MODERATOR'S REPORT

Donna Harrison presented her vice-moderator's report.

SECRETARY'S REPORT

Susan Ritchie presented her secretary's report.

YOUTH AND YOUNG ADULT MINISTRIES REPORT

Carey McDonald, Youth & Young Adult Ministries Director, presented his report on the status of Youth & Young Adult ministries.

INCLUSION WORKING GROUP REPORT

Julian Sharp presented a report from the Inclusion Working Group.

EMERGING CONGREGATIONS REPORT

James Snell and Terasa Cooley, Program & Strategy Office, led a conversation on emerging congregations.

RECESS

Julian Sharp shared process observations and the meeting went into recess until Friday morning.

Jim Key, Moderator, reconvened the meeting at 9:00 AM on Friday, April 11, 2014. Visitors were welcomed. Donna Harrison led the board in a centering process.

PRESIDENT'S REPORT

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President Morales presented his report and, with the help of Eric Craymer, Governance Consultant, led a discussion of the draft interpretations of the UUA's Global Ends.

MONITORING DISCUSSION

Eric Craymer presented information about Monitoring Reports and led a discussion of same.

FINANCE COMMITTEE REPORT

Sarah Stewart presented the report of the Finance Committee and a discussion of the proposed budget ensued.

LINKAGE WORKING GROUP REPORT

Susan Weaver presented the report of the Linkage Working Group.

RECESS

Susan Ritchie provided process observations and the meeting was adjourned at 4:40 PM.

Jim Key, Moderator, reconvened the meeting at 9:00 AM on Saturday, April 12, 2014. Clyde Grubbs led the board in a Centering process.

GENERAL ASSEMBLY WORKING GROUP REPORT

Donna Harrison, with participation by Susan Ritchie, James Snell, and Jim Key, led a conversation with the board on behalf of the General Assembly Working Group. As part of it, Susan Ritchie presented a history of General Assemblies over the years.

POLICY REVIEW WORKING GROUP REPORT

Rob Eller-Isaacs presented a report from the Policy Review Working Group.

ARTICLE II FOLLOW-UP REPORT

Lew Phinney presented a report regarding the Article II bylaw change.

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APPOINTMENTS COMMITTEE REPORT

Sarah Stewart updated the board on proposal for appointments.

EXECUTIVE SESSION

Sarah Stewart made a motion to move into Executive Session for the purpose of making appointments. Motion carried. Later Clyde Grubbs moved that the board move out of Executive Session.

Jim Key reported that the board voted to award the Distinguished Service Award to the Rev. Kenneth Torquil MacLean. Sarah Stewart then reported that the following appointments were approved:

1. Marcia Bowman to the Appointments Committee
2. Kevin Bolton to the UUA Retirement Committee
3. Tom Loughrey to the UUA Employee Benefits Trust
4. Hope Johnson to Chair of the Appointments Committee (she's currently a member)
5. Michael Sallwasser to be Board Liaison to the Appointments Committee

DISCUSSION OF FOSSIL FUEL DIVESTMENT

The board participated in a lengthy discussion of the resolution regarding fossil fuel divestment.

RECESS

James Snell proved process observations and at 5:05 PM Jim Key declared the meeting in recess until Sunday morning.

At 9:00 AM on Sunday, April 13, 2014 the board gathered for worship led by David Ruffin and others from Sanctuaries Boston, an emerging UU congregation.

ENTREPRENEURIAL MINISTRIES

Jim Key, Moderator, reconvened the meeting at 9:55 AM. and the board participated in a conversation about Entrepreneurial Ministries with David Ruffin.

COMMUNICATIONS

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Lew Phinney and John Hurley, the UUA's Director of Communications, presented a report on board communications.

GA FINAL AGENDA PREPARATIONS

Donna Harrison led a conversation about the agenda for General Assembly in Providence, RI in June.

APRIL 2014 UUA BOARD MEETING MOTIONS

Below are the April 2014 UUA board motions made and acted upon:

M (Phinney), S, and (Weaver)

VOTED AND PASSED:

Approve the proposed 2015 budget and accept the 2016 budget.

M (Phinney), S, and (Stewart)

VOTED AND PASSED:

That we report to this year's General Assembly that the Board has decided to postpone consideration of the GA 2009 Responsive Resolution, "Responsive Resolution on Article II" to a future date."

M (Averett), S, and (Phinney)

VOTED AND PASSED:

That the UUA Board of Trustees, charges the Congregational Boundaries Working Group to: Work with Sarah Lammert, Ministries and Faith Development, to revise the MFC process for investigating complaints so that no part of the investigation is conducted by members of the MFC and the better directly engage complainants in the process and provide equal opportunities in, and access to, the process for complainants and defendants?

Suggest any updates to policies governing the Board appointed committees and the conduct of trustees.

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Working with other UU organizations and entities to better align the work and promote best practices in this area (UUMA, UUMA social media guidelines group, LREDA, UUMN, MLCC, RECC, etc.)?

Work with Sarah Lammert and Audit Committee to present to the board metrics about sexual and other types of misconduct and to facilitate a board conversation about what do the metrics say about our risk and the scope of the issue.

Working with Sarah Lammert, develop a report to be presented at GA that addresses the following and offers an apology to victims and survivors of misconduct:

What is the background on the current process?

How are concerns about the neutrality of the MFC addressed, and how is compassionate treatment of, advocacy for, and engagement with, the complainant encouraged and accomplished?

What are the successes, challenges, areas for improvement?

How can we as the UUA provide resources beyond the congregation's ability that supports restorative justice and pastoral care for the congregation, other ministers to the congregation, and the complainant directly?

What are the authorities and what are the roles of the UUA and Board? What do we need from congregations to succeed?

Suggest to the Board specific or general information or action to be requested from the President, directly or as provided by the President's staff, in response to recommendations provided by Debra Haffner's final report of recommendations related to the sexual health of the UUA (due in several months) and those provided by Sarah Lammert.

M (Harrison), S, and (Snell)

VOTED AND PASSED:

That the required 2nd year votes for bylaws C-10.6 and C-10.7 that received the first year approval in 2013 be added to the final agenda for 2014 along with an apology for their earlier omission due to an oversight. The other items on the preliminary agenda remain unchanged.

Underlining indicates insertion; brackets indicate deletion.

Section C-10.6. Authority to Hold Funds [Held] for the Benefit of Others.

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[With the approval of the Board of Trustees, the] The Association may hold for investment and distribution funds [belonging to or] given to the Association for the benefit of a member congregation, associate member organization, independent affiliate organization, or other Unitarian Universalist organization [organizations].

[Such funds may be invested in the General Investment Fund of the Association unless they are subject to specific restrictions which require some other form of investment.]

Section C-10.7. Responsibility for [Investments] Funds Held by the Association.

(a) Board of Trustees. The Board of Trustees shall have ultimate responsibility for investing the funds [belonging to or] held by the Association.

(b) President. The President shall invest the endowment funds held by the Association in the Unitarian Universalist Common Endowment Fund LLC

[b] (c) Investment Committee. The Investment Committee shall [supervise] manage the [investments of] endowment funds held by the Association, subject to control by the Board of Trustees.

M (Snell), S, and (Eller-Isaacs)

VOTED AND PASSED:

CHARGE OF THE BOARD TO THE EMERGING CONGREGATIONS WORKING GROUP,
APRIL 13, 2014

The Board of Trustees of the Unitarian Universalist Association is informed that the UUA Administration's growth strategies arise out of a recognition of a dramatically changing religious landscape. One model of growing congregations in a steady increase in membership over a longer period of time is no longer sufficient. New technologies and entrepreneurial enterprises allow new groups to emerge quickly, but they don't always follow the same pattern of traditional congregations. Our current bylaws prescribe a path to membership that has become cumbersome and slow to navigate, and sometimes discouraging groups from affiliation. The staff is looking for ways to support existing congregations with clearer guidelines for associational connection that can more easily change over time, as well as to more adeptly respond to emerging groups.

In furtherance of improving how we welcome new congregations, communities and alternative ministries (hereinafter, for convenience, but subject to agreement on better terminology, "Alternative Ministries") into our Association, the Board desires that the Emerging Congregations Working Group continue its work. The Working Group is, charged:

1. To craft and suggest to the Board a process by which the Board can recognize emerging alternative groups as well to help the UUA staff and Board determine the ongoing viability of current Member communities and congregations.

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2. To work with the Staff of the UUA to identify Alternative Ministries and/or emerging congregations and communities that you recommend the Board consider for recognition as either a Congregation or an Alternative Ministry (under the authority granted the Board by Bylaw C-3.8 for independent affiliates), and encourage the application of these groups for recognition by the UUA.
 3. Draft and Recommend changes that may be needed in our current Rules to recognize (and admit) either Alternative Ministries and/or emerging congregations and communities that the President and the UUA staff judge are pursuing Unitarian Universalist missions consistent with our Ends.
 4. Draft and Recommend changes that will conform our Rules concerning admission of Congregations to reflect changes in UUA organization.
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M (Harrison), S, and (Eller-Isaacs)

VOTED AND PASSED:

To adopt the following statement: The Board agreed to a set of principles or areas of agreement during the Strengthening GA discussion at the April 2014 UUA Board meeting. These principles are not yet in final form but do reflect areas of broad agreement among the members of the Board based on what we have heard through a variety of linkage conversations over several years.

The Strengthening GA working group will edit these draft statements so that they may be endorsed by the Board in June and discussed with the delegates at GA2014 in Providence. The work group will also develop the plan for facilitating these discussions both in the General Sessions and in the Board-sponsored workshop.

DRAFT Guiding Principles / Areas of Agreement

We want a process and gathering for Unitarian Universalism that is more inclusive and less privileged than what we experience with General Assembly today.

We are committed to making the changes needed to assure that the cost of participation is not an obstacle to inclusion. We believe that it is the work of both the congregations and the UUA together to find the funds to make this happen.

We want delegates to be informed, accountable, and prepared both intellectually and spiritually.

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We know that delegates will need support in this work.

We envision a gathering where congregations discuss, discern, and articulate the theological and cultural direction for Unitarian Universalism.

We also need ways for congregations to provide policy or governance direction to the UUA. This may or may not be accomplished through large physical gatherings of Unitarian Universalists.

The current forms and practice of governance at General Assembly are not welcoming and inclusive to all, and it is important that we make changes to address this.

We envision a model where we leverage 21st century technology to enable broad based participation in the work of our Association.

We recognize that many opportunities for learning and leadership development happen at GA. We believe that these experiences are important, and we are open to new ways for these services to be delivered.

We are willing to give up our privilege to enable the gathering(s) that fulfill these principles.

The Board is prepared to change our bylaws, our processes, and our customs as needed to fulfill this vision.

M (Harrison), S, and (Eller-Isaacs)

VOTED AND PASSED:

Recognizing the growing threat of climate change to the earth and to current and future generations, the Board of Trustees believes we must redouble our efforts to press for action to address the crisis through our invested assets. We should use all of the tools available to us, including shareholder advocacy and divestment of shares in companies doing the greatest harm. Therefore we support the passage of the Business Resolution calling for divestment of fossil fuel company stocks and engagement with the companies whose shares we hold. Further, we applaud the Investment Committee and Socially Responsible Investing Committee for their work in carrying out the 2006 Statement of Conscience "Threat of Global Warming/Climate Change" which says: "We call upon our denominational leaders to provide sustainable investing, by exploring the potential for using the ownership rights of the denomination's financial resources to positively address the global warming/climate change crisis."

In addition, the Board charges the team of Julian Sharp, Larry Ladd and Donna Harrison with crafting the Board statement supporting the proposed business resolution. This statement should make clear that The Board supports the resolution as written. To the extent that changes are

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proposed during the mini-assembly process, the Board will support those changes only if they are agreed to by the same parties who crafted and agreed to the proposed resolution.

M (Harrison), S, and (Eller-Isaacs)

VOTED AND PASSED:

Move that the Board affirm that the President's interpretations on the policies in Section 1.0 of our policy manual are reasonable.

M (Stewart), S, and (Harrison)

VOTED AND PASSED:

To affirming the reasonableness and accept the monitoring reports we received on policies 2.6 and 2.6.1.

ADJOURNMENT

Michael Sallwasser provided process observations and the meeting was declared adjourned by Moderator Jim Key at 12:50 PM.

Respectfully submitted,

/s/ Harlan Limpert
Clerk

BOARD OF TRUSTEES SCHEDULE

June 2014, Providence, RI

UUA Board of Trustees

April 10-13, 2014

Tuesday, June 24 – Wednesday, June 25 – Board of Trustees meeting

Wednesday, June 25 – Sunday June 29 – General Assembly

Monday, June 30 – Board of Trustees meeting

October 2014, Boston, MA

Thursday, October 16 – Sunday October 19

January 2015, TBD

Thursday, January 16– Sunday January 18

~~April~~ 2015 Boston, MA - WILL OCCUR IN MARCH 2015 IN SELMA, AL
Details to follow.

June 2015, Portland, OR

Tuesday, June 23 – Wednesday, June 24 – Board of Trustees meeting

Wednesday, June 24 – Sunday June 28– General Assembly

Monday, June 29 – Board of Trustees meeting

October 2015, Boston, MA

Thursday, October 15 –Sunday October 18

POTE GRANT EXPENSES	FY 2013	FY 2014	FY 2015
MLTS	\$200,000	\$200,000	\$200,000
SKSM	\$200,000	\$200,000	\$200,000
RENAISSANCE MODULES	\$15,000	\$15,000	\$15,000
UU SCHOLAR'S	\$40,000	\$40,000	\$40,000
UU SCHOLAR'S CONFERENCE	\$19,528	\$20,000	\$25,000
IN-CARE	\$20,000	\$25,000	\$40,000
EDC- FULFILLING THE PROMISE	\$20,000	\$0	\$0
LIVING THE COVENANT CONF	\$0	\$35,000	\$0
AFTER PASTOR RETREAT	\$0	\$20,000	\$15,000
RADICAL SPIRIT INITIATIVE	\$0	\$3,000	\$0
STUDENT SURVEY	\$0	\$0	\$5,000
UUMA	10,000	\$7,000	\$10,000
GATHERING OF SEMINARY FACULTY	\$0	\$0	\$15,000
FUND-RAISING CONSULTANT	\$0	\$0	\$30,000
ENTRENEURIAL MINISTRY INITIATIVE	\$0	\$0	\$50,000
POTE GRANT TOTAL	\$524,528	\$565,000	\$645,000
PANEL ADMINISTRATION	\$0	\$5,000	\$5,000
GRAND TOTAL	\$524,528	\$570,000	\$650,000

June 1, 2014

Jim Key
UUA Moderator
Chief Governance Officer

June 1, 2014

Report to the General Assembly

I am pleased to offer my first report to the General Assembly as your Moderator. Since my election last June in Louisville, I have visited scores of congregations, a few clusters, several districts, a region, many organizations, too many committees to count, and all of the UUA staff groups. Meeting with hundreds of Unitarian Universalists and others who share our values, confirms to me that we are a religion whose values position us well to work with other progressive religious traditions to serve new generations in new ways.

The road “will be hard we know, and the road will be muddy and rough, but we'll get there.”¹ We know that we Unitarian Universalists have good news to share and these are the right times to share it. Moreover, we know from surveys and research, that values embraced by the millennial generation are in alignment with the values of Unitarian Universalism.

When you examine the changes occurring in the broader culture and religious landscape, it suggests we need to expand our efforts to actively engage people outside of our traditional congregational structures. Specifically, the growth of the number of people, especially younger generations, who have no religious affiliation and no church-going practices require that we provide a clear and differentiating message of the difference we believe our Unitarian Universalist values can provide to individual lives, to our communities, and to the wider world.

That is why I like our new branding initiative, which will better communicate who we are, what we do, and why it matters.

I believe in the power of our liberal religious values to change lives and to change the world. Our congregations are the primary institutions to create transformation, especially when we understand

¹ Wojaja, Hymn 1020, Singing the Journey

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ourselves as part of a larger movement of purpose that is focused outward. And it is our congregations that do the work and make the changes this evolving world calls for.

We are a movement for our time, but we face choices as we work to attract Millennials, the spiritual-but-not-religious, and the "nones". The "nones" are those who check none-of-the-above when identifying religious affiliation. Additionally, the unchurched and the increasing number of people who hold multiple religious identities are drawn to our inclusionary values.

While it is arrogant and overly optimistic to think large numbers of the millennial generation and "nones" will naturally and without much effort be drawn to Unitarian Universalism, it is worth our effort to spread the good news of Unitarian Universalism. I believe the news is good and the times are right.

All of us who identify as Unitarian Universalists have much to do to live into our [Global Ends or Shared Vision](#), the result of excellent Linkage work in which many people participated. The board and senior staff hold a shared vision and are working together collegially to measure and monitor these Ends.

I invite all Unitarian Universalists to become familiar with our Ends. Return to your communities and encourage discussion and discernment about what they challenge you to do to inform your own congregation's long-range planning as we move into this young century.

The present board of eleven at-large trustees, elected at last year's General Assembly, has been as agile and generative in its work as the previous and much larger board imagined. They brought the bylaw changes in 2011 to reduce the board size that enabled the election in 2013. We thank them for their courage; they gave up their privilege in order to strengthen the governance of our Association.

Effective governance is the enabler of our dreams. It is how we operationalize our covenant with one another, our promise to one another. It has been a great pleasure to be a part of this collaboration as the board and staff have begun living into our covenantal faith together, making promises one to another, holding each accountable to the other as well as to the congregations and communities we serve.

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The Board is clear about the fiduciary, strategic, and generative modes of governance.² My charge to those of you in leadership is this: Seek governance in your congregation or community. Rise above the daily round of issues that we face surrounding power and authority, funding, and whether there is too much or too little God-talk. Focus instead on what we are in this world to be and do, and how well we are being and doing those things.

"None of us alone can save the world.
Together—that is another possibility waiting."³

The balance of my report is a collection of my reports to the Board of Trustees when we met in October 2013, and January, April, and June 2014.

Report to the UUA Board of Trustees October 2013

Since being elected to serve as your Moderator on June 22, I have been busy meeting with many people and organizations about their hopes and dreams for our movement. It has been deeply rewarding. However, I have had a few meetings where I've heard stories in which we didn't live up to our covenant with one another. Additionally, I have some references I recommend you read as we continue to develop our board culture begun at our Board Retreat in September.

I call your attention to several significant items iterated further below.

I had the privilege of worshiping at All Souls Unitarian in Washington, DC during their celebration of the 50th Anniversary March on Washington. The sermon Rob Hardies delivered on August 24 is a call to all of us in leadership.

The boards and staff of the four districts of the Southern Region met at the Mountain Retreat and Leadership Center near Highlands, NC, September 27 – 29. It was a incredible weekend of deep reflection and the Southern Region leadership

² *Governance as Leadership: Reframing the Work of Nonprofit Board* - Chait, Ryan, and Taylor

³ *Choose to Bless the World* - Rebecca Parker

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team continues to transform governance on behalf of their over 200 congregations, to expand ministries, and to encourage cluster development. I was pleased to be a signatory to their report.

Most of my conversations and meetings have been positive and spiritually deepening, and I am positive about the future health and growth of our religious movement. However, two conversations were very troubling. They involved hearing the stories of two congregants who filed complaints of sexual misconduct by clergy in recent years and feeling they were not properly heard or respected. I will report the specifics in an executive session of the board and will request that the Ministerial Fellowship Committee and the Ministries and Faith Development staff group, in conjunction with Trustees, conduct a review and assessment of our current process for handling such cases. As part of the review we need to look at the intent, goals, purposes and values of the process.

I want to thank the many people who met with me, specifically Peter Morales and the UUA staff who gave me the time to provide insights into their portfolios. I offer a special shout out to Gini Courter who spent countless hours providing background and history essential to the role of Moderator.

Meetings with congregations

- UU Church of Brevard (NC) – attended
- All Souls Church Unitarian (Washington, DC) – participated in the 50th Anniversary March on Washington
 - Hear The Rev. Dr. Robert M. Hardies [powerful sermon](#)
- UU Fellowship of Bay County (Panama City, FL) – preached
- The Unitarian Church in Westport (CT) – participated in a forum and preached
- First Church Boston – attended

Meetings with regions/districts

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- Southern Region Boards and Staff (The Mountain Retreat and Learning Center – NC)
 - Florida District of the UUA
 - Mid-South District of the UUA
 - Southeast District of the UUA
 - Southwestern UU Conference of the UUA
- Southern Region Mountain Meeting

Meetings with committees and organizations

- UU Church of Nashville Safety Net
- Transgender UU Religious Professionals (TRUUSt)
- Open UUA Committee
- GA Planning Committee (GAPC)
 - See Vice-Moderator's Report of meeting
- Council on Cross-Cultural Engagement (CCCE)
 - Diverse Revolutionary Unitarian Universalist Multicultural Ministries (DRUUM)
 - Allies for Racial Equity (ARE)
 - Unitarian Universalist Musicians' Network (UUMN)
 - Unitarian Universalist Ministers Association (UUMA)
 - Liberal Religious Educators Association (LREDA)
 - GA Planning Committee (GAPC)
 - See Vice-Moderator's Report of meeting

Meetings with officers and staff

- Peter Morales, UUA President
- Harlen Limpert, Chief Operating Officer
- Tim Brennan, Treasurer and Chief Financial Officer
- Terasa Cooley, Program and Strategy Officer
- Helene Atwan, Director, Beacon Press
- Scott Tayler, Director of Congregational Life
- Janiece Sneegas, General Assembly and Conference Services Director
- Sarah Lammert, Director of Ministries and Faith Development
- Taquiena Boston, Director of Multicultural Growth and Witness

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- Terry Sweetser, Vice President for Stewardship and Development, Senior Advisor to President (Attachment 3)
- Kathleen McTeague, Director of the College of Social Justice

Meetings with individuals

- Gini Courter, former UUA Moderator
- Two complainants of clergy sexual misconduct whose names will be held in confidence.

References for Board Development

- [*Salsa, Soul, and Spirit: Leadership for a Multicultural Age*](#) by Juana Bordas
- [*Governance as Leadership: Reframing the Work of Nonprofit Boards*](#), by: Chait Richard, Ryan William, Taylor Barbara E.
- [*The Gremlins of Governance*](#), by Richard Chait
- [*Preventing Sexual Abuse in Congregations: A Resource for Leaders*](#), by Karen A. McClintock
- [*Faith Trust Institute*](#), founded by Rev. Dr. Marie M. Fortune

Report to the UUA Board of Trustees January 2014

I have received several emails, calls, and comments since our last board meeting that strongly suggest we, as a new smaller Board, must do a better job of communicating our activities to our Sources. While we have met in full business session only once since the election of all of us last June, there is an expectation from our constituents to communicate our deliberations and actions. Although we published a summary of our work on the UUA Web page, we have no presence on the Board blog or Facebook.

In reaching out to John Hurley, Director of Communications, I reviewed a copy of notes and recommendations from the Communications working group of the board from April 2010. It is appended for our review and discussion at our January meeting. I expect to emerge from that meeting with a Communications plan that we can begin to execute immediately following our January meeting.

My recent focus has been having discussions with multiple trustees and other stakeholders on how to make GA General Sessions, formerly know as Plenary, more engaging for the delegates while covering the necessary business of the Association. I will ask those individuals and

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organizations who traditionally present to provide a written report which will be printed and available to the delegates. This will provide more detail than the verbal report will have time to include.

Additionally, I will ask that the number of presenters for each report minimize the number of people involved, preferably only one person. Additionally, I will ask that the reports demonstrate linkage to our Ends as well as the theme of GA 2014, Love Reaches Out. I am consulting with young adult leaders and others to consider short TED-type teaser talks to engage delegates and encourage conversations outside General Session Hall or at specific workshops.

As we develop our 2015 board calendar, I am asking the Trustees to approve changing the offsite meeting, usually our January meeting, to April. I envision our April 2015 Board Meeting to be held in Selma, AL to coincide with the 50th Anniversary of the Selma to Montgomery Voting Rights March to be celebrated in March 2015. You will recall that the UUA Board recessed their meeting in 1965 to answer the call from Dr. Martin Luther King to come to Selma after events on Bloody Sunday, March 7, 1965. The [Living Legacy Project](#) will be organizing events for Unitarian Universalists and others to honor those who participated in the Civil Rights movement.

Meetings with congregations

- First UU Church of the Palm Beaches, governance workshop and preach

Meetings with committees and organizations

- UU Ministers Association
- District Presidents Association, Boston
- Presidents Council Retreat, Boston
- Audit committee, Boston
- Finance Committee, Telcon
- Executive Committee, Telcon
- Open UUA Committee, Telcon
- UU Society of Community Ministers, Telcon
- Ministerial Fellowship Committee, Telcon
- Meadville Lombard Theological School, Chicago

June 1, 2014

- GA Planning Committee, Portland

Report to the UUA Board of Trustees April 2014

My attention since the last board meeting has been primarily focused on five major activities: planning for GA General Sessions, assessing Restorative Justice processes, reviewing and understanding the Business Resolution on Fossil Fuel Divestment, collaborating with senior staff on Ends Interpretations, and coordinating with the Living Legacy Project on arrangements for a 2015 Board meeting in Alabama.

GA General Sessions – Understanding that there will be 12.5 hours available for general sessions compared with 23 in 2013, I have been working with Donna Harrison and others to ensure our business can be conducted within that time. We have communicated with traditional presenters to keep their presentations short, demonstrate how they link to our Ends and the GA Love Reaches Out theme, and engage the delegates with questions they might want to reflect on. (Addendum 1)

The Board will be asked to approve the Business Agenda at the April meeting.

Restorative Justice – Following conversations I had with complainants last year about clergy misconduct, I have had several conversations with the MFC, “after pastors”, staff, Safety Net representatives, and other professionals to understand our current process for handling complaints. Meetings are scheduled in April to further our understanding, which I hope will lead to a process that will provide a more compassionate hearing for both the complainant and the accused.

Natty Averett will update the Board at the April meeting.

June 1, 2014

Business Resolution – The proposed business resolution on fossil fuel divestment has been placed on the Tentative Agenda and will be discussed at our April board meeting.

I have invited the chairs of the Investment and Socially Responsible Investment committees to participate as well as those with a range of views to better inform the board.

Ends Interpretation – A team established by the board (Donna Harrison, Rob Eller-Isaacs, and me) has been meeting with Eric Craymer and senior staff to review the ends interpretation document.

The staff will present the Ends Interpretation at the April Board meeting.

2015 Board Meeting in Alabama – I have been working with the [Living Legacy Project](#) (LLP) to establish specific dates for our spring board meeting in 2015. As discussed at our last board meeting, we will be meeting in Alabama to honor and remember the UUA Board's recess of their meeting in 1965 to reconvene in Selma at the [Edmundite Mission](#) in solidarity with the Voting Rights march from Selma to Montgomery.

The current expectation of LLP is to welcome people to Birmingham Thursday afternoon, March 5, 2015, and to have programming that evening, followed by a full day of programs in Birmingham on Friday, March 6. It is likely that Saturday, March 7, will include programs in Birmingham as well as in and around Selma, with a return to Birmingham Saturday evening. On Sunday afternoon we expect the gathered Unitarian Universalists to take part in the march from Brown Chapel across the Edmund Pettus Bridge.

I will ask a trustee to work with the LLP and Convention Planning Staff to coordinate our Board meeting with 50th Anniversary events.

Other activities - Concurrently with the activities noted above, I have been engaged with many stakeholders about the work group initiatives of the Board, which include GA Proposal Planning, Policy Review, Linkage, Reviewing Committees, Inclusion and Empowerment, and Emerging Congregations and Communities.

These initiatives will be updated at the April Board meeting by the assigned conveners.

June 1, 2014

Meetings with congregations

- Fourth Universalist Society of New York, delivered homily
- One Island Family, Key West, delivered homily
- Cedar Lane UU Church, Bethesda, attended installation of Rev. Abhi Janamanchi
- The Unitarian Church in Charleston, delivered homily
- UU Fellowship of the Peninsula, Newport News, delivered homily
- First Parish in Concord, conducted town hall meeting and delivered homily

Meetings with committees and organizations

- Beacon Benediction, Boston, attended
- UUA Staff Chapel, Boston, delivered homily
- Western Florida Cluster, Clearwater, delivered homily
- Tidewater Cluster, Newport News, delivered keynote and workshop
- Monthly meetings of the Executive Committee of the Board of Trustees

Addendum 1

Dear (Committee Chair Name) -

I am writing to you to let you know about some changes that I am making in how we manage time in the General Sessions (Plenary) at General Assembly. In response to the feedback from delegates, we are cutting back significantly the time delegates will spend in General Sessions. This reduction will allow more time for programming, networking, worship, and fellowship...what most delegates and others to General assembly cherish the most. In addition, as part of its work to transform the governance of our association, the Board is working to change the nature of the conversations that we have at GA and focus more of our time together on the issues and questions that have the most impact for our association and our faith going forward. Moreover, after updating the Ends of the Association last year, the Board is working to assure that delegates will continually deepen their understanding of how the work done by various organizations within the UUA system leads to the achievement of the Global Ends (see attached.)

June 1, 2014

These changes have some practical implications for the reports that are presented to the delegates during the General Sessions at Providence GA. This year we have 12 hours of General Session time, down from 23 hours in 2013. This is a significant decrease, and the Board and I have determined that, other than the reports required by our bylaws, no organization will be guaranteed time in the General Session to deliver a report. We are asking all organizations who would like to present a report to the delegates to submit a proposal to the Board by March 14. We will review all proposals relative to the General Session time available and respond by March 31.

All reports that are required by our Bylaws will be granted General Session time, although it may not be as long as has been the practice in previous years. For other proposed reports, priority will be given to reports that support the following criteria: reports that help delegates develop a robust understanding of how the work of the proposing organization supports achievement of the UUA Global Ends; reports that pose significant questions or issues that the delegates should consider in future gatherings; and reports that clearly link to the theme of this GA, which is "Love Reaches Out." Additionally, we encourage all organizations to have only one person present their report and limit it to 250 words.

As you prepare the proposal please provide the following information:

- Describe the organization.
- Who will speak for the organization?
- Is your report required by the UUA Bylaws?
- What is the role your organization plays in helping the Association achieve the Ends (attached)?
- How will your presentation tie to the theme of Love Reaches Out?
- What important questions or issues will be posed by your presentation for the delegates to consider?
- Why is it important that you make a presentation at General Assembly? Are there other ways that this information could be provided to those who are interested?

Please send your responses to Stephanie Maron at scarey@uua.org. Stephanie is the administrative support for the UUA Board. If you have any questions, you may direct them to our vice moderator, Donna Harrison (dharrison@uua.org) or me at jkey@uua.org. Also attached are two documents that will detail the requirements for all speakers relative to logistics and script deadlines. These

June 1, 2014

requirements are essential for our ARAOMC review and closed captioning preparation.

I am looking forward to hearing back from you! We are committed to offering the delegates a different and faster paced general sessions than in the past and general sessions that are assessable and inclusive by and to all.

James C. Key (Jim), Moderator
and Chief Governance Officer
jckey@icloud.com

Report to the UUA Board of Trustees June 2014

My attention since the last board meeting has been primarily focused on Planning for General Sessions with the objective of delivering an engaging and challenging agenda that energizes delegates and congregations.

Meetings with congregations

- UU Fellowship of Statesboro (GA), delivered homily and a \$25,000 Chalice Lighter Grant from the SE District
- First Unitarian Universalist Church of Nashville, Town Hall meeting, delivered homily
- Wildflower Church, a UU Congregation in Austin, Town Hall meeting, delivered homily

Meetings with committees and organizations

- Gathering to listen to victims of clergy sexual misconduct
- Panel on Theological Education, Chicago
- Southern Region Combined Annual Assemblies of SED, FLD, MSD, SWC: Delivered Keynote via Fuse
- Combined District Assemblies of MSD and CBD, Framingham, MA
- Leading Edge Conference: *Heal the Soul, Heal the World*, New York

Moderator's Report

June 1, 2014

Vice Moderator's Report
June, 2014

I have developed an updated trustee schedule for our time during GA and have included it in the Board Packet. If there are updates, I will notify you and will also update the packet both on the website and on Our Boardroom.

The dates for our upcoming meetings are:

October 2014, Boston, MA

Thursday, October 16 - Sunday, October 19

January 2015, Boston, MA

Thursday, January 15 - Sunday, January 18

March 2015, Alabama

Wednesday, March 4 - Sunday, March 8.

We will not have a meeting in April, 2015.

In preparation for a discussion at our October meeting, Jim has asked me to develop an understanding of the Board's needs for staff and administrative support. I want to emphasize that we are not starting this initiative because we are unhappy with the support that we have been receiving from any individual. Rather, we want to make sure that the Board has done its homework to provide an complete picture of our needs so that the staff has an opportunity to respond in a strategic way. I will be reaching out later this summer to all of the trustees -- but especially to the working groups, the finance committee and the officers -- so that I can develop an overall view of our needs for staff support.

Linkage Working Group Agenda
June 2014 UUA Board of Trustees Meeting

1. Report on June 4 and 5 UUA Board Webinars, "What to Expect at GA 2014"
2. Instructions for Youth World Cafe/Young Adult Drop-in Dialogues at General Assembly
3. Proposal for Fall linkage to be discussed with DPA

Summary Report of Webinar Presentations
Linkage Working Group
June 24, 2014

Five members of the UUA Board (Jim Key, Donna Harrison, Julian Sharp, Rev. Dr. Susan Ritchie and Susan Weaver) hosted two separate sessions of a webinar [“What to Expect at GA 2014.”](#) (on June 4 and 5, 2014). The webinars presented information on this year’s business agenda, including the fossil fuel divestment resolution, Congregational Study/Action Issues, and the workshop on re-imagining GA. Video recordings of the webinars are posted on the [“Delegate Information”](#) webpage for UUA General Assembly.

Attendance

June 4 webinar: 199 registrations, 109 attendees; 92 attended for more than 50 minutes

June 5 webinar: 182 registrations, 106 attendees; 87 attended for more than 50 minutes.

As of June 11, 14 people had viewed 30 minutes or more of the June 4 recording. 2 people had viewed 30 minutes or more of the June 5 recording.

Survey and Feedback

26 attendees of the June 4 webinar completed a survey. Content of the webinar was generally rated well and considered useful; technology received lower ratings because of some audio difficulties, and several attendees on June 4 had connection difficulties. Technology was much smoother on June 5.

A few attendees commented that they would have also liked more very basic information about delegate responsibilities and the general session calendar; a few attendees wanted more information about General Assembly programming. Discussion of fossil fuel divestment garnered the most questions, as follows:

1. How much money is held in endowment funds other than the General Fund?
2. With the “fiduciary duty” clause and the “shareholder activism” clause, how much impact can we expect this to make?
3. Can you discuss Shelter Rock?
4. Why is the time frame five years?
5. How much is in CT200 holdings?
6. Does this resolution apply to Veatch?
7. Does this resolution apply to individuals?
8. How does this relate to Veatch?
9. What is the significance, if any, of the Investment Committee not taking a position?
10. Is there a socially responsible fund that also divests from fossil fuels or do we need to create it?
11. How much of these funds are currently invested in these companies?

Summary Report of Webinar Presentations
Linkage Working Group
June 24, 2014

Larry Ladd (via the webinar chat tool) ably assisted in providing answers to 1, 2 and 4. We did not answer questions on Veatch and should expect similar questions at General Assembly; other questions Julian provided thoughtful responses. (Except 10; not sure what was being asked.)

There were also several questions on the availability of programming and workshops for off-site delegates.

UUA Board Proposed Linkage in 2014-2015

1. Its Broad Purpose

At GA 2014, the UUA Board of Trustees is holding a workshop and General Session discussion, “Gathering for Purpose: Board Initiative to Re-Imagine GA.” The Board will invite comments on draft *basic* principles about General Assembly. Based on those comments, the Board now plans to create one or two specific proposals for changes to General Assembly. The Board plans to then seek extensive feedback and comment on such proposal(s) before deciding whether to put any proposal (with any needed bylaws amendments) on the agenda for GA 2015.

2. Proposed Structure

Feedback and comment will be solicited by both online survey and engagement with congregations.

Identifying Congregations to Interview. The Board would like to solicit feedback and comment from lay and professional leaders of at least 100 congregations (20 congregations in each region).

DRAFT

Regional and district leaders can be particularly helpful in identifying those congregations to interview, and are be invited to do so. As districts within regions are collaborating and cooperating in different ways, it's really up to regional and district leaders to decide how may work together to identify congregations. (For instance, one region's districts may each want to choose its own reviewers, made up of district board and staff, to identify a certain number of congregations within its district. Another region may decide to have one review team, made up of staff or volunteer district representatives, that regionally selects 20 congregations.)

If a district or region has reviewers, they will be asked to identify congregations that show strong interest in providing governance direction and that, given their achievements or growth, will likely continue to do so. *Possible* considerations in selecting congregations include:

- Congregations that have a history of delegate participation in General Assembly in the past 5 years (with special consideration of those that were not able to send delegates to to participate in the conversations at GA 2014).
- Congregations that have had little or no participation in General Assembly, *primarily* due to financial barriers.
- Congregations recognized as Breakthrough Congregations in recent years, or Leap of Faith congregations, or (in CERG) Threshold Congregations.
- Congregations that have demonstrated outstanding achievements (not potential) in these areas:
 - multicultural/multiracial leadership
 - working class membership

DRAFT

- youth programming
 - social justice programming
 - innovative worship
 - leadership in congregational cluster activities
- Congregations that in the past five years have actively encouraged and supported attendance at General Assembly by youth and young adults.
 - Except for very large congregations (those with over 1000 members), congregations that have grown 10% or more over the last 5 years.
 - Since the larger the congregation, the harder it is to hit the 10% mark, very large congregations that have grown at least 5% over the last 5 years.

Engagement with Congregational Leaders. The Board Linkage Group will invite each Region's review team(s) to identify and recruit 5-10 linkage representatives to interview the elected and called leaders of their 20 identified congregations during **Nov. 1- Dec. 15**. Of course, these representatives would not need to be members of district or regional boards or staff. representatives tshould have the interest, availability and ability to schedule and carry out electronic conversations with congregational leaders through a simple platform such as Fuze or Skype (instructions to be provided). Other than those basic requirements, each Region or its districts may have a different idea of the leadership that would best benefit from this linkage role. (For instance, districts in the Southern Region may consider this a role for volunteers such as "elders", while other districts may consider this a role of those active in building cluster relationships.)

DRAFT

Interviews can include leaders of several congregations at a time, so that this can be a conversation among leaders as well as with the linkage representative.

Proposed Timeline:

June 28, 2014: UUA Board leads GA 2014 workshop and discussion on Board Initiative to Re-Imagine GA

By Sept. 1, 2014: UUA Board Linkage Group sends letter to Regional and District Presidents that:

- invites them to create a review team and process to identify 20 congregations for **Nov. 1- Dec. 15** linkage
- lists Region's congregations by districts (if applicable) and their history of delegate participation in General Assembly over past 5 years
- suggests guidelines for identifying congregations to participate in interviews
- invites reviewers to recruit 5-10 "linkage representatives" to engage in conversations with called and leaders of identified congregations for period of **Nov. 1-Dec. 15**. (Those volunteers *may* be invited to conduct additional interviews during the period **Feb. 15-March 31**.)

Oct. 16-19, 2014: At UUA Board meeting, Board discusses and decides on proposal(s) for which it would like feedback and comment.

By Oct. 20, 2014: Regional and/or District Presidents provide UUA Board Linkage Group with names and email contact of their linkage representatives and list of identified congregations.

Nov. 1, 2014: Linkage representatives receive packet, with :

- Interview guide
- Instructions for use of electronic platform (such as Fuze)
- Suggestions for contacting congregational leaders and scheduling interviews
- Instructions for taking notes and submitting them online via Survey Monkey

Nov. 1, 2014--Dec. 15, 2014: Interviews conducted and results submitted.

Nov. 15, 2014--Dec. 15, 2014: Online survey posted and participation encouraged by all called and elected leaders of congregations, youth and young adults and members of identity groups, and those who have participated in GA as delegates.

January 15-18, 2015: Analyzed results of linkage efforts reported at UUA Board meeting; Board determines proposal (if any) to be placed on Tentative Agenda for GA 2015; decides if further feedback needed.

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January 30, 2015: Regional and District Presidents and linkage representatives notified if further feedback needed and linkage representatives invited to participate.

Feb. 15, 2015. UUA Board Linkage Group provides packet to linkage representatives for further linkage efforts for the period **Feb. 15, 2014-March 31, 2015.**

April 23, 2015 (Telephone meeting). Based on results, Board determines if revisions are needed to any proposal (with bylaw amendments) to be placed on Final Agenda.

DISCUSSION OF METRICS

For discussion at UUA Board Meeting on 6-24-2014

Introduction

Key members of the Administration (Peter Morales, Harlan Limpert and Terasa Cooley) have been working with an advisory group of the board (Jim Key, Donna Harrison and Rob Eller-Isaacs) and an outside Policy Governance consultant (Eric Craymer) to develop appropriate metrics to illustrate progress towards Ends.

The information below attempts to provide an honest and transparent picture of management thinking on metrics as well as where that might take us. Our interest is in providing the Board with the information it needs to fulfill its owner obligation to assure performance, as well as the incidental information it needs to know that the Association is healthy and on track.

As you will read, at this stage we are committing to a path of measurement for the Ends as currently interpreted. What we also wish to make apparent is that, in fairness to the Board, while these are our best thoughts today they may not always be, especially given that this is all new ground. Our intention is to not be wedded to a particular measure just because it has been accepted but to put our best forward and, if we find an even better measure to adopt it.

There are several sections to this document. The first section outlines some of the President's general thinking about metrics and measurement. It also shares the intention to evolve those metrics and measurement over time. The second outlines the impact of this philosophical view of measurement on our Ends interpretation metrics. The third shares some insight into the current state of a congregational and community survey and reflection tool that we hope will both provide us with data to show Ends achievement as well as to provide a self assessment reflection that will allow our

congregations and communities to advance their own progress. And finally, the Ends interpretations including the metrics for measuring them.

It is our expectation to develop baseline data for the metrics by October, 2014, and then to provide actual progress measures in our Ends Monitoring in April. It is possible that as we move forward we will find more or better measurement systems for showing the real impact of our Ends, in which event we will advance our system.

This document summarizes our current work. At the end of this document, next steps are outlined.

Metrics—background considerations

Measurements are both necessary and insidious. They are necessary because we need honest, disciplined feedback on the effectiveness of our activity. They are insidious because metrics often have unintended consequences. We need look no further than the effects of standardized testing on education. Many congregational surveys are poorly constructed and contain responses from an unrepresentative sample, yet are taken as valid indicators of attitudes.

Measuring progress towards the Ends of the Association presents additional challenges because progress towards our Ends is very difficult to measure with validity and reliability. This does not mean we should not measure effectiveness. It means we have to be thoughtful.

Below is a list of principles I believe should guide our ongoing of monitoring:

Variety—hard and soft data

Multiple measures are typically better than one. Some measures, like total adult membership, seem pretty straightforward. However, even these can be misleading without added analysis by region, church size, congregation age, etc. On other topics, such as *using resources to deepen spiritual exploration (policy 1.5)*, counting “hits” and

publications is a one measure. However, these need to be supplemented by information on which materials are the most usefully and *why* they are useful. Continuing this example, the best insights about resources may well be gained by non-quantitative measures such as carefully selected focus groups.

In a similar vein, simply measuring *the number of partnerships to counter systems of power, privilege and oppression (1.4)* can be misleading. A few powerful and enduring partnerships (NDLON, NAACP, Interfaith Youth Core) are far preferable to a large number of weak and brief relationships. Measuring the quality of relationships does not lend itself to quantification.

Useful

Ideally the information we gather is useful both to the UUA (to help improve our programs and guide our resource allocation) and to congregations. For example, data on which resources people find the most impactful is useful to everyone. Metrics should shape decisions. If they do not, they are not the right metrics.

Simple and easy

Metrics are never free. One of the difficulties we have had with the monitoring process in previous years is that the effort needed to provide some data was not justified by its usefulness. Since there is always an opportunity cost, we should strive for ease and simplicity.

Analysis and interpretation

Data usually do not speak for themselves. For example, our national membership numbers are not very useful. Membership numbers analyzed over time, in terms of congregation size categories, regionally, in terms of the age of congregations, etc., are far more useful.

Similarly, the raw data obtained during the “Gathered Here” program only became useful after a great deal of effort in pulling out themes and patterns.

Results versus activity

We all agree on the importance of measuring results rather than activities. Alas, it isn't that simple. To take an extreme example, our efforts to recruit excellent prospects for ministry will not bear fruit for a number of years. We do it because we believe it will make a difference. We can measure the activity and short term results like number of participants and their evaluations. Sometimes we just have to measure activity first and results much later.

Summary

This is all common sense stuff. Alas, common sense can sometimes be lost. In brief, we want to know that what we do makes a difference. We are committed to measuring what can be measured with reasonable effort and what will guide our most important decisions.

Impact on the Measurement Approach

The actual choice and definition of measurements for the policies will follow the principles discussed in "Metrics - background considerations" above. Each Ends policy will be evidenced by a set of measures, quantitative and/or qualitative. Some sets may include one or more measurements in common with those in the sets for other policies.

These measurements will be considered our best hypothesis as to how best to evidence to the Board the change promised in the interpretation and will also indicate to Management whether or not our strategies and actions are actually working.

We expect these measures to evolve. Some may turn out to be inappropriate methods for the change described in the interpretation. Some may turn out to be appropriate but no longer the best way of measuring it. Some policies may require additional measures in addition to those initially proposed. Basically, as we learn more and as the data informs us, we will continue to refine and advance the measurements to ensure the best possible evidence of achievement and the best possible metrics for strategic thinking and action.

When a change is substantial or significant, we will report that change to the Board as incidental information based on Policy 2.13.2, "Communication and Support to the Board".

We recognize that accountability requires evidence and will provide it but we also want to ensure that the methods of measurement yield the best possible information both to the Board and for Management. Our great hope is that we can have the same generative conversations about measuring outcomes as we have had interpreting them.

Specific Measurement(s) for Each Ends Policy

See document file named "Table Summarizing Interpretations and Measurement" accompanying this document.

ENDS INTERPRETATION

Revised April 11, 2014

PART 1: MONITORING INFORMATION

Prologue to Interpretation:

The UUA Administration believes in the power of our liberal religious values to change lives and to change the world. We understand healthy Unitarian Universalist congregations and communities to be primary means and methods to create transformation, especially when they understand themselves as part of a larger movement of purpose focused outward. We see the role of UUA staff to empower and inspire those gathering with this intention (which includes both congregations and any other formal or informal gathering) to join together to increase the expression of those values in daily life, spiritual life and the world.

It is the congregations and communities themselves that actually do the work and make the changes this evolving world calls for and so we understand the UUA staff to be accountable for ensuring the communities have and know about the tools and practices that can make them more healthy and impactful, as well as creating the infrastructure for new kinds of communities to emerge. The UUA is also accountable for raising the general public recognition of the relevance of UU values in today's world.

We realize that, in so doing, the UUA as an institution, as well as the structure of our communities, may evolve in directions beyond our current institutional forms, and we believe it is our role to be open to and encourage that evolution.

ENDS MONITORING

Global End Policy

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 that assures institutional sustainability.

Interpretation:

Everything that needs to be further interpreted in this policy is fully defined in the lower level policies with three exceptions below and so will be evidenced when the lower levels interpretations are found in compliance. The three exceptions are “Unitarian Universalist community,” “transforming power” and “institutional sustainability.”

We understand “Unitarian Universalist community” to include those who identify as Unitarian Universalists. This may include active participants in Unitarian Universalist affiliated congregations and also those who declare their connection and adherence to our principles and values. We are aware that this community is influenced by others – past, present and future – with whom we are in relationship, and that in turn our actions and values have impact upon the larger world. We also understand “community” to be the larger web of connections between and among UU congregations and communities and the UUA institution and other UU institutions.

We believe that “transforming power” is that which inspires people to understand their capacity for change and strengthens them in taking responsibility for that change. We also understand it to be that which, conversely, helps them recognize the ways in which they may not be in control or self-sufficient and therefore in need of others in community and to be open to moments of grace. This will be evidenced by an increased number of UUs who attest to this experience through a self-assessment tool developed by the UUA and in focus group conversations re-corded as anecdotal evidence.

We interpret “institutional sustainability” to apply to the ongoing ability of the UUA to serve as an instrument, through the actions of our congregations and communities, of achieving the called for transformation which will be accomplished through the measurement of impact and the judicious use of resources. This will be evidenced when at least 80% of major strategic programs designed to accomplish our Ends interpretation are being assessed with a formal process for determining impact in order to make decisions about further efforts and when an annual analysis shows that of those, all were found successful or adjusted based the information. It does not mean that the UUA will above all focus on maintaining our present institutional forms, but that it will sustain its ability to make the community/communities healthier as measured by the lower level policies.

Thinking Behind Why THIS Interpretation of the Global End

This section describes how and why this specific Ends interpretation was chosen. This is not offered as a part of the formal monitoring report but is shared to help you understand the thinking behind our choices.

Assumptions and Reasoning

We believe the world needs the values of Unitarian Universalism. More than ever, there is a desire to live lives of meaning, purpose and justice. The values expressed by emerging generations are in alignment with the values of Unitarian Universalism.

An external assessment of changes in our broader culture and religious landscape demands that we recognize that we have to expand our efforts to actively engage people outside of traditional congregational constructs, and to help congregations focus their efforts externally as well as internally. In particular, the growth of the number of people, especially younger generations, who have no religious affiliation and no church-going practices requires that we provide a clear and differentiating signal of

the difference we believe our Unitarian Universalist values can provide to individual lives and our collective culture. Simply maintaining and resourcing our existing institutions is not motivating to these emerging communities, nor is maintenance the end goal.

An internal assessment of our Association reveals that we already include individuals and communities with great capacity to fulfill our Ends. And we recognize that our current population is not increasing in numbers, is aging, mostly monocultural, class-bound, and increasingly less willing to provide financial support for institutional maintenance. In order to reverse this trend, we realize that we have to engage people in an ongoing enterprise of spiritual reflection and action that speaks to their everyday lives in an increasingly complex world. We believe our institution(s) will be sustainable when they fulfill these values.

We believe that the Association is obligated not just to serve its existing members, but to partner with our members and those in the broader community transform the world by application of our values.

End Policy 1.1

Policy 1.1: Congregations and communities are covenanted, accountable, healthy, and mission driven.

Interpretation:

We believe congregations and communities, as stated above, are primary means and methods to fulfillment of our ends.

“Covenanted” We understand covenant to mean that congregations and communities make explicit and ongoing promises of faithful relationship to one another. We also understand this means individuals, communities and congregations understand themselves as a part of a larger whole (both

institutionally and spiritually) in which they both contribute and receive. We also understand covenant to include our promises to others outside of our faith.

“Accountable” We understand accountable to mean that congregations and communities understand that their purpose is not just to serve their members, but that they are also under obligation to serve their surrounding community and the wider world, with particular accountability to the vision of our ancestors, the emerging generations, and people historically marginalized in larger society.

“Healthy” We understand “healthy” to mean that a community exhibits radical hospitality, passionate worship, intentional faith development, risk-taking service and witness, and faithful generosity.¹

“Mission-driven” We understand “mission-driven” as related to our earlier statement that congregations and communities are the means of transformation, and therefore their understanding of transforming purpose must be clear, concise and explicable to anyone joining or observing from outside. Their mission must not just be expressed but their activities must demonstrate alignment with their expression.

This will be evidenced by a majority of congregations and communities showing increased capacity over time in above areas based on a self-assessment and reflection tool developed by the UUA measuring healthy congregational behaviors.

Organizational Impact and Rationale:

As stated above, the values of Unitarian Universalism are those best expressed by our people from the inside out, from inside the persons, congregations and communities to outward action in the world.

¹ Adapted from *Five Practices of Fruitful Congregations* by Bishop Robert Schnase.

We understand that “love, justice and peace” are ideal expressions of beloved community that are not achievable in this lifetime, but infinitely worthy of efforts in those directions. Healthy expressions of Unitarian Universalism, like healthy individual behaviors, are best encouraged through inspiration and example, rather than through prescription or dictates. Therefore encouraging congregational self-assessment of improvement over time gives us indications of progress which could be correlated to UUA efforts, but not caused by them.

The paradigm of learning that we are employing has shifted from “program” to “ethos” in which we communicate and encourage core values of approach, but do not proscribe the exact practice. We are finding that Unitarian Universalists learn best from one another, and increasingly understand our role as being to create structures of connection among UU communities.

We also believe that such states of health are not achievable by Unitarian Universalists alone, but require partnership with others who may not share our beliefs, and ask us to cross boundaries of comfort, and recognition, as well as class, race and creed.

Ends Policy 1.2

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

Interpretation:

UUA staff will create and/or support programs and opportunities for congregations to learn together and gather together on a cluster, district / regional, and national levels. Success will be evidenced by at least 75% of congregations participating in such opportunities and at least 50% of individuals reporting (through feedback mechanisms of these events) that their work toward mission has been enhanced.

Organizational Impact and Rationale:

Unitarian Universalists grow in their faith and their impact when they become inspired by one another. Leaders learn best from the example of one another and the ability to see themselves in a larger context. The role of the Association is to create accessible (physically and virtually) structures for such gatherings, and encourage this as well by offering programs to collections of congregations, rather than just one-on-one.

Ends Policy 1.3

Congregations and communities are intentionally inclusive, multigenerational and multicultural.

Interpretation:

1. UUA staff, volunteer structures, and policies will model inclusivity of age, identity and culture as evidenced by increased diversity in these areas.
2. Congregations and communities will have access to resources (see Policy 1.5 interpretation) that deepen their ability to grow in their inclusivity as evidenced by increased usage of relevant resources as well as participation in activities and partnerships that create border-crossing experiences.
3. Congregations and communities will engage in intentional self-reflection and cultural changes as evidenced by increased participation in learning arenas in these areas.

Organizational Impact and Rationale:

We believe the most important word in this policy is “intentional.” Communities that are authentically inclusive of all - regardless of age, culture, class, race, creed, ability, and identity - are created by a theologically grounded, learned and encouraged willingness to cross borders in all these arenas.

The role of the Association is to model inclusion in staff and volunteer structures; to create educational and experiential opportunities that invite individuals and communities into this learning; to discover, highlight and partner with best practices in communities that achieve high levels of inclusion.

Ends Policy 1.4

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

Interpretation:

1. The UUA administration will participate in partnerships at multiple levels of the organization and create a campaign structure (such as Standing on the Side of Love) which encourages congregations, communities and individuals to participate in such partnerships as well, as evidenced by increased numbers of collaborations at the administration level and increased participation in the campaign structure.
2. Congregations and communities will engage in their own communities in interfaith partnerships through other community organizational structures, as evidenced by an increased number reporting such collaborations.

Organizational Impact and Rationale:

We understand that Unitarian Universalists have an obligation to learn about systems of power, privilege and oppression, both as systems we unintentionally participate in, as well as broader systems that are not entirely within our control. We believe partnerships with groups and individuals beyond Unitarian Universalism are vital to bringing the most power to change these systems. Such partnerships do not require complete alignment on everyone's part about every issue, but the development of connections and strategies relevant to our highest priority of justice issues.

The Association's role is to model these partnerships at an international, national and regional level through pursuit of our justice priorities and to help create a campaign infrastructure that allows local groups to participate in such partnerships.

Ends Policy 1.5

Congregations and communities have and use Unitarian Universalist Association resources to deepen the spiritual and religious exploration by people in their communities, to enhance the ministry of their members and to improve their operations.

Interpretation

1. Resources which are designed to help congregations and communities, regardless of economic circumstances, achieve the interpretation of 1.1 (including physical and virtual publications, trainings, and events to connect them with others) will be used increasingly each year as measured by:
 - a. Number of publications accessed
 - b. Number of persons attending training
 - c. Anecdotal evidence based on the number of joint efforts and their estimated attendance.
2. Resources provided will be deemed to deepen, enhance and improve congregations when they are referenced as a source of improvement in a self assessment tool provided by UUA.
3. The self assessment tool will be completed by an increasing number of congregations and communities each year.

Organizational Impact and Rationale:

We hold that the Association's role is to curate, develop and promulgate resources that lead congregations and communities toward their abilities to be covenanted, healthy, accountable and mission-driven, as defined above in Ends Interpretation 1.1. We understand that many such resources already live within congregations and communities and external resources and that the Association is able to pursue this end by curating and promulgating best practices, creating learning communities among congregations and communities, as well as encouraging the use of local resources.

We have come to believe that the most sustainable learning does not always happen through the transmission of information but also through the development of relationships that strengthen capacity and resiliency. Therefore creating encouragement and opportunities for congregations and communities to gather with one another strengthens this End.

We recognize that we must balance this End with institutional capacity and sustainability as outlined above.

Ends Policy 1.6

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

Interpretation:

There will be an increased number of people participating in UU congregations and communities and persons served by these communities (both existing and emerging) as evidenced by the self-reporting of communities on membership numbers and people served.

Organizational Impact and Rationale:

The role of the Association regarding growth is to offer congregations and communities strategies and resources for their own expansion of numbers and impact. Membership numbers are not the only indicator of growth, however. We understand it to be our role to encourage congregations to serve the community beyond their walls, as well as to deepen in their spiritual engagement.

Ends Policy 1.7

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

Interpretation:

There will be an increase in the number of communities and congregations in relationship to the UUA each year.

Organizational Impact and Rationale:

It is the role of the Association to encourage existing congregations to employ growth strategies which research shows to be effective in the larger religious context (such as multi-site development), to respond to self-organizing groups with resources, coaching and encouragement, as well as to train religious leaders in entrepreneurial methods.

Ends Policy 1.8

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

Interpretation:

There is an increase in participation in and number of the structural opportunities (within the UUA and with other institutional partners) for both lay and professional leaders to train in methods of entrepreneurial leadership.

Organizational Impact and Rationale:

The role of the Association is to partner with our theological schools and professional organizations to provide education about effective religious leadership (inclusive of ministers, religious educators, musicians and laity). We also understand it to be of great import to learn about and promulgate entrepreneurial methods and opportunities. We also understand our role to educate our entire Unitarian Universalist community about changing social and cultural contexts that create new challenges and opportunities for the creation of new communities. We believe existing healthy congregations are the best launching place for inspiration and our role is also to highlight and help others learn from effective multi-site ministries.

Ends Policy 1.9

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

Interpretation:

We understand UUA institutions to include the congregations and communities, whose health, vitality and collaboration will be shown by compliance with the above lower level policies.

We also recognize our obligation to be in collaborative and supporting relationship to other UU institutions (such as the theological schools, UUSC, UUMA) that results in an increased number of people participating in cross-institutional programs that inspire deeper relationship to UU values.

Organizational Impact and Rationale:

We understand this policy to mean that the ends as articulated in all above policies are best achieved by empowering our congregations and communities to participate in a larger vision of Unitarian Universalism through their relationships to one another, their embodiment of our values within their own communities, and their willingness to give time, talent and treasure to the wider association. The UUA is not the only institution charged with serving this End, and we are most sustainable when we create partnerships and collaborative opportunities with other UU institutions that maximize resources and inspire other partnerships.

Congregational Self-Assessment Tool

PART A: Primary Monitoring Process: Congregational Self-Assessment Tool - Assumptions and Stages

Assumptions

For the purposes of monitoring congregations' ability to move toward fulfillment of all of the upper level Ends, we wish to engage congregations in a process that will ultimately be helpful to the congregations themselves in their own evaluative and reflective processes. Therefore, we are developing a tool that outlines core areas of congregational health and asks congregational leaders to assess where they might be on a developmental scale in each area, including an indication of where they have been in the past, see themselves in the present, and what they aspire to in the future.

This tool does not map clearly to the UUA Ends. The reason for this is that the Ends serve our larger institutional purposes, and are not confined only to congregational practices. If congregations are engaged in a process more clearly recognizable to them as tools for their own purposes, they will engage more readily in it. We believe that having access to congregation's realizations will help us distill the relevant information necessary to monitor our progress toward Ends fulfillment.

In addition to the self-assessment questions, we will ask congregations then to indicate the UUA resources that they have engaged with. By then placing this information next to their assessment of where they stand, we hope to find correlative indications of the relationship between use of the resources and initiatives of the UUA and the congregations' level of capacity.

We also wish congregations to understand their capacities in different areas in a holistic way. For example, a congregation's level of health in working through conflict is

not unrelated to its ability to achieve multigenerational and multicultural diversity. Our tool will help congregations see these core areas in relationship with one another.

The self-assessment process will also help staff be able to gain access to information about which congregation is utilizing which resources or which have specific challenges in relationship to a specific staff area.

Stages

Initially this tool will be introduced through traditional online survey technologies (such as Survey Monkey). Ultimately we hope to develop an online interactive tool that will allow congregations to see their assessment alongside other congregations' assessments, and that will allow a much more dynamic and relational use of this information.

We envision a system that will allow a congregation to create a profile (that can then be utilized for other purposes like ministerial searches, etc.) and then be able to continue to update and change their perceptions over time. Such a tool will also allow us to suggest resources for further exploration in particular areas, as well as to track which resources are being used and in what context.

Obviously this will be a large and expensive task to build out such a tool, but we are hopeful that we can attract some large grant funding from religious grant-makers like Lilly as it could be useful for other denominations and data gathering purposes.

Timeline

We will be rolling out the survey version of this tool this summer and be able to then utilize and analyze its information for purposes of giving the Board monitoring reports in each of the high level Ends at its October meeting.

Additional monitoring processes

The Administration also plans to utilize other assessment processes we are currently engaged in that are relevant to specific programmatic areas that can help fill out the self-assessment information.

Some examples:

- The “Leap of Faith” program, now in its third year, has included a rigorous assessment process designed by our Brandeis consultants. This information can have particular relevance to policies 1.1, 1.2, 1.5, 1.6 and 1.9.
- The “Multicultural Ministries Sharing Project” is an effort to gather information from people of historically marginalized identities / experiences about their experience of Unitarian Universalism. We have received hundreds of responses from individuals and are now in the process not only of analyzing this information, but also creating focus groups allowing for deeper discussion of the issues raised. This information can have particular relevance to policies 1.1, 1.3, 1.4 and 1.6.

Let us emphasize that these will not be “program reports” but rather opportunities to utilize ongoing program assessments for purposes of Ends monitoring.

PART B:

The *Congregational Self-Assessment Tool v2*, on the following pages, is the specific tool the administration is proposing to be used as both a measurement tool and a developmental resource for congregational health.



CONGREGATIONAL SELF-ASSESSMENT TOOL

Measuring Health & Vitality of Unitarian Universalist Congregations and Communities



Healthy and vital UU congregations and communities are those that are covenanted, accountable, mission-driven, intentionally inclusive, and spiritually-centered.

This congregation is driven by MISSION and VISION

- The congregation has a strong purpose/reason for being and knows where it is going
- Decision-making and strategy in the congregation are guided by mission and vision
- The congregation is actively engaged with the wider surrounding community

VERY UNTRUE

SOMEWHAT UNTRUE

NEUTRAL

TRUE

VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with mission and vision included:

In the future this congregation aspires to the following with mission and vision (including potential strategies):

Roles and responsibilities in this congregation are clear

- There is an organizational structure and operational systems
- Board, Committees, Ministers, and Staff understand their own and each other's roles
- Leaders work together to accomplish the mission

VERY UNTRUE

SOMEWHAT UNTRUE

NEUTRAL

TRUE

VERY TRUE

Reflections on current state including challenges and opportunities:

In the past challenges and opportunities with roles and responsibilities included:

In the future this congregation aspires to the following regarding roles and responsibilities (including potential strategies):

The history of this congregation is known

- People in the congregation know the events and people that shaped the congregation's history
- People in the congregation understand how the congregation's history helps or hinders its future

VERY UNTRUE

SOMEWHAT UNTRUE

NEUTRAL

TRUE

VERY TRUE

Reflections on current state including challenges and opportunities:

In the past challenges and opportunities with knowledge of history included:

In the future this congregation aspires to the following knowledge of history (including potential strategies):

This congregation has a healthy approach to conflict

- Conflict is dealt with, even welcomed as an opportunity (rather than avoided)
- There are systems and processes in place to address conflict within the congregation

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with conflict included:

In the future this congregation aspires to the following with its approach to conflict (including potential strategies):

This congregation practices “right relations”

- There is a clear understanding of what can be and has been promised to each other
- Behavioral boundaries are well understood
- People in the congregation use covenanting as an ongoing process that requires continued attention and intention

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with right relations included:

In the future this congregation aspires to the following with right relations (including potential strategies):

This congregation knows itself to be part of a larger Unitarian Universalist community

- The congregation asks for help from the larger Association and other congregations
- The congregation is tied to the larger Unitarian Universalist world through partnerships and associational participation

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with associational relations included:

In the future this congregation aspires to the following with associational relations (including potential strategies):

This congregation is intentionally inclusive

- Multigenerational and multicultural principles and practices are reflected in all aspects of congregational life
- Congregational practices have been examined in light of anti-oppression frameworks and altered to allow for greater inclusivity

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with inclusivity included:

In the future this congregation aspires to the following with inclusivity (including potential strategies):

This congregation grows spiritual leaders transformed by their faith

- Meaningful faith formation opportunities for all ages are central to the life of the congregation
- People in the congregation operate from a sense of shared ministry and understand themselves as spiritual leaders

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with spiritual leadership and shared ministry included:

In the future this congregation aspires to the following with spiritual leadership and shared ministry (including potential strategies):

This congregation is growing

- Membership numbers have increased in both adult and RE enrollment
- More people are attracted to the congregation, its worship, and its programs than are leaving

VERY UNTRUE SOMEWHAT UNTRUE NEUTRAL TRUE VERY TRUE

Reflections on current reality including challenges and opportunities:

In the past challenges and opportunities with growth included:

In the future this congregation aspires to the following with growth (including potential strategies):

The following individuals participated in the completion of this assessment tool:

The following Board members and/or other elected leaders reviewed and endorsed this assessment:

Date of Completion:



Dashboard

A dashboard is being created consisting of charts showing a ten-year history for the acts below. The dashboard is not meant to be part of the metrics, but rather serves as an important indicator of corporate health. Certain charts will be used in incidental reports or potentially as support in particular monitoring reports. This information should help the Board gain more context of the formal Ends measurements. Those elements which are shared will be placed in context to those Ends measurements or in context to things which are necessary to have in place in order to achieve the Ends.

- the number of congregations
- adult membership (UUA compared with UCC, Southern Baptists, Methodists and Reform Jews)
- religious education registration
- Sunday attendance
- total financial expenditures of our congregations
- number of “emerging” groups
- sources of UUA income as a percent of total budget

Next Steps

A discussion of this proposed approach will take place with the advisory group on June 6, 2014. Changes will be made based on suggestions and insights gleaned from that conversation.

On Tuesday, June 24, the whole UUA board will discuss the revised proposal with the administration for further input and fine-tuning. Part of the task will be to determine whether the proposed measurements provide the kind of information needed to satisfy that progress towards Ends is being made and that they provides helpful information to the administration in making budget decisions and changes to programs and activities.

By the October 2014 UUA board meeting, baseline data will have been obtained and further discussions will take place about progress towards ends. It is expected that this will lead to an actual measure of progress in the April Ends Monitoring Report.

Table Summarizing Interpretations and Measurements

We believed there would be value in summarizing, in table format, both the *interpretations* for each of the Ends policies and the *measures* attached to them. *This is a quick reference summarizing at a high level the interpretations and measures that are described officially and more completely in the Ends Monitoring Document (see the full interpretations immediately after this section).*

Policy Number	Interpretation	Measures
1.0 Global	<ul style="list-style-type: none"> ▪ All further definitions are covered in the lower level policies except for interpretations of: <ul style="list-style-type: none"> ○ "UU community" – those who identify as Unitarian Universalists. ○ "Transforming Power" - inspiring people to recognize and act on their capacity for change and their need to work with others to achieve it. ○ "Institutional Sustainability" – ongoing ability of UUA to be an instrument to create that transformation through the actions of our congregations and communities. 	<ul style="list-style-type: none"> ▪ Compliance in all lower level policies. ▪ Increasing numbers attest to this experience in self-assessment tool and in focus groups. ▪ Sustainable shown when 80% of Ends focused major strategic programs are assessed as to impact and adjusted as needed. ▪ Sustainable evidenced by achievement of lower level policies.
1.1	<ul style="list-style-type: none"> ▪ Congregations and communities make explicit and ongoing promises of faithful relationship to one another and see themselves as part of a 	<ul style="list-style-type: none"> ▪ Majority of congregations and communities show increased capacity over time in these areas based on a self-assessment and reflection tool developed

	<p>larger whole.</p> <ul style="list-style-type: none"> ▪ Congregations and communities understand that they serve their members and community as well as their surrounding community. ▪ A community exhibits radical hospitality, passionate worship, intentional faith development, risk taking service and witness and faithful generosity. ▪ Congregations and communities understand they are the means of transformation and their purpose is expressed both in words of intention and in actions. 	by UUA.
1.2	<ul style="list-style-type: none"> ▪ Congregations and communities will have opportunities to gather and work together through cluster, district/regional and national programs and events. 	<ul style="list-style-type: none"> ▪ 75% of functioning congregations participate. ▪ 50% of individuals participating self-report enhanced through event feedback mechanisms.
1.3	<ul style="list-style-type: none"> ▪ UUA staff, structure and policies will model inclusivity. ▪ Congregations and communities have access to resources to deepen their ability to grow their inclusivity. ▪ Congregations and communities engage in intentional self-reflection and cultural change in these areas. 	<ul style="list-style-type: none"> ▪ Increase in diversity of staff & volunteers and policies. ▪ Increase usage of relevant resources and participation in border-crossing activities. ▪ Congregations and communities engage in self-reflection and cultural change in these learning arenas.

1.4	<ul style="list-style-type: none"> ▪ UUA Administration is in partnerships at multiple levels of the organization and will create a campaign structure of chances to engage (e.g. standing on the side of love). ▪ Congregations and communities engage in inter-faith and other community collaborations. 	<ul style="list-style-type: none"> ▪ Increased numbers of collaborations and participation by UUA, Congregations and communities and individuals. ▪ Congregations and communities will engage in interfaith partnerships in their own community in increasing numbers.
1.5	<ul style="list-style-type: none"> ▪ Congregations and communities will have resources regardless designed to achieve the interpretation of 1.1 regardless of their economic circumstances. ▪ These resources will deepen, enhance and improve congregations and communities. ▪ A self-assessment and reflection tool will be used by increasing numbers of congregations and communities. 	<ul style="list-style-type: none"> ▪ Number of publications accessed. ▪ Number of persons attending. ▪ Anecdotal based on joint efforts and attendance. ▪ Resources are referenced as a source of enhancement in a self-assessment tool developed by UUA. ▪ Self-assessment tool used by increasing numbers of congregations and communities.
1.6	<ul style="list-style-type: none"> ▪ Increases will be seen both in the number of people participating both in congregations and communities as well as in the number of people they serve in their local community. 	<ul style="list-style-type: none"> ▪ Self-reporting by congregations and communities on membership and number of people served in community.
1.7	<ul style="list-style-type: none"> ▪ Increases in the number of new congregations and communities in relationship with the UUA. 	<ul style="list-style-type: none"> ▪ Increase in numbers of new congregations and communities in relationship to the UUA each year.
1.8	<ul style="list-style-type: none"> ▪ Increase in opportunities lay and professional leaders to train in entrepreneurial leadership. 	<ul style="list-style-type: none"> ▪ Increasing number of opportunities for lay and professional leaders to train and more participants.

<p>1.9</p>	<ul style="list-style-type: none"> ▪ Congregations and communities will be healthy and vital when we achieve the interpretations of the policies above. ▪ UUA and congregations and communities recognize the obligation to support other UU institutions, resulting in an increased number of cross-institutional programs. 	<ul style="list-style-type: none"> ▪ Compliance with the above lower levels. ▪ Increasing number of people participating in cross-institutional UU programs inspiring deeper UU values.
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Report of the UUA Board Congregational Boundaries Working Group

June 24, 2014

In 2013, *Safety Net*, a social justice ministry of the First UU Church of Nashville, Tennessee, called on leaders of the UUA to assess and improve its response to victims of clergy sexual misconduct (CSM), as well as its support of individuals and congregations recovering from the impact of CSM. The UUA Board of Trustees created a Congregational Boundaries Working Group to review these issues in the near term, and to, in its long term work, address broader issues of misconduct by religious professionals. While the Working Group currently consists only of Board members, they have worked with UUA staff and been advised by recent victim/survivors of clergy sexual misconduct, members of *Safety Net* (FMI: www.uusafety.net), members of the Ministerial Fellowship Committee (MFC) and others who have served the UUA in promoting sexually healthy congregations. The working group was preceded by two prior related initiatives:

In 2000, the **Safe Congregations Panel**, a staff-appointed group, issued a report "*Restorative Justice for All*," recommending to the association first steps in institutional responsibility and compassionate response to victims/survivors of clergy sexual misconduct.

In 2010, the **Religious Institute**, led by Rev. Debra Haffner, offered a comprehensive plan for building a "*Sexually Healthy and Responsible UUA*." The plan emphasized prevention and broader sexual justice issues, noting key areas yet to be addressed.

The Working Group has learned that, while there are currently no complaints involving misconduct, in the past 20 years there have been 23 formal reports of clergy sexual misconduct that led to an investigation and some level of review by the Ministerial Fellowship Committee (MFC). All cases involved adult victim/survivors. Of the 23 cases, 2 were exonerated by the MFC, 11 either removed or resigned from fellowship, and the rest variously received a reprimand or were suspended from service.

The Working Group has also found that, while all ministerial candidates are now required to have training in the area of sexual and ethical boundaries, this training alone is not sufficient to prevent clergy sexual misconduct and the UUA still has work to do to prevent sexual misconduct and to provide support to individuals and congregations impacted by clergy sexual misconduct. The Working Group has found that, while the UUA has taken steps forward in response to the 2000 and 2010 reports named above, many challenges remain and concrete steps are needed to fulfill the goals of strong institutional accountability and compassionate response to victims and congregations.

Since 2000, the following steps have been taken:

The Office of Ethics and Safety in Congregational Life was created in 2002. A Consultant for Ethics in Congregational Life was contracted to work with individuals who filed a complaint and to investigate claims.

UUA Board Congregational Boundaries Working Group Report June 24, 2014

A commitment was made to assign a liaison to individuals who formally filed a complaint, as a counterpart to the Good Officer role for religious professionals. At some point subsequent to 2005, the title for this role was changed to advocate to match the recommendations of the Safe Congregations panel.

Many resources were generated to support safe congregations, and posted under the heading "Safe Congregations" on the UUA website. Trainings in safe congregations were made available on line, through districts and often at General Assembly.

A public apology to victims and survivors was made by the UUA at the Nashville General Assembly in 2000.

More recently, the UUA President began sending a letter of apology to victims when deemed appropriate.

Congregational search committees now receive file summaries to provide greater transparency about the contents of ministerial records.

The MFC added a Sexual Health, Sexual Boundaries, Sexual Justice competency for ministerial candidates.

The UUMA strengthened its ethical code regarding sexual ethics and the MFC is holding ministers responsible for upholding that standard.

The UUA strengthened its inclusion, non-discrimination and sexual harassment policies.

The UUA re-committed and re-invested in keeping Our Whole Lives up to date and vital.

Despite these steps, numerous challenges remain:

In accepting the recommendations of the 2000 Panel, the staff's goal became restorative justice for all. This year the Working Group has heard testimony from victim/survivors of UU CSM who have submitted complaints, and the testimony indicates that many of the steps above were not effective in meeting that goal. The victim/survivors said repeatedly that they have not experienced any restorative justice.

Many victim/survivors have felt that the UUA has not responded to CSM as a form of oppression — of the primary victim/survivors, in particular (some victim/survivors have noted that it sometimes seems that the UUA is more concerned with the impact of CSM on UU institutions than on its impact on the individuals who are the victim/survivors of CSM). CSM has not been addressed through service, education, witness, advocacy, funding, and the empowerment of those marginalized by the oppression (all of these are components of institutionally-based organizing for justice

Report of the UUA Board Congregational Boundaries Working Group

June 24, 2014

in response to oppression). It is critical to develop a more complex understanding of, and a more comprehensive response to, CSM within the UUA — starting with the reframing of our work as not just reconciliation (restoration), but also truth-telling, and by immediately recognizing and addressing the marginalization of victim/survivors of CSM within the UUA.

At least one individual who filed a complaint after 2000 found that the procedures followed by the UUA and the MFC had little grounding in Restorative Justice (the model suggested by the Safe Congregations Panel). In the mid 2000s, this individual reported being subjected to the following:

- Required to own the complaint filed in order for the UUA and MFC to investigate but not given a copy of the ultimate findings of the MFC, nor told in any way the outcome of the case. This lack of disclosure prevented the individual from filing an appeal if the minister was found not guilty of conduct unbecoming, as the individual did not know this was the outcome.
- Told to mask the minister's name when discussing the matter with friends and family
- Not informed or consulted about next steps or process once the complaint had been filed
- Not heard from directly during the investigation of the complaint
- Not treated with compassion by UUA staff

Policies and procedures regarding the handling of complaints may not be transparent or easily accessed. There continues to be greater emphasis on the MFC review process than on pastoral care of the victim and congregation, or on addressing public safety.

Although the President is now issuing apologies to victims of misconduct as the cases are heard, most individuals who filed a complaint since 2000 have not received an apology for the misconduct or for how they were treated during the complaint process.

Concern has also been expressed about the sincerity of the Executive Vice President's apology at General Assembly 2000 and the President's current letters of apology, as these apologies have not been followed with action. Victim/survivors have said that, over the years following, the apology made the experience worse. They trusted the UUA based on the apology and then their trust was broken again. They said the words felt empty — it is the acts that matter. One victim/survivor who received a letter from the president said it sounded like the UUA was only trying to reduce the likelihood of litigation. It did not help her with restorative justice.

Victim/survivors have expressed that the Consultant for Ethics in Congregational Life Advocates are currently assigned only to individuals who officially file a complaint, after the complaint has been filed. Victim/survivors said waiting until the complaint

UUA Board Congregational Boundaries Working Group Report

June 24, 2014

was official was too late (e.g. some were further victimized by their congregations for considering submitting a complaint). It has been suggested that the UUA offer an advocate to anyone who is considering filing a complaint, regardless of whether or not the individual proceeds with a formal filing.

No training of advocates has been held since 2000 and no list of current advocates is available to staff.

When ministers self-report instances of misconduct there is no investigation called for in MFC policies. Decisions on the misconduct are based on the minister's report.

There is an appearance of conflict of interest at times because the MFC (and staff supporting it) has a role in both ministerial formation and disciplinary proceedings.

Victim/survivors are rarely invited into positions of authority or influence within formal decision-making processes that relate to the response to clergy sexual misconduct, and are never involved in the MFC's establishment of policies related to clergy sexual misconduct. In 1998, a victim/survivor who had filed a complaint was asked to join the Safe Congregations Panel. That is the only time a victim/survivor has been included in this work until now. She testified that she believes the recommendations of the Panel were largely ignored; she said that asking for input and then ignoring it was worse than not asking. She (and she believe others) have repeatedly requested that they be into asked into positions of authority within formal decision-making processes that relate to the response to CSM — in particular policy reviews of the MFC Process as it relates to CSM. To do this work without including those most oppressed by it lacks integrity and in the long term has proved ineffective.

There is currently no national conversation about the issue among the congregations of the UUA.

District staff would benefit from more training in how to be helpful to victims of misconduct. UUA staff and the MFC would benefit from greater training in sexual ethics, boundaries and legal standards.

Models are needed for the healing of congregations in the wake of misconduct.

Congregations need encouragement and accountability to have Safe Congregations policies and procedures in place, and to understand the ethical standards of ministry.

To advance the successes and address the challenges named, the Congregational Boundaries Working Group, the UUA Moderator and the UUA Director of Ministries and Faith Development, are working with *Safety Net* on a set of recommended actions, a timeline has been established, and implementation is underway. These preliminary plans include actions that can be implemented immediately, as well as longer range actions that will require additional planning, recruitment and financial resources.

Report of the UUA Board Congregational Boundaries Working Group

June 24, 2014

People interested in assisting in this work, should contact Susan Weaver, incoming convener of the Congregational Boundaries Working Group, or Sarah Lammert, Director of Ministries and Faith Development. While opportunities that are available at the national level may not be a good fit for all, or may not offer the opportunity to integrate all prospective volunteers, willingness to help is greatly appreciated.

People interested in getting involved with *Safety Net* should contact them directly via www.uusafety.net or ministry@uusafety.net.

The Board encourages congregations, and their lay and called leaders, to review and use the resources provided under the heading of “Safe Congregations” on the UUA website, to participate in the “Safe and Sexually Healthy Congregations” program when it is offered, and to seek assistance when needed.

Research shows us that ¼ of girls and 1 out of every 6 boys is sexually assaulted in childhood. Research also shows that 1/3 of these assaults are perpetrated by other children. Studies show that bullying is common from childhood through older adulthood, from educational experiences to workplace experiences, and that 1/3 of all adults have experienced family or intimate partner violence. Definitions of assault vary across culture and personal experience. We may not all share the same legal and socialized definitions, or moral and ethical interpretations of actions that would be considered assault and reactions that would be appropriate. What we do share as participants in the UUA’s General Assembly or the member congregations of the UUA is our collective and individual responsibility to honor the community covenant to affirm and promote the seven principles, a covenant outlined in the UUA bylaws. The board encourages congregants and congregations to acknowledge the prevalence of violence, including sexual assault, coercion, and harassment, both overt and nuanced, experienced by people of all ages in this community and beyond. The board especially thanks UUA congregations and their members for your willingness to exercise care and compassion when discussing issues of sexual misconduct and violence in your own personal public and private encounters; for your willingness to be a support, and a shield from accusations and challenges to the legitimacy of experience, for people who express that they have been harmed. Our appreciation also goes out to clergy and congregants who have been a comfort to those who need it and to groups and individuals like the right relations team at GA, religious educators, and the many volunteers who serve in groups like Safe Congregations Committees and social justice committees like *Safety Net*, for providing resources to those who wish to comfort others. The Congregational Boundaries Working Group thanks the individuals, organizations, UU parish and community ministers and religious professionals, and UUA staff, who came forward to share their experiences with clergy sexual misconduct, and to provide recommendations and offer their assistance.

Last, the UUA Board apologizes to all those who have been harmed by the misconduct of religious professionals within the UUA and its member congregations. Jim Key, moderator, offers the following words, on his own, and the Board’s, behalf:

UUA Board Congregational Boundaries Working Group Report
June 24, 2014

“I want to express my deepest apologies to those of you who have been victims of clergy sexual misconduct, whether you have come forward to file a complaint or not. I want you to know we are sorry for the suffering caused by one of our Unitarian Universalist ministers. The Board and I grieve with you over this breach of sacred trust and professional ethics. It is unacceptable that a minister has taken advantage of you sexually and emotionally. It was not your fault. Exacerbating your pain, some people in your own communities added to your trauma by challenging your need to come forward with your complaint.”

The UUA board hopes that the board, the staff and the member congregations of the UUA can be a resource to you moving forward. For those who have lost UU community, lost their connection to, and faith in, UUism, UU community or the UUA, we hope that we can help restore that connection and your faith.

May 30, 2014

Afternoon all,

Your faithful Governance WG has been faithfully working on revisions to our "One Voice" policy as specified in Policy Section 3. I know that some of you feel that the policy is sufficient as it is now stated; others feel the need for clarification / addition. So, here's a text to serve as the basis for discussion of this policy.

This memo is merely a "heads up." We will discuss this change at our October meeting. Our meeting at GA is always very full and our discussion of this change will likely be extensive. So, think about the changes proposed in the attached document and be ready for our October meeting.

There are minor changes (in red) to the existing procedural document and the additional paragraphs are at the end of the document (in bold).

See you soon in Providence,

Lew

DRAFT

Policy: 3.4 External Relations. Speaking with one voice is an important value of the Board. To achieve this, the board will formally delegate official authority to speak on behalf of the organization in the public arena.

Procedural elements for Policy 3.4:

Committee chairs, working group conveners and officers are authorized to communicate with members of the press concerning areas of Board discussion, deliberation and action within the scope of their authority following meetings of their respective groups.

- 1. The Chief Governance Officer and President are the customary spokespersons for the UUA. Trustee's interaction with the public, press or other entities must recognize that no Trustee may speak for the Board except to repeat explicitly stated Board decisions.*
- 2. Any Board member may be empowered and charged by the Board to be a Board representative in relationship with any group, and such empowerment, the charge and its responsibilities will be defined by the Board at the time of the assignment.*
- 3. Board members may represent the Board or the Association at meetings and events where such representation is deemed desirable and where the CGO has agreed to the representation. Board members are entitled to represent themselves as UUA Trustees at ceremonial events where the Board member deems such representation desirable. Board members are responsible and accountable for avoiding any ambiguity about their representative role or authorization to speak for the Board of Trustees or the UUA.*
- 4. For special electronic communications (e.g., the Board Face Book page), the CGO may appoint individual trustees to write inputs in areas in which they have knowledge or expertise.*
- 5. The Chief Governance Officer will appoint a trustee or trustees to write a brief letter to UU ministers and congregational presidents following each quarterly board meeting, to apprise them of important decisions the Board made at that meeting and vital issues it discussed. Such a letter will be signed by the Secretary on behalf of the Board.*
- 6. During elections for UUA positions, trustees shall not endorse any candidate unless the board has taken a position on the election.*
- 7. During consideration of Actions of Immediate (AIWs) Witness, Congregational Study / Action Issues (CS/AIs), and Statements of Conscience trustees shall not take positions unless the Board has considered the issue(s) and established a board position. Should a trustee feel that an AIW, CS/AI, or Statement of Conscience is of a nature that the board should take a position, that trustee should take action to have that issue added to the board agenda for consideration. Similarly, during consideration of responsive resolutions, unless the board has discussed a responsive resolution and has taken a position, trustees shall not take a position.*

DRAFT

May 30, 2014

Hi all,

Attached is the work I did on Section 4 of our policies. At our April meeting we all accepted, well mostly, the changes I proposed for Section 3. I've done the same for Section 4. Basically, I retained the fundamental policy statements as policy and extracted the detailed, more directive statements, to create a procedural document to be consulted when we conduct monitoring activities for Section 4.

Also, since it seemed to make sense, I combined Section 4.2 and 4.3. Please have a look at our current policy statement and decide if that's a good change (or not).

If we have time at our meeting next month (I suspect we will not), I hope we can address this change. Otherwise we can consider it in October.

Cheers,

Lew

Section 4 Policy

4.0 Global Board-President Linkage

As amended ?? 2014. [Revision History](#).

The Board's sole official connection to the operational organization, its achievements and conduct will be through the President.

4.1 Unity of Control

Only officially passed motions of the Board are binding on the President.

4.2 Accountability of the President

1. The President is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President.
2. The Board will direct the President through written policies that prescribe the Shared Vision (ENDS) to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

4.4 Monitoring President Performance

Systematic and rigorous monitoring of President job performance will be solely against the only expected President job outputs: organizational accomplishment of the Shared Vision (Ends) as defined by Board policies, and organizational operation within the boundaries established in Board policies on Leadership Covenant and Expectations.

4.5 President Compensation & Benefits

The Board shall negotiate a contract with the President that will stipulate compensation and benefits for the President.

President's compensation and benefits will be reviewed in each calendar year after a review of monitoring reports received in the prior twelve months.

Policy Revision History

- **April 2008:** This document was affirmed by the Board of Trustees for its first posting on the UUA.org at the meeting of April 2008.
- **April 2009:**
 1. Changed the word “instruct” to “direct” in the delegation to the President.
 2. Changed “member” to “Trustee” where appropriate.
- **October 2009:** Section 4.4.3 expanded to include sub-policies A,B,C.
- **January 2010:** Section 4.4.3 expanded to include sub-policy C.3.a.
- **November 2010:** Did mass review of all Board Minutes April 2009-ASep 2010, and incorporated all Board Motions.
- **January 2012:** Removed section 4.4.3.C.c.a.
- **May 2012:** Added policy 4.3.6.
- **June 2012:** Removed policy 4.3.5. Subsequent policies renumbered.
-
- **?? 2014:** Moved directive/procedural items to Board Policy Procedures Document

Section 4 Procedures

4.0 Global Board-President Linkage

As amended ?? 2014

Policy: The Board's sole official connection to the operational organization, its achievements and conduct will be through the President.

4.1 Unity of Control

Policy: Only officially passed motions of the Board are binding on the President.

Procedures:

1. Decisions or instructions of individual Trustees, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Trustees or committees requesting information or assistance without Board authorization, the President can refuse such requests that require, in the President's opinion, a material amount of staff time or funds or is disruptive.

4.2 Accountability of the President

Policy: The President is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President.

Policy: The Board will direct the President through written policies that prescribe the Shared Vision (ENDS) to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

Procedures:

1. The Board will never give instructions to persons who report directly or indirectly to the President.
2. The Board will not evaluate, either formally or informally, any staff other than the President.
3. The Board will view President performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means will be viewed as successful President performance.

4. The Board will develop policies instructing the President to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called the Shared Vision (Ends).
5. The Board will develop policies that limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Leadership Covenant and Expectations policies (Executive Limitations).
6. Only the Board may determine what constitutes a reasonable interpretation of its policies. As long as the President uses any reasonable interpretation of the Board's Shared Vision the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
7. The Board may change its Shared Vision (Ends) and Leadership Covenant and Expectations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board will respect and support the President's choices.
8. The Board delegates to the President the responsibility to recommend, for approval by the Board, slates of candidates for the Ministerial Fellowship Committee and its subcommittees until the bylaws are changed to give the President the responsibility for such appointments.

4.4 Monitoring President Performance

Policy: Systematic and rigorous monitoring of President job performance will be solely against the only expected President job outputs: organizational accomplishment of the Shared Vision (Ends) as defined by Board policies, and organizational operation within the boundaries established in Board policies on Leadership Covenant and Expectations.

Procedures:

1. Monitoring is to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 1. by internal report, in which the President discloses compliance information to the Board,
 2. by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and
 3. by direct Board inspection, in which a designated Trustee or Trustees assess compliance with the appropriate policy criteria.
3. In its review of internal monitoring reports, the board will require a standard of excellence in monitoring where the interpretation includes the presentation of the President's established operational definition, details the standard for successful performance, and includes a rationale to justify the reasonableness of the definition. The interpretation will be followed by data and evidence that demonstrates both results and compliance with the operational definition, and includes the President's declaration of compliance or non-compliance. In every case, the standard for compliance shall be any reasonable interpretation by the President of the Board policy being monitored. Only the Board may decide what constitutes a reasonable interpretation.

1. We will view the monitoring process as a learning opportunity, identifying and processing teaching moments produced by our work.
2. The Board may accept or reject a monitoring report based on the reasonableness of the interpretation and adequacy of the supporting data and/or information. Rejection would require a rewrite of the interpretation or a rehabilitation plan toward full compliance to be submitted within a specified period of time.
3. The Board has several options in addressing a monitoring report:
 1. Accept a report, finding that the interpretation is reasonable and that the data is in compliance with the metrics in the interpretation.
 2. Accept a report with acknowledgement of concerns and broad direction for the next rotation of monitoring reports. It would be expected that the board concern expressed will be integrated into the next rotation of reporting for that policy in order for the board to accept the subsequent report.
 3. Reject a report, expecting the report to be rewritten outside of the monitoring schedule, with a new interpretation and compliance, by a date specified.
 4. Reject a report when the data is not in compliance with the interpretation's metrics, expecting the report to include a reasonable rehabilitation plan.
4. All policies that instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, following the monitoring schedule in Appendix 3.A.

Finance Committee Agenda
June 2014 UUA Board of Trustees

Tuesday June 24, 10:15 to 11:00 a.m.

1. Gathering remarks (Sarah Stewart)
2. Budget tracking for the Board (Susan Weaver)
3. Treasurer's report, including update on the status of the UUCEF LLC (Tim Brennan)
4. Amend UUCEF LLC bylaws (Sarah Stewart and Tim Brennan)

The proposed change is to the "Eligible Investors" section of the UUCEF LLC bylaws:

Eligible Investors

The UUCEF may accept investments from the following:

1. The UUA;
2. Unitarian Universalist (UU) congregations in good standing;
3. UUA districts and regions;
4. UU Related Organizations, specifically including but not limited to Associate Member Organizations, Sponsored Organizations, Professional Organizations, Theological Schools, Independent Affiliate Organizations (and their member organizations), and International Organizations; ~~and~~
5. ~~Other UU organizations approved by the UUA Board of Trustees following application to the Treasurer.~~

The Treasurer shall report to the UUA Board of Trustees quarterly on any UU Related Organizations which have become investors in the UUCEF in the previous quarter.

And we need to make the same change in Appendix 2B of our policies, which is still in effect. You can see the whole appendix here: <http://www.uua.org/uuagovernance/manual/limits/appendices/183775.shtml>.

The UUCEF accepts investments from the following:

UU congregations in good standing;

UUA districts;

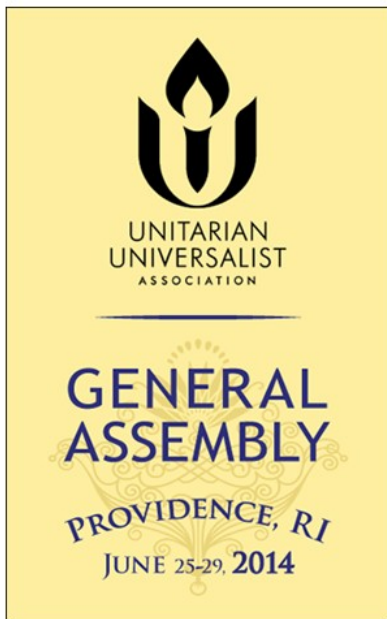
UU Related Organizations, specifically including but not limited to Associate Member Organizations, Sponsored Organizations, Professional Organizations, Theological Schools, Independent Affiliate Organizations (and their member

organizations), and International Organizations;

~~Other UU organizations approved by the UUA Board of Trustees following application to the Treasurer.~~

The Treasurer shall report to the UUA Board of Trustees quarterly on any UU Related Organizations which have become investors in the UUCEF in the previous quarter.

“It is my pleasure to speak to you today.”



Financial Advisor's Report

Larry Ladd



June 27, 2014

I will be covering five topics today.



Topics

- Role of the Financial Advisor
- Activities
- Results
- Growth "Urgency and Hope"
- Generosity "You are not alone"



2

First, let me describe the role of the Financial Advisor, a position created by the General Assembly in 1969.



Role of the Financial Advisor

- Provides the President, Board of Trustees, & General Assembly with an independent and expert evaluation of financial issues and the fiscal health of the UUA, and
- Recommends changes that will improve the quality of fiscal planning and management of the UUA



3

For me, the role is best summed up by this advice I received from a long time senior minister in our Association, back in 1996 when I first ran for the position.



"Those of us who serve volunteer organizations, even if we have fiscal awareness, cannot reach to the heart of finances. The treasurer usually represents management. What we need is a person who strives mightily (not always successfully) to give us an independent and critical view – the best assurance available that we are being responsible....The Financial Advisor must take that role as central."

Rev. Dr. Peter S. Raible 1929-2004

4

The Board of Trustees of our Association determines the “ends” of the Association, but it is also legally a fiduciary.



Board as Fiduciary

Two legal fiduciary responsibilities of a not-for-profit board:

- Duty of loyalty
- Duty of care

Financial Advisor supports the board in fulfilling its "duty of care" responsibilities



5

In fulfilling the role, the Financial Advisor serves on a few committees. [I won't mention the committees; I'll just ask for the next slide after the small amount of laughter subsides.]



Where the Financial Advisor Serves

- Board of Trustees
 - Executive Committee
 - Finance Committee
- Investment Committee
- Committee on Socially Responsible Investing
- Audit Committee
- Employee Benefits Trust
- Retirement Plan Committee



6

This slide gives you a picture of the full range of assets “under management or oversight” by the Board. Don’t worry that you can’t read all of these quickly enough, because they are listed in my written report that is available to you. [Again, I won’t mention them; I’ll just quickly ask for the next slide].

Key Entities/ Assets



- Board of Trustees (\$33M budget)
- Investment Committee
 - Common Endowment Fund (\$165M)
- Employee Benefits Trust (\$5.2M assets; \$4.5M investments; \$9.2M annual revenue)
- Retirement Plan (\$265M)
- Outside trusts: Holdeen Master Trusts, Charitable Trust Funds, etc. (\$42M)
- Beacon Press (\$3.0M)
- Building Loans (\$6.9M)



7

In performing my work on your behalf, I follow these basic principles or “standards for financial performance.” Again, I’m not going to read them because you can do so in my written report. [Slide quickly changes]



Standards for Financial Performance

- A clear religious message
- A program worthy of support
- Strategic thinking
- Expanding resources
- Strong endowment performance
- Conservative budget management
- Budget reflects the plan
- Creative use of assets
- Explicit policies consistently applied
- Risk management
- Quality financial information
- Skilled and knowledgeable people
- Don't forget Beacon Press



As you may know, I'm finishing the first year of a new term as Financial Advisor, having served previously from 1997 to 2005. While many things in our Association have changed, my attitudes and values have not changed, and it worth noting my "parting advice" when I thought I was completing my final term back in 2005.



Parting Advice (from 2005)

- Focus on growth rather than maintenance
 - “Mission not governance”
- Look outward not inward
- Respect roles and accountabilities
- Be worthy of our youth
- Everything I know about money I learned in the UUA in the late 1960s:
 - “Money is an instrument of our values.”

Now let me mention briefly some of my activities on your behalf in the last year.



Activities

- Recruitment for business committees
- Enterprise risk assessment
- Financial policies review
- Coaching on FY2015 budget narrative
- Paper on "Ecology and Economics of Theological Schools" (copy on request)

Our financial results include only good news.



Financial Results

- Endowment performance remains strong
- "Clean opinion" for audit in FY2013
- Budget for FY2014 that describes how budget implements plan
- Capital campaign in the works

11

I am of the opinion that mission-driven not-for-profit organizations should have essentially perpetual capital campaigns, i.e. that fund raising should be an ongoing high priority, because the need is there but, more importantly, because donors need an opportunity to give their assets for a larger purpose than themselves.

Our endowment performance, with a strong socially responsible ethos, remains very strong.



Endowment Performance

- Over five, seven and ten year time periods, performance ranked in the **top quartile** of endowments in the \$50 million to \$250 million range
- Over ten years, return of 7% vs.
 - 6.5% for endowments \$50-250 million
 - 6% for policy index



Budget Results

- For two years in a row, large gifts that were to support the operating budget didn't materialize
- Principles violated:
 - not staying on top of revenue,
 - relying on large gifts to support operations
 - president not on top of fund raising



Budget Results

- Mistakes and surprises happen in organizations – that's no excuse but **we shouldn't get anxious**
- Board and administration are committed to establishing good practice
 - Revenue predicted conservatively
 - Not rely in large gifts to support operations
 - Address systemic issues

14

Any mission-based organization should grow, and especially one with a message as compelling as ours. But for us, the performance is mixed.

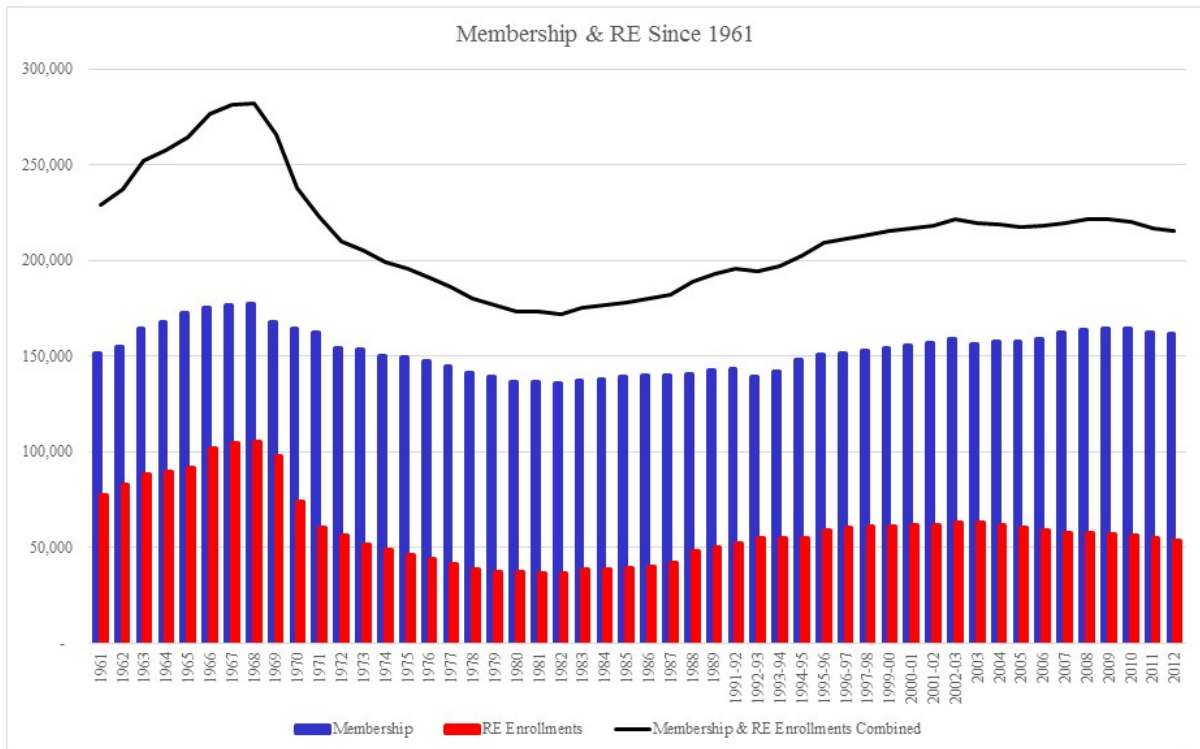


Growth: Urgency and Hope

- Membership has been declining for five years
- RE enrollments have been declining for seven years
- But the total numbers, at least for membership, **mask large swaths of growth and hope in our congregations**

14

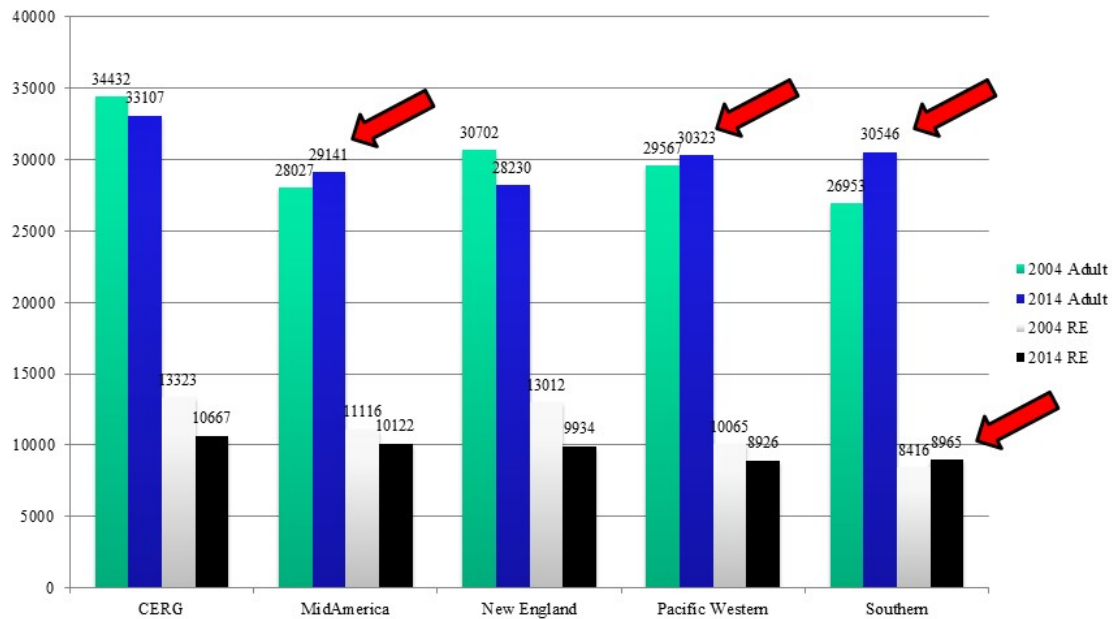
Ladies and gentleman, this is the first chart I prepared as your Financial Advisor back in 1997, and it may be the first modern example of “performance metrics” used in the UUA. While the numbers in the 1960s are exaggerated (the “fair share” wasn’t used yet so there was no incentive to make the figures accurate), the story is basically: we grew in the 1960s, declined in the 1970s, in the early 1980s began to grow very slowly each year until five years ago, when we began to decline very slowly.



But as I mentioned a few slides back, the overall decline masks growth in the MidAmerica, Pacific Western, and Southern regions.



10 Year Comparison by Region Adult Membership & RE Enrollment



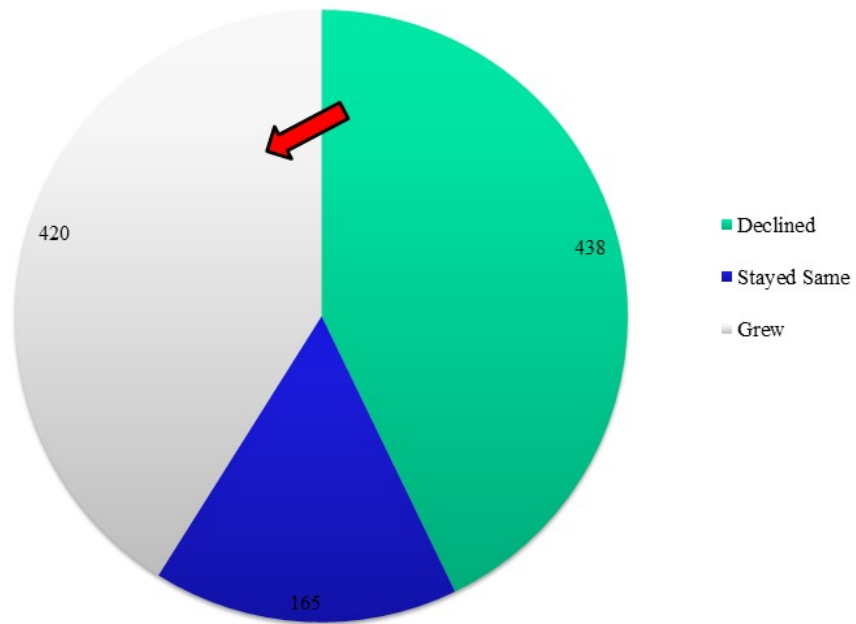
16

Where there is growth, it is occurring at all congregational sizes.

And almost half of our congregations are growing. I'm moving through these slides very quickly, but remember that these graphs are available in my written report.



UUA in the USA Adult Membership



In summary,



Growth: Urgency and Hope

- In congregations (close to half of them)
- In three of five regions
- We need to speak of congregations
- We need to address the decline in RE enrollments
- We need to be blunt about the facts of decline and nuanced about the facts of growth

19

Lastly, let me talk about generosity.



Generosity

- You are not alone
- Generosity is a spiritual practice (it's about what you give)
- You give to connect yourself with something larger than yourself
- Giving is joyful!



20

This lady is Rev. Olympia Brown, one of our pioneer women ministers from the latter part of the 19th and early 20th centuries. Throughout of history, people of color and women have sought to provide religious leadership and their struggles should be lifted up. Olympia Brown is one of those who made possible the professional ministries of my wife, daughter-in-law, and daughter. Near the end of a life of struggle for accomplishment and recognition within our faith community, she could still say these words:



Rev. Olympia Brown

"Dear Friends, stand by this faith. Work for it and sacrifice for it. There is nothing in all the world so important to you as to be loyal to this faith which has placed before you the loftiest ideal, which has comforted you in sorrow, strengthened you for the noble duty and made the world beautiful for you."



**Thank you for the
opportunity to serve!**

Board of Trustees Schedule for GA2014

Draft 3

June 10, 2014

Tuesday June 24

7:30 a.m. – Breakfast available, Omni Providence, Kent Room

8:00 – 5:00 Board Meeting, Omni Providence, Providence Ballrooms I & IV

6:30 p.m. Board party. We will celebrate the service of the Trustees leaving the Board. You are welcome to bring your spouse, partner or a guest. Biltmore Hotel, State Suite C on the 2nd floor.

Wednesday June 25

7:30 a.m. – Breakfast on your own

8:30 – 10:00 - 25/50 Service with the UUMA

10:15 – 5:00 Board Meeting. Omni Providence, Providence Ballrooms I & IV

We will break so that the Board can attend the Berry Street Lecture from 2:00 – 3:30.

Dinner on your own.

GA Begins! General Session I: 7:30 – 9:30 pm

Moderators Reception: The Grand Ballroom of the Providence Biltmore 10:00 – 11:30 pm

Thursday June 26

General Session II: 8:00 – 8:30 am

Program Session #1 10:15 – 11:30

Conversation with the Board & Candidates: **All Board members should attend unless they are presenting in another session. The Candidates need to attend.** Room RICC 551

Program Session #2: 12:30 – 1:45

Proposed CSAs Part 1. RICC 551

Presidential Search Committee Hearing. Omni Narragansett AB

Presentation & Discussion of the COA's New Topic. RICC 554

Program Session #3: 2:15 – 3:30

Proposed CSAs Part 2. RICC 551

Structures of Love & Justice, sponsored by the Board and the CCCE. RICC 552

Ministerial Credentialing in a Changing World, sponsored by the MFC RICC 552
Generous Spirits: Transforming Stewardship sponsored by the UUA Stewardship & Development Office.
RICC 553

Program Session #4: 4:00 – 5:15

All Hearts on Deck: UUA Leadership sponsored by the Appointments and Nominating Committees, RICC Ballroom E

Synergy Worship 7:30 – 9:00

UUSC Gala -- 9:30

Friday June 27

General Session III: 8:00 – 9:45

Program Session #5: 10:15 – 11:30

Budget Hearing RICC 551

Enacting the Principles & Purposes: Learnings from Board Service. RICC 553

Lunch Time Event: 11:30 – 12:30

World Café with Youth Caucus, Omni Waterplace (Youth Caucus Room)

Program Session #6: 12:30 – 1:45

Mini Assembly on proposed Bylaws changes. RICC 551

General Session IV: 2:15 – 4:30

Program Session #7: 5:00 – 6:15

Business Mini Assembly on Proposed Business Resolution on Socially Responsible Investing. RICC 551

Service of the Living Tradition 7:30 – 9:00

Saturday June 28

General Session V: 8:00 – 9:45

Program Session 8: 10:15 – 11:30

Mini Assembly on the Proposed Actions of Immediate Witness. RICC 552, 553

Board Workshop on Strengthening GA: RICC 551

Distinguished Service Award Luncheon: 11:30 – 1:00, Omni Providence Hotel, Bristol Room

Program Session #9: 12:30 – 1:45

General Session VI: 2:15 – 4:30

Dinner Time Event: 6:15-7:15

Linkage with Young Adults, Providence Players Lounge in the Dunkin Donuts Center

Ware Lecture 5:00 – 6:00

Worship & Witness, WaterFire 7:30 – 12:00

Sunday June 29

General Session VII: 8:00 – 10:30

Sunday Morning Worship: 11:00 – 12:30

General Session VII: 1:30 – 3:30

Closing Celebration: 3:30 – 4:00

Monday June 30

7:30 – Breakfast available, Omni Providence, Newport/Washington Room.

8:30 – 10:00 – Board meeting. Omni Providence, Newport/Washington Room. We will take a board photo so look pretty!

Note: The Board has a room that is available to us throughout GA for meetings etc. It can accommodate about 12 people with 10 people around the conference table. Please let Donna Harrison know if you would like to reserve the room. The room is in the Rhode Island Convention Center, Show Office D