

**UUPCC Board Meeting**  
Minutes  
**Wednesday, January 16, 2013**

**Members Present:** George Davenport, Ann Gary, Beverly Moore, Diane Rollert, Gary Smith, Dick Van Duizend, Scott Prinster, Bruce Johnson, Executive Director Cathy Cordes

**Members Absent:** Roger Bertschausen, Kelly Crocker, deForest Ralph, Cathy Perry

**Also Present:** Margot Fleischman

A meeting of the UUPCC Board was held on January 16-18, 2013. Chair Smith called the meeting to order at 2:30 pm, January 16, and welcomed the Board members and staff to this annual face-to-face gathering of the UUPCC Board.

**Moore (M), Van Duizend (S)**

**Voted: To approve the minutes of the December 18, 2012 meeting.**

**Travel Committee Report**

Ann Gary reviewed how the Travel money is reflected in the budget. A year ago, it was decided to merge the Travel budget with the Operating budget. The difference between the income and expenses contributes to our financial health.

John Dale has submitted a letter outlining the upcoming travel season. The number of travelers is projected to be the same as last year, even without the India and Philippines pilgrimages that will not be going in 2013.

Gary and Dale met in October to discuss priorities for the year. At the top of the list was making sure that the travelers' experiences are truly aligned with the mission of "pilgrimage." We want to make personal and spiritual connections so that travelers are not only highly satisfied with the travel experience a(which they are), but that they learn about UUPCC and become the mainstay of the future of the movement.

There has been good progress in establishing processes for reimbursement for translators, home stays, etc., but we need to review them to determine if they need to be adjusted. These rates have not been increased in three years.

It was noted with regret that there will be no trips to India and Philippines this year. Building interest in these trips through marketing, FAQs, videos, etc. should be a priority. Regarding India, the 2014 trip will be a choir trip. The Atlanta choir that traveled to Transylvania is interested in this trip, and Dale anticipates this trip will be very successful.

Looking ahead, Gary and Dale have started to brainstorm about what is next for the UUPCC Travel program, including multi-generational and youth trips. Dale and Csilla Kolcsar have been involving more ministers in Transylvania, which has also built capacity for this program. Creating some materials like a FAQ and a video on youth travel would be very helpful.

**Personnel Policies**

Van Duizend explained that one of the goals from last year was to have personnel policies in place in order to be ready for a future time when there might be a transition in the primary staffing. He provided an overview of the proposed document. The policies include compensation, benefits, leave, sabbatical, performance evaluation, recruitment and termination. The draft policy will be reviewed by the lawyer in Washington State.

## **Proposed Endowment**

Cordes reported that as part of our successful grant application to the Funding Panel, we will have money to support creating the framework for an endowment. We did not receive funding for paying a lawyer to draft the necessary documents, but the Stewardship and Development office did provide sample documents that Cordes has shared with Van Duizend. He prepared a proposed article that was reviewed and edited by the Board. The revised draft will be sent to our lawyers in Washington State (where the UUPCC is incorporated to ensure that it is consistent with state law. We plan to invest our fund with the UUA, so an Endowment Fund Committee will not have to oversee the investments, rather they will raise funds and direct the use of the distributions. Cordes noted that she would like to be able to be ready to announcement the endowment at GA this June.

## **Treasurer's Report**

Davenport shared the Balance Sheet: what we have and what we owe. We have two classes of assets – restricted and non-restricted. Our total cash at the end of 2012 is \$376, 046. Of that \$171,429 is restricted, set aside from grants, which are accounted for on a grant-by-grant basis. We have \$20,000 of cash reserves, which is excellent. We have about \$95,000 sitting in CDs, which are callable if necessary. Cordes pointed out that despite the pessimistic reports she gave in October and November, we finished 2012 in the black!

Davenport shared the budget vs. actuals for the year. At the very bottom of this document, it shows that our 2012 budget projected an \$11,237 loss, while we ended approximately \$3,000 in the black.

Cordes explained that we have established some ways of communicating with our members to encourage donations. We also made a concerted effort to retain travelers as UUPCC members in their second year; it seems to have been working. Institutions are paying their dues promptly, but the number of supporting institutional members has dropped.

Finally, Davenport reported we have changed the way we are accounting for travel deposits. In the past, we put all of the \$150 trip registrations into Travel Deposits and moved \$30/traveler to memberships annually, whereas we are now accounting for the \$30/traveler membership at the time of registration.

Cordes reviewed the Partnership Support and Restricted Account line items in the budget:

## **Fiscal Policies**

Davenport explained that in the context of the balance sheet that shows us with approximate \$200,000 of available cash; we should have a policy guiding what we do with this money. The proposed policy (attached) has three components: that we set aside a cushion of approximately 3 months worth of cash-flow needs (approx. \$100,000) as an emergency fund; that we set aside \$25,000 for future one-time capital needs; and that we put \$30,000-\$50,000 to seed the Endowment fund. We might consider using some amount for a matching program to create an incentive for individuals to contribute to the fund. We could also start moving towards planned giving, with the initial endowment simply creating the infrastructure for a slower-growing fund. It would be important to be explicit that it is the policy of the Board to maintain the emergency fund and one-time capital needs funds at these levels, with any interest reverting to the general fund.

The Board recessed until January 17.

## **Thursday, January 17**

### **Skype Conversation with Rebecca Sienes**

Sienes updated the Board on progress on social justice programs, women's empowerment, OWL program, typhoon relief, and organizational changes within the UUCP (UU Church in the Philippines). After the departure of Nihal Attanayake, the UUCP Board has decided to hire someone to help UUPC with the partnership programs. Starting in their new fiscal year, this person will

become a full-time administrator for the Faith in Action program.

Carol Cook and several other members of the San Mateo congregation will be visiting The Philippines in March. There will be two major activities of this visit – organizing their books and celebrating the Ulay water project.

Sienes will be traveling to Banaybanay to discuss the typhoon recovery program and expressed appreciation for the relief that was received from and through the UUPCC. Sienes has also been awarded a grant from the government of Negros Oriental for a women’s program. There will be a women’s conference from March 1-3, 2014, focusing on church responses to women’s struggles.

The major challenge is how to sustain programs. Overall, UUCP has been doing well, despite the struggles that it is experiencing.

### **Conversation with Rev. Eric Cherry**

UUA International Office Director Eric Cherry joined the meeting. Cherry shared that the collaborative work between UUA and UUPCC is unique and valued. He thanked the Board for its attention to that relationship. Last year, the theme he shared was the “centripetal trend” – a movement toward togetherness – that had become apparent in recent years. Formerly very independent organizations have chosen to look toward each other to form coalitions and inter-organizational relationships that find ways to working together without creating disharmony or confusion, and when barriers and unnecessary divergences occur that we can work to dissolve them whenever possible.

Congregations are looking for ways to expand the numbers of people who are interested in international engagement. This is the on-the-ground need, but it is also what the movement needs to expand the audience of UUs who care about this issue. To meet this need, Faith Without Borders is creating several types of resources:

- “Inspirations” are new ways to inspire and inform those at the periphery of our organizations, such as a short video on the UUs in Mexico he shared. The first of these will be released in February;
- “Invitations” are seven introductory videos about areas of congregational life that international life can connect to (worship, RE, social justice, pilgrimage and witness, partnership, stewardship, associational leadership);
- “Guides” are existing resources that deal with best practices in international engagement, such as the UUPCC Economic Fairness and Awareness guides;
- “Doorways” are entry points, such as one-time, short-term and long-term opportunities, including service learning, UUPCC pilgrimages, workshops, and partnerships;
- “Networking” to create connections, and
- “Tools” are all of the other resources that exists but don’t necessarily fit into all the other categories, such as RE resources, worship materials.

The UUA continues to enjoy a collaborative relationship with UUPCC; they have worked well together on projects such as the Annie Margaret Barr Children’s Village (AMBCV), an example of how we can work together to accomplish important missions that we could not do alone. One of the benefits of keeping the lines of communication open on the North American side is that it allows us to respond jointly to shape current and future relationships overseas.

### **Priorities Review**

- Cordes reviewed the four goals that came out of the 2012 Winter Board meeting:
- Strengthen UUPCC governance, policies, leadership and financial sustainability
- Increase number of partnerships
- Retain/Revitalize congregational partnerships
- Increase UUPCC memberships.

Strengthen UUPCC governance, policies, leadership and financial sustainability (“Infrastructure”)

We have made a lot of progress with creating policies and financial sustainability. One of the strategies for this goal was to build leadership within the organization; the Regional Conference in Bethesda is one of the actions we have taken to further this goal. After the conference is over, we will have to assess whether it helped identify mid-level leadership and is something we can recreate in other parts of the country. We chose the greater DC area because of the density of member congregations here; there are probably only a couple of other similar nodes of partnership activity, including New England, Pacific Northwest, Ohio Valley, Texas/Oklahoma. How do we provide alternatives for other regions?

#### Increase number of partnerships

There is not the same level of success to report on this goal. New partnerships right now are happening in two ways: by invitation and by chance, as with the new partnership in Nashville/Pingwait and Albuquerque/Kenya, where partnerships came to us as a result of some personal contacts.

There continue to be some challenges in identifying congregations ready for partnership, depending on the responsiveness of the judicatories overseas. There is a small backlog of communities that would like a partner; we have applications from congregations in Kenya, and two from India. In other cases, while there is sincere interest in forming partnerships, the congregations do not fill out the application; we also have the challenge of “daughter congregations” in Transylvania that tend to be very small, satellite congregations of larger residential areas and are hard to partner with due to their size.

As we have begun working with Kenya, we have been very deliberate about conveying the expectations of partnerships, including that for the first two years the only thing money should be used for is to establish reliable communication. We are trying to lift up for North American congregations the opportunity to deepen through international engagement, and to be of service to these congregations is central to our mission.

#### Retain/Revitalize congregational partnerships

It was suggested that we move the “Align Travel Program” to the “Retain/Revitalize” goal. The Board Outreach project was a huge part of this effort this year. Going forward, partnerships that are struggling may need help ending their partnerships, which would make these overseas congregations available for new partnerships with others. The Board-Outreach conversations are extremely important – they educate the Board members, help the congregations, and help the staff target their efforts. It’s a way to multiply our expertise – if it is all centralized in the office, then we are not truly a networked organization.

We have not yet had progress on ministerial transition, but Smith is working on a guide for interim ministers entering North American congregations with partnerships. This strategy might also be expanded to include new settled ministers. Cordes is also working with former Board member Rodger Mattlage on developing guidelines for when the overseas minister changes; a situation is evolving in Transylvania where the ministers who served five partnered congregations are leaving, which will form a very interesting and timely case study.

#### Increase UUPCC Memberships

Our media, social media and website strategy is part of this goal. Institutional memberships are going smoothly – invoices have been paid promptly this year. This goal is going to be effected by what we do in other areas.

#### Goal Priority Setting

Margot Fleishman led the Board through a priority setting process using a paired choice ranking system and Ann Gary recorded the results. Cordes has written the results of that process in UUPCC Overall Goals Prioritized, which is attached.

The Board recessed until January 18.

**Friday, January 18, 2013**

### **Budget Review**

Davenport distributed the budget for Board review and explained changes.

### **Board Outreach Calls**

Gary reported briefly on the results of her and Cordes' analysis of the conversations board members had with representatives of thriving and struggling partnerships.

### **Goals Discussion Continued: Board Responsibilities and Budget Implications**

Cordes explained that having set the priorities, it is now necessary to determine who will do what and what if any budgetary implications there might be of each strategy.

Faith Without Borders 2.0 – Cordes suggested that Board members take the transcript of the opening words each gave at the beginning of the Board meeting and create a 3-minute video that could serve as an “Inspiration” for this program. Board members who travel could also bring home video footage, as well.

Enhance Brand and Electronic Presence (website and social media) – primarily responsibility of staff and will happen in a 6 -12 month time frame. We will need volunteers who will read a certain segment of the current website and help us reorganize it and move content to the new website. This is the kind of job for an editor or a librarian – they don't have to know about technology.

Personalize the Board – Diane has volunteered to take pictures of the Board.

Be intentional about partnership during travel – Ann and John Gary are working on this.

Leadership Opportunities – Board members should pass along names to the Nominating Committee. There will also be opportunities for people to serve on the Endowment Committee.

Regional Conference – Cordes is investigating locations for next year in areas that are hubs for partnerships, including Cincinnati, Columbus, Dallas. The big sticking point for all of this is the issue of home-stays.

### **Report on Prague and ICUUW**

Barbara Beach reported on a meeting she attended with Peter Samjosky concerning the Prague Church. There is a Board for the Prague Church, and Samjosky has been working with newer people who have recently been elected to this board. In terms of the partner church situation, Samjosky would like a partner. He works very closely with an individual in the UK who comes very regularly and with another person who has an English-speaking congregation. Beach and Samjosky discussed her possibly returning in April to do a leadership training workshop.

Beach expressed sincere gratitude to the Board and Cordes for supporting the 2<sup>nd</sup> International Convocation of UU Women (ICUUW). There was great support from the UUPCC member churches for Transylvanian and Hungarian women from their partner congregations to attend the conference. All of the Transylvanian women had scholarships that paid about three quarters of their fees. The key issue that the women wanted to discuss was finding balance in a changing world. The most exciting element was the Global Sisters process – a small group forum for defining issues that define their lives and using a pair-wise ranking process to develop action plans to work together. There are going to be CCB workshops in the districts – the first in Kolosz Torda, the second in the Maros district. As a result of the CCB process, the Hungarian participants formed their own women's group UNOSZ (UNITÁRIUS NŐK ORSZÁGOS SZÖVETSÉGE= National Association of Women Unitarian).

ICUUW has a MOU with the United Nations Office for Sustainable Development. From the partner church perspective, there is a lot of potential energy that has come out of the ICUUW to

accomplish the women's priorities. Another outcome is that because ICUUW had some money left over from fund raising, there is an amount of \$10,000 that will be used to support particular projects in Transylvania. There are also plans in the works for a leadership school for women. Beach will send the Board the list of participants and their related partner churches so that UUPCC can continue to develop these relationships. Each participating UUPCC congregation is also going to receive a certificate of recognition for their support.

### **India Orphanage**

Van Duizend highlighted the results of the meeting in October with leaders of the UUNEI (Unitarian Union of Northeast India) regarding the Annie Margaret Barr Children's Village (AMBCV). An MOU was signed in 2009 between UUPCC and several connected with the UUNEI. The financial basis for operating the orphanage has not been completely clear—budgets were based on estimates, and the use of the money was not always adequately documented. As the three-year term of the MOU was ending, there was a meeting with the stakeholders and leaders of the UUNEI in Shillong facilitated by Eric Cherry and attended by Van Duizend and others from the US and UK. It proved to be a very constructive two days. A new MOU was developed with a very detailed set of protocols, covering everything from the basic care of responsibilities for and of the children and staff, inspection guidelines that made clear that the responsibility for operating and assuring the quality of the facility rests with the UUNEI, a conflict-management protocol, and a communications protocol. With the exception of the financial management protocol, everything has been drafted and is being reviewed. The leaders of the UUNEI have expanded the oversight committee that now includes the deputy director of Children's Services in Meghalaya who happens to be a Unitarian.

The organizational structure will change – the US and UK committee that was overseeing financial management will no longer have this responsibility. There will be a new committee that will review financial reports and help identify sponsors. Cordes had an excellent phone conversation with the UUNEI Orphanage Oversight Committee, which includes Creamlimon Nongbri, who is well known to us and with whom we have a good relationship. The values that were expressed at the October meeting will continue to be honored by this group. Smith will visit the Orphanage later this month; although the MOU will probably not be ready to be signed at that time, he will continue with the theme of new beginnings and trust building that was established in this conversation.

### **Kenya**

Cordes reported that she visited Kenya in May with Dick Ford and Steve Dick from ICUU (International Council of Unitarians and Universalists). They had a very successful meeting, trying to help the Kenyan congregations coalesce into some sort of a coherent organization.

In December, Van Duizend participated in a follow-up workshop facilitated by Jill McAlister and Steve Dick of ICUU. He reported that through the workshop, a three-tiered model emerged for international relationship with the Kenyan Unitarian Universalist Council (KUUC):

ICUU would provide much needed leadership development services for the KUC

KUUC would form a social justice fund and receive applications from their congregations; ICUU would help to raise a sum money (approx. \$6000) that the KUC would be responsible to allocate the funds as grants

Congregational partnerships would be formed, intended to provide moral and personal encouragement and support but would not provide the primary social justice funding

Van Duizend further reported that it was his impression that there were three congregations that would be ready for congregational partnership, although ICUU and UUA continue to have reservations about the readiness of these groups for partnerships.

**(M) Van Duizend, (S) Moore**

**Voted: To reaffirm the Board's previous authorization to pursue appropriate partnerships in Kenya.**

**Cornish Award**

We received two nominations for David Keyes for the Cornish Award.

**(M) Van Duizend, (S) Rollert**

**Voted: To award the Rev. Dr. David Keyes the 2013 Louis B. Cornish Award**

**GA 2013**

Kelly Crocker, John Gibbons and Harold Babcock will be in charge of the 20<sup>th</sup> anniversary celebrations. We will be launching our endowment, recognizing our founders, awarding the Stewards and Cornish awards, having our Annual Meeting and lunch. We can make an effort to invite a small number of seminarians to lunch again this year. We are planning a separate reception for launching the endowment. Cordes will circulate a rough schedule for UUPCC GA activities. We expect international visitors, including Theresa Gallardo, a new minister in the Philippines who will be ordained in April.

**Executive Session to discuss staff compensation**

**2013 Budget Approval, Fiscal Policies and Endowment**

Davenport shared the budget as revised to reflect all the changes that were made during this meeting, including a 2% increase for staff compensation. It is a deficit budget of \$17,421

**(M) Van Duizend, (S) Gary**

**Voted: To approve 2013 budget as presented**

Davenport presented recommendations for creating an Operational Cash Reserve and a Stabilization Reserve and circulated a draft Fiscal Policies document (attached).

**(M) Davenport, (S) Gary**

**Voted: To adopt the Fiscal Policies as presented**

**(M) Davenport; (S) Gary**

**Voted: To use \$30,000 of unrestricted cash to establish the UUPCC Endowment Fund.**

Meeting adjourned at 1:32 pm.

Beverly D. Moore, Secretary

Approved by the Board, Feb. 22, 2013/bdm

January 16, 2013

Proposed Fiscal Policies:

To enhance the ongoing stability of the UUPCC as an effective and proactive organization, the UUPCC Executive Director and Treasurer are instructed to set-aside and maintain certain cash balances in interest-bearing accounts for the purposes described below:

Operational Cash Reserves: \$100,000

Operational Reserve funds represent approximately three months of UUPCC's gross cash flow, and are to be set-aside until needed to supplement unforeseen cash flow constraints.

Stabilization Reserves: \$25,000

Stabilization Reserve funds shall be set-aside to provide UUPCC with the ability to fund the acquisition of capital items or one-time events outside the scope of UUPCC's daily activity.

This policy does not require the establishment of separate physical bank accounts. Funds reserved as Operational or Stabilization Reserves may be comingled with the UUPCC's other cash deposits, but only may be utilized for expenditures approved by the UUPCC Board. If and when Operational and/or Stabilization funds are utilized, the UUPCC shall endeavor to replenish those reserves with diligence on a schedule approved by the UUPCC Board.



## UUPCC Overall Goals Prioritized January 2013

### 1. Increase the number of partnerships.

Generate short list of individual congregations in NA - ripe for partnership with Eric Cherry - UUA Intl - ASAP CATHY AND GARY (overall supervision of this goal)

- Identify list of potential partners overseas with India, Philippines, Transylvania, Hungary and Kenya - CATHY
- -Assign a champion in UUPCC as primary contact
- -Support with materials/info etc.
- -Match with another local partner - buddy system
- -Board to network and help define the criteria for "best choices and churches"
- -Define who could be a good partner and what needs to be in place to accomplish this
- 

Seminarian Travel (LT) and institutionalizing education about Partnership at seminaries and more! ROGER/DEFOREST/SCOTT

While on pilgrimages - be intentional about partnership building CONCEPT – NOT MATCHMAKING. TOUR GUIDES AND STAFF

### 2. Retain and revitalize congregational partnerships

Each Board member Contacts various partnerships ANN & BEVERLY

Best practices for interim ministers – contact Ministerial Settlement

Rep./Settlement office practices for interim ministers AND newly settled ministers GARY

Develop a process to support ministerial transition process for when a key leader moves (here and there) ROGER B.?, ROGER MATTLAGE, CATHY, REV. JENNIFER LENZ(?)\_

Community Capacity Building (post Sat Conf. results?) DICK

Targeted Travel marketing effort to Congregations who have not traveled recently  
– STAFF – JOHN DALE

### 3. Infrastructure and Leadership

Enhance Brand Electronic Presence – STAFF & COMMUNICATIONS COMMITTEE

-Web Site

-Social Media

Targeted Marketing Tools for Prospective Traveler, e.g. Trip FAQ's JOHN DALE & TRAVEL COMMITTEE

Id/detail leadership opportunities -e.g. incorporation onto board committees  
ROGER B., ALL BOARD MEMBERS

Support for and benefit from Faith Without Borders 2.0

Board Meeting/ Regional conference

Remote-access "conference" for other geographic locations in US and Canada

Personalize the board

### 4. Increase UUPCC memberships

Start a new "membership" committee BEVERLY, BRUCE, DIANE