

UUPCC Board Meeting

Wednesday, January 15 – Friday, January 17, 2014

Minutes

Members Present: Roger Bertschausen, Kelly Crocker (participated via Skype), George Davenport, Jennifer Emrich, Ann Gary, Eileen Higgins, Bruce Johnson, Beverly Moore, Diane Rollert (arrived Thursday), Gary Smith, Dick Van Duizend, and Executive Director Cathy Cordes

Also Present: Margot Fleischman

A meeting of the UUPCC Board was on January 15, 2014 at First Parish Church in Bedford, MA. Chair Smith called the meeting to order at 3:10 pm on Wednesday. Board members introduced themselves.

Agenda Review

Cordes reviewed the agenda for the meeting. Chair Smith noted that there would have to be a meeting of the Personnel Committee. Vice-Chair Gary announced that Cathy Perry has resigned from the Board as of December. The Nominating Committee will be working on developing Board expectations as they look ahead to filling openings on the Board.

Personnel

Van Duizend presented a statement proposing the adoption and implementation of the 2014 Restatement of the Unitarian Universalist Organizations Retirement Plan as follows:

Whereas, the Unitarian Universalist Partner Church Council (UUPCC) is committed to assisting its employees prepare for their retirement years, and

Whereas, the Unitarian Universalist Organizations Retirement Plan (the Plan) is the retirement plan sponsored by the Unitarian Universalist Association (UUA),

Now therefore, be it resolved that the UUPCC hereby adopts the 2014 Restatement of the Plan and commits to complying with all of the Plan's provisions and the elections made by the UUPCC in the 2014 Employer Participation Agreement until such time as the UUPCC submits an updated Employer Participation Agreement to the UUA Retirement Plan Committee (Committee) and the Committee acknowledges receipt of the updated Agreement.

Be it further resolved that the intended implementation date of the Restated Plan is the first day of February 2014 following submission of the UUPCC's 2014 Employer Participation Agreement to the Committee and receipt of an acknowledgment from the Committee.

Van Duizend (M), Bertschausen (S)

Voted: to adopt the 2014 restatement of the Unitarian Universalist Organizations Retirement Plan

Van Duizend presented a written motion to adopt an IRC Section 125 "Premium Only Plan" for employee health insurance as follows:

Whereas, the Unitarian Universalist Partner Church Council (UUPCC) is committed to assisting its employees to acquire health insurance, and

Whereas, adoption of a Section 125 Premium Only Plan will enable employees to obtain health insurance in a cost-effective manner,

Now therefore, be it resolved that the UUPCC hereby adopts the Section 125 Premium Only Plan described in Appendix 1 (The Plan), and

Be it further resolved that the intended implementation date of The Plan is the first day of January 2014, and

Be it further resolved that the Executive Director is instructed to undertake all actions necessary to implement and administer The Plan.

Van Duizend (M), Higgins (S)

Voted: To adopt the Section 125 “Premium Only Plan.”

Retired Transylvanian ministers Endowment

Davenport (M), Gary(S)

Voted: To authorize Catherine Cordes as Executive Director to administer the endowment for retired Transylvanian Ministers.

Update on Tax Status Discussion

Cordes explained that currently UUPCC is a 501(c)3, 509(a)2 organization, a “public charity.” This means that we have to file a 990 annual tax return and comply with other tax laws related to public charities. There is a different category, 509(a)1, which is a “religious organization.” If we were a 509(a)1 organization, we would no longer have to file a tax return.

When the UUPCC was formed, the founders incorporated UUPCC as a public charity. However, we have been calling ourselves a “religious organization.” In the course of exploring hiring an accountant prepare our tax returns, which are complicated; it became clear that we probably are a religious organization and not a public charity and we have been filing incorrectly for years. It would cost UUPCC \$25,000 to hire a tax accountant to prepare our taxes properly.

Cordes spoke with the UUA Treasurer, Tim Brennan and several lawyers, including the UUA’s lawyer. After reviewing our bylaws and articles of incorporation, the UUA’s lawyer advised that we would have to file an amendment with the IRS and submit a request for a determination and that it will probably cost about \$10,000 to revise our articles of incorporation and bylaws to be consistent with our practices. Although that is a large sum, there is a fair amount of work that would need to be done in order to accomplish this. We would have to revise our Articles of Incorporation to provide that 1) if the UUPCC were dissolved, our the assets would go to the UUA; 2) our By-laws to permit the UUA to appoint and remove at least one Board member; and 3) both documents to state explicitly that we share “common values” with the UUA. These changes will have to be reviewed for form by a lawyer in the state of Washington. We also would have to submit an annual written report to the UUA. All this work would have to be accomplished by April in order to be ready for voting on a bylaw amendment at the Annual Meeting in June. The UUA Board would also have to accept this. The UUA could also potentially decide to name UUPCC as a “Mission Society” since we work and send out substantial funds outside the country. The risk is that we would spend \$10,000 only to have the IRS deny our request; but if we are successful, we can avoid a huge, annual accounting bill.

Davenport (M), Bertschusen (S)

Voted: To instruct Cordes to continue to pursue a change in tax status from public charity to religious organization.

Endowment Update

Cordes explained that a fundraising consultant Mary K Eliot is scheduled meet with the Board on Friday morning. Higgins explained that she, Cordes and Gary met with Eliot by phone and had an excellent conversation. In thinking about establishing an endowment fund, it became clear that the Board would have to think about what amount would be needed for an endowment to assure the future of the organization. If we only need \$150,000, we can probably do it ourselves. If we need \$1,000,000, we will need ongoing, paid professional help.

Higgins felt that Eliot was very insightful, and very clearly was steering us away from the concept of an endowment. She explained that donors these days generally do not like to give to endowments, especially for organizations such as ours. She suggested that it might be very helpful to do a study to figure out what would convince people to give. For example, they might not be interested in giving to an endowment but would be willing to give more to the annual fund or make a one-time contribution to a reserve fund. Doing a few in-person interviews with targeted individuals to see if our message resonates would also be helpful for deciding how to move forward.

We really should anticipate that any fundraising we do beyond what we are doing now would require a part-time staff person who would have to figure out the potential and plan the campaigns. There are many worthy groups asking for funds from the same, small pool of UU donors for funds. Many of these organizations have agreed to cooperate on fundraising. We are obviously missing some opportunities to take advantage of planned giving. Conversations regarding planned giving have to be made in person and these conversations may result in an immediate check. She also suggested that we should be taking a percentage of all funds that come in.

If we can identify the reasons why people might want to give funds with strings attached, perhaps that would help craft a message that would assuage those concerns, for example, a "New Generation" Fund to address the concern that younger people will not carry forward the work of the partnership movement.

Treasurer's Report

Davenport prepared a statement to show funds in hand. We have a total of \$171,720 unrestricted funds. We have \$95,000 in CDs earning next to nothing. It would be easy to invest at least that much in an index fund. We would simply have to decide on a time horizon and what level of risk to accept and determine our cash flow needs. One CD is callable; the other matures in February, at which time we can simply put it in cash until we determine how to proceed.

Davenport walked the Board through the budget details, as well as the Profit and Loss and the Balance Statement.

Higgins (M), Van Duizend(S)

Voted: To move three funds (Bell Ringers, Prague Support, RE) from Restricted to Unrestricted accounts and to make the appropriate entries in the books.

Thursday, January 16

Deep Chairs Discussion: What kind of organization do we want to be? [UUA International Director Eric Cherry joined the meeting]

It is important to continually refer to the Mission statement when discussing new directions. What is the role of the Executive Director? Should the role be refocused away from administration? How much of the work of the Executive Director is on the periphery, and how much is “on mission”? What is the role of the Board? What are things that Cordes is currently doing that could be delegated to Board members? What are the tasks that can only be done by Cordes? Cordes noted that, due to a lot of past history, she is probably the best person to work ministering to the congregational partnerships, and that she would like to spend more time on helping more churches start partnerships. She spends considerable time working on transfers, which require a lot of detail work. A lot of time this year has been taken up with the Orphanage and schools issues. The goal is to get the Orphanage financial reporting stabilized and then delegate the responsibilities to an oversight committee. Smith requested that Cordes think about how she might change the administration and bring a proposal to the Board. How can we better deploy our financial assets to support these efforts?

Among the questions raised and discussed were: Does the UUPCC exist to do things beyond congregational partnerships, or should we limit ourselves to supporting congregations. When we take on a fiduciary responsibility for a project, are we adding programming for the UUPCC?

We have learned from three big programs what works and what doesn't work. Can we model covenantal relationship? What balance do we strike between the workload that taking on responsibilities creates and the value to the people who are engaging in the projects? Our job is to be the incubator for the person-to-person magic of partnership. Denomination-wide, there is a shift in thinking, embracing the idea that congregations are not the only way that people “do” religion. If congregations are changing in radical ways, we have to be prepared to adjust our mission accordingly.

Eric Cherry suggested a “Sweet Spot Analysis” – looking at three aspects of projects: staff interest, capacity of people who are interfacing with the project, and effectiveness. Looking at how these aspects intersect can help an organization decide what programs to retain and which to let go. The role of the UUPCC that the UUA relies upon is the congregation-to-congregation interface. That is the part of what UUPCC does that the UUA would have to reinvent if the UUPCC didn't exist.

Cornish Award Update

Several nominations have been received. Bertschausen requested that one or two Board members join this committee, and he will also ask a couple of past awardees. The committee will bring a name to the Board. We have to do this quickly so there is time to ask the person to come to GA.

Stewardship Awards

Crocker will get in touch with the same two individuals who served on this committee last year. How many awards do we want to give? – seven or eight awards maximum was

discussed.

GA Update

The only UUPCC program approved by the GA Planning Committee was the worship service. The international coalition did not get a plenary worship service this year, so we will ask them to co-sponsor the worship service. Cherry noted that there will be an international track – back-to-back international workshops following the worship. We will share exhibit space with other UU international organizations, as we have done in the past several years.

Conversation with UUA International Director Eric Cherry

One exciting thing that has happened this year is that the international staff group has been integrated into a large program staff at the UUA called the Program and Strategy Team. It is comprised of Ministry and Faith Development, Multicultural Growth and Witness, Congregational Life (aka District Services), International Office, UU College of Social Justice, and Large Congregation Services, and is led by Teresa Cooley. This team is charged with not only keeping the organization in line with strategies but in developing shared strategies.

The strategic vision of the UUA international Office is: “Find your place in the Global UU Story and bend its ark towards Global Justice and Peace.” Within the UUA International Office, the Resources office is charged with telling the “Global UU story” through communications, through faith development resources. Another piece of this work is managing relationships with global faith and inter-faith partners, through UUA Ambassadors. The Holdeen India program is about shaping the global UU story by partnering with grassroots human rights organizations in India for 30 years. Holdeen provides long-term solidarity that supports real social change, as well as service/learning opportunities through the College of Social Justice. The UU-UNO is about bending the arc towards justice and peace through education, advocacy and outreach. There is a Congregational Envoy Program that reaches over 500 congregations.

Cherry outlined a program that UUA International believes is very valuable: Sharing Global Faith Program. Staff at the UUA has skills that have rarely been matched with needs outside the US identified by international partners. To meet these needs, this program surveys the UUA staff to identify the skills that could be shared, provides staff with training, and invites them to contribute 2-5 hours of time during a 12-month period to share that valuable skill. These skills go well beyond ministerial work. They include financial skills and other areas of expertise. There may be an opportunity for UUPCC to help identify needs and match the skills to the needs. Some of the cautionary language about interacting with international partners would also be valuable to share with new UUPCC partners and travelers, especially.

The capacity of the College of Social Justice to increase the number of service/learning opportunities is going to expand. Whenever it is ready to look at a service/learning project in a place where the UUPCC has partnerships, it would be unthinkable not to consult with the UUPCC. How can the UUPCC’s work serve as an on-ramp to the College of Social Justice? A lot of congregations put their partnership work within their social justice framework. There are individuals within the partnership movement who are ready for taking their work to the next level. A relationship with the College of Social Justice could be mutually beneficial. **Smith, Gary, and Cordes will meet with Cherry to discuss this opportunity.**

Smith explained to Cherry that the UUPCC is in process of changing its status with the IRS, which would require action on behalf of the UUA to designate UUPCC as a “Mission Society” of the UUA and to name a voting member of the UUPCC Board. **Cordes will meet with Cherry to discuss this matter more fully.**

Smith inquired about the role of the UUA International Office in educating congregations about international individuals who approach congregations for financial support. Congregations are often under the impression that these individuals are working in collaboration with the UUA or UUPCC. Cherry responded that the UUA International Office is already fielding these kinds of inquiries. It has encouraged everyone to use best practices but has not sent out information to congregations because it is hard to make generalizations about these situations. The UUA International Office does make it known that congregations that are approached for money should ask these best-practice questions. It is not appropriate for the UUA International Office to be the gatekeeper--both because that's not its role and because such efforts will fail. It is important to give congregations the best information possible when these situations arise.

Outreach to Congregations

Moore summarized the report on this activity. There were twelve interviews that were conducted by seven Board members last year. Keys to success: visits came up constantly, how important they are for motivating congregations and keeping up communication. When it comes to Transylvania, the participation of the overseas minister is crucial. This project was really good for the congregations. Not only do we learn something from this exercise, it makes the congregation feel supported and appreciated.

Going forward, Moore will provide update notes to add to the database. Gary distributed an assignment list for Board members for this year's outreach project. We have added non-partnered congregations that have traveled with UUPCC to see if they might be interested in partnership. Board members will be provided with contact information, notes from the database and electronic copies of the questionnaire form for recording responses. Our goal is 100% participation this year before GA. In addition, there may be opportunities to educate congregations about the resources available to them, as well as to respond to their needs. Might we consider lifting up a congregation that is embodying best practices through an award?

Goals and Mission Discussion

The Board revisited the 2013 Goals and updated them on the Excel worksheet. The existing four goals will stand (**Infrastructure and leadership, Increasing Partnerships, Retain and revitalize current partnerships, Increase UUPCC memberships**, and we will add the goal of **Create a process for starting new partnerships**, and test the model with the three new partnerships.

Board members also created a list of the "Benefits of Partnership" and agreed to work to add their own stories to help illustrate and share these ideas.

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| • Synergy w/in and between communities |
| • Widens our perspective in terms of connections with real people in other places around the world |
| • Connects with Unitarian history that broadens our perspective about our faith |
| • Deepen our understanding of our faith and power |
| • Connects with people of other socio-economic |

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| • Allows us to think beyond ourselves |
| • Inner to outer focused |
| • Introduced to radical hospitality |
| • Helps us “do” peace and justice – gives churches a way to talk about HOW they do it |
| • Helps us to understand the opposite of “peace and justice” - living history lesson |
| • Being of service to each other |
| • Teaches us how to work with others – even if there is a language barrier |
| • Confronts us with our privilege |
| • Breaks paradigms – youths and adults |
| • Not Multiculturalism – but inclusive and exclusive behavior |
| • More than just exposure... |
| • Sense of joy, experience of love and fun! Getting outside of ourselves. Opportunity for mutuality |
| • Feeling connected |
| • Helps with “size transitions”. From dependent...to independent...need to move into interdependence. This can help with that. Keep coming back to the table. |
| • Exposure to a teaching moment about environmental challenges |
| • Understanding of a broader definition of family |
| • Challenges us theologically |
| • Invites you “inside the door” |
| • Mutual learning experience |
| • Changes the way you interact with others abroad AND here |
| • Multicultural and multigenerational competency |
| • Helps you find/confront your growing edges |
| • Youth: Opportunity to be treated like a rock star. FB/Instagram/FB translate!!!! |
| • Youth: Redefines their view of what being “good” is |
| • Learning how to be generous (not charitable) - mutual generosity |

Emrich volunteered to work with Cordes and Fleischman to review the process for partnerships with orphanages and schools.

Uganda New Life School (NLS)

Davenport reported that Mark Kiyimba has written the All Souls Tulsa church that he

and the NLS Steering Committee have decided to end the relationship with the UUPCC. All Soul's is heading towards staying in partnership with the UU Church of Kampala and wants to stay in contact with the school.

At the November meeting, the UUPCC Board tabled a decision regarding whether the UUPCC should continue to serve as fiduciary agent. It was noted that much was learned from this project, and many aspects furthered our goals and mission of partnership. The congregations who have been connected to this project are sad about it ending. In the case of Bedford, who had the 7th grade class, the partnership ended with a celebration of the kids' graduation. Other congregations have been dealing with it, ministering to those involved and helping with the transition.

Bertschausen (M), Rollert (S)

Voted: In light of experiences working with the NLS over the past three years and the strong possibility that All Soul's Unitarian Church Tulsa will take the lead, the UUPCC as of Feb. 1, 2014 will no longer serve as fiscal agent for the NLS Consortium. The Board wishes the NLS students well and appreciates the efforts being made by the teachers of NLS.

Membership Report

Rollert reported that this committee has come up with four different proposals:

1. To send an annual membership renewal letter to everyone who has gone on a trip. This could be sent to all individuals who had ever traveled with the UUPCC. We have sent out this letter to recent travelers, and so the recommendation is to expand this.
2. Provide a tailored brochure that is handed out to travelers on the bus - materials that make a case for membership and its relationship to the travel experience. This could be given out after a visit to a village. We could explore the idea of a personalized membership card.
3. The more ways you get people to respond, the more they will respond. Offering options about how people can renew, including on-line.
4. Annual thank-you letter for being an individual member. Add a success story and a picture, and include the benefits of partnerships. "Because you are a member..."
5. Give out ten "free" memberships to people in new partnerships so that we can get their information.

Emrich and Higgins volunteered to assist with creating content for these materials.

Minutes

Van Duizend (M) Gary (S)

Voted: To accept the revised minutes of the December 13, 2013 meeting.

Rosia Montana

Cordes reported on the environmental issue with gold mining in Transylvania. The churches in Transylvania have become involved. There was a big event organized by the Unitarians during Advent. They have now produced a 5-minute video to raise awareness about this issue among UUs in the US. This will be on the Regional Conference program to be

presented following this meeting.

Nominating Committee Discussion

The Nominating Committee is comprised of Crocker, Larry Coburn, and Harold Babcock. Cordes reported that the subject of articulating Board expectations came up in several ways, including in discussion with Staff, to help Board members understand the expectations and help the Nominating Committee convey this information during conversations with prospective Board members. Gary shared some materials from a different organization, which are distributed annually. They support setting board expectations and identifying areas of expertise and involvement.

The UUPCC board has had participation expectations, at least of commitment to attending monthly meetings and of some level of financial support. We could develop a form for the Nominating Committee to use to convey this sort of information to prospective board members. We have sought geographic diversity, balance of ministers and lay people, interest in particular geographic areas of partnership, and people with specific skills (financial, legal). We might also consider criteria such as willingness to do networking and outreach, experience of partnership. When we are recruiting board members, we need focus on skills, especially financial background, and ask if people are comfortable talking to donors about money, or would be willing to be trained to do so. **Bertschausen volunteered to share a document from his congregation – a position description – that might be helpful.**

The Nominating Committee might consider sending out a request to existing Board members to ask for recommendations. Crocker noted that there are three positions that need to be filled. We hope we would be able to find someone with an interest in the Khasi Hills and someone with legal experience. It would be great to have someone on the West Coast. It is important to learn prospective nominees' personal interests and how they match what we actually do. We could look for individuals from active partnerships on the West Coast, including San Diego, Portland, San Mateo, and University Unitarian in Seattle.

Bertschausen volunteered to contact senior ministers and to help develop a form. Rollert volunteered to contact ministers on the West Coast of Canada.

Conversation with Mary K Eliot, Consultant from Eliot Associates

Chair Smith introduced Mary K Eliot and explained that she was invited here to continue the conversation about our development goals. Higgins noted that the conversation she, Cordes and Gary had with Eliot was very helpful in terms of gaining insight into the work that we have to do to create goals and craft messages. It is not just the message but the mechanism and motivations that are critical to successful fundraising. How do our program goals connect with the needs of the donor community? Gary noted that the Board did have a discussion subsequent to the conversation about endowment. Cordes added that the conversation prompted a change in the Board's work this weekend, and generated one of the best visioning sessions the Board has had in a long time.

Eliot noted that in setting objectives and goals, there is usually about a three-year outlook. More of the same is okay – you don't have to come up with something new and different to attract donors. Donors like to feel as though their money is going to something immediate. Rather than freezing up the principle, creating a reserve fund allows the funds to be mobilized to support plans and objectives. Creating an initiative fund, which could be used for something that can't wait for the budget cycle, is an acceptable concept in a way that it

didn't used to be.

There are several years of building up a donor base to initiate larger gifts ahead of the organization. UUPCC could be looking at moving towards a much stronger annual fund drive to support some projects ("strategic initiatives" is much better than "strategic plan") and then start looking at a major gifts program, where you are looking at some individuals, churches or institutions for multi-year large donations to form a reliable base.

Everyone is after the same money, but no one owns donors; donors can decide for themselves what they are interested in. Meeting with delegates or other people within congregations to find out who might be interested in your initiative helps expand your prospective donor pipeline. It could begin with any member church, the network of the board, or any other way, but it has to be structured and broken up in to pieces that can be accomplished.

In a social services environment, people are attracted to giving things that can be done in a reasonably short amount of time, that support your mission, and have a greater impact. To show that this is the intention and that it will make a significant difference in the depth of partnership or the number of partners is important. You want to make sure to do a report to donors (stewardship letters) to show them how you are using their money twice a year.

Recommended Steps:

- Create a shopping list of 4-5 programmatic expansions (e.g., supporting travel, helping new congregations succeed, communicating high expectations for spiritual development, engage youth)
- Expand a list of donors (contact a person in a congregation who is in a position to know who their donors are)
- Introduce yourself - have a parlor meeting (house party) somewhere near a group of target donors, customized to the region. Use videos and photos to give a visual of "who are you helping." Bring the message to them.
- Follow up immediately with whoever came to the gathering and ask them right away for a gift. Ask for a floor, for example \$150 or \$300. Don't wait - two weeks is too long. If possible, with a bigger donor, do a visit in person.
- You are asking to be added to their list of "priority charities" - not to replace or supersede other giving. Ask for a gift "above and beyond" their annual gift, and say it is a policy that it does not replace annual fund giving. Do not allow donors to restrict their giving to a specific program. Ask people to support a slate of Board initiatives. Sell a "bucket" of initiatives that will be implemented by the Board - if they are interested in just one initiative, say it is "in the bucket"
- Don't forget to ask every year for people to remember UUPCC in their will, include a response card and send a thank-you. Borrow an estate-planning document from another organization and put info in fundraising materials, newsletter, website, etc. ("how to put UUPCC in your will" and "how to make gifts of stock")
- Consider hiring someone who has recently been a campaign volunteer or staff person at a church and would know how to do this for 25 hours/month at about \$30/hour, and
- Create a tracking database on a spreadsheet and use Google Docs.

The fundraising expense could be partially paid for by increased gifts, but the Board should not expect to raise a ton of money the first year. You want to establish relationships that are lasting and deep.

Matching is fine – dollar for dollar is easiest – and can be effective, especially if it is not perceived as a self-funded match. It can be articulated as a match from a “prior gift.” You can say something like, “because we have a strong and secure financial position due to our members, UUA, etc., we are lucky enough to be able to take a strategic initiative and implement it immediately.” Work on a timeline. You can connect with younger people and people you don’t know through websites like Kickstarter; younger people are not reading your website or newsletter, and you don’t have their contact information, but they still might be interested in giving.

What are we raising money for? What would we do with it? Answering those questions will help make it easier to do the fundraising work.

How do we make sure younger UUs are as passionate about the organization as our older “alumni” – is there a possibility to engage younger people to help with fundraising? It’s really good to ask alumni how best to reach them and their cohort. E-newsletters with videos are really effective.

Follow-up on Goals: New Working Groups

1. Schools/Orphanage Working Team: **Emrich and Davenport (MARCH DEADLINE)**
2. “Goal 5” Design Team: **Moore, Emrich, Berschausen, Johnson--** How do we accomplish the goal of innovative approach to new partnerships? Rollert and Higgins will report to this group on using participatory processes in new partnerships.
3. Staff Working Team: **Bertschausen, Van Duizend and Gary--**Take the results of Goal 5 Team and incorporate it into the bigger staffing picture.
4. Groups will develop objectives and strategies to add to the overall Goals chart.

Others Groups: **Van Duizend will work with Cordes** on tax status work; **Rollert and Higgins** will work on Membership materials.

Travel Director’s Report

John Dale reported that this year’s season was fairly typical, with the exception that for the first time ever, we had more non-partnered travelers than travelers with partners. There were also two anomalies this year: The Delaware trips almost didn’t happen when the choir director had a stroke. This was rescued by allowing the travelers to split up and customize several smaller trips. The other unusual situation was the Transylvanian Choir trip, which filled up immediately but then had almost 17 cancellations when the bills went out. This was rescued by adding high school students from Koloszar to sing with the Americans. This turned out to be a great model of partnership.

Smith noted that for several years, the travel program has allowed the organization to finish the year in good financial standing. He asked if it were a strategic goal to increase travel, would there be the capacity to hire more staff on the Transylvanian side? Dale suggested that we could do more marketing to make some of the trips bigger, rather than adding more trips. This would leverage the fixed costs and provide greater surplus. Adding more trips would be possible, as well. The types of people that are hired are usually available during the summer

months and enjoy the work. In some ways, hiring other people to lead trips makes more work for John and Csilla, even as it frees them up to take on more trips.

Cordes noted that over a decade ago, there was a philosophical disagreement on the Board about what the Travel Program should be – whether it should be a UUPCC program or if it was going to be subcontracted out to the Transylvanians. As a result we have been doing it according to the current model, using our own resources and paying an impact fee to Koloszvar.

Challenges have to do with the expanding demographic of the travelers. We have gone from serving adventurous, outdoorsy 50-year-olds to many more older people with mobility issues. Could we explore other models of partnership that would help people feel connected even if they can't travel? Can we help the partnerships deal internally with this issue during pre-travel planning? Might we envision a slower-paced pilgrimage that could accommodate people who need it?

Gary noted the importance of being intentional with the word “pilgrimage” and setting up travelers to reap the benefits of partnership. Congregations need not only pre-trip planning but also follow up to help them process their experiences. We have the beginnings of the pre-trip aspect, with curriculum resources and guidance for trip planners. There are no post-trip follow-up materials beyond the survey. We might want to mentor new partners on this process.

Finalize Budget

Davenport explained he added a line item called “Mission Initiatives” and added a placeholder of \$30,000. Because last year, we paid bonuses he added a line item called “Staff Incentive.” As a result, we are budgeting \$63,580 from reserves. Davenport will email the revised budget to the Board.

Meeting adjourned.

Approved by the Board, 3/14/2014 (BDM)