

MINUTES¹
United Church of Christ Board
March 7 – March 9, 2019
The Marriott Airport Hilton
Cleveland, Ohio

Members Present:

Cameron Barr, Caroline Belsom, Traci Blackmon, Deborah Blood, Brian Bodager, Frank Bolden, Emma Brewer-Wallin, Carolyne Call, Rachel Chapman, Michael Cich-Jones, Hannah Cranbury, John Dorhauer, Gabriela Everett, John Folk, Robert Frieberg, Darrell Goodwin, Kevin Graham, Carla Gregg-Kearns, Tim Hachfeld, Don Hart, Richard Harter, Alice Hunt, Nesa Joseph, Penny Lowes, James Maki, Yesenia Menendez-Sanchez, Keith Mills, James Moos, Gloria-Ann Muraki, David Nelson, Kevin Peterson, Michael Readinger, Inez Reid, Franz Rigert, Carol Shipley, John Vertigan, Harriet Ward, Diane Weible, Marsha Williams, Norman Williams, Bill Worley, Yvette Wynn.

Members Excused: Dennis Coy, Wesley Hurt; Douglas McClelland; Kevin Omi, Hannah Snyder-Samuelson; Paul S. Tch .

Staff Present and others present making presentations to the Board of Directors: David Anderson, Wayne Cherry, Donyale Copeland, Patrick Duggan, Cynthia Gaffney, Malcolm Himschoot, Nick Katzakis, Heather Kimmel, Shameerah Lemon, Alisa Lewis, John Lindsey, Christina Lucarelli, Deenabandhu Manchala, Dianne Roberts, Mary Schaller-Blaufuss, Rick Walters, Cheryl Williams.

THURSDAY, MARCH 7, 2019

FIRST BUSINESS SESSION

Frank Bolden, Chair of the United Church of Christ Board, declared a quorum present and called to order the First Business Session of the United Church of Christ Board, the time being 3:45 PM Eastern Time.

WELCOME

John Dorhauer, General Minister and President extended a welcome along with Jim Moos and Traci Blackmon. Traci Blackmon opened the meeting with prayer.

APPROVAL OF AGENDA

It was VOTED:
UCCB-19-03-01 to approve the Agenda.

APPROVAL OF CONSENT AGENDA

¹ PowerPoint presentations and related documents are attached in the Appendix to these minutes in the order in which they occurred.

**It was VOTED:
UCCB-19-03-02**

to approve the Consent Agenda, items UCCB-19-03-02a - UCCB-19-03-02h which includes the following items of business:

- UCCB-19-03-02a:** approve the minutes of the October 2018 United Church of Christ Board of Directors Meeting.
- UCCB-19-03-02b:** grant voice without vote to the following staff and others making presentation to the Board: Cynthia Bailie, Wayne Cherry, Donyale Copeland, Marie Coyne, Patrick Duggan, Cynthia Gaffney, Malcolm Himschoot, Nick Katzakis, Heather Kimmel, Dianne Roberts, Cheryl Williams.
- UCCB-19-03-02c:** grant voice without vote to Non-Director Committee Members with Special Expertise: Lawrence Bashe – Investment & Endowment, Shari Prestemon – Development.
- UCCB-19-03-02d:** to adopt the Governance Committee’s recommendation that the United Church of Christ Board adopts the Group Exemption Records Retention Policy.
- UCCB-19-03-02e:** to adopt the Governance Committee’s recommendation that the United Church of Christ Board elects the following people to the UCC Historical Council, each for a term of six years commencing on the date of election and ending at the conclusion of General Synod 2025: Nancy Mack, to serve as chairperson and Julia Speller.
- UCCB-19-03-02f:** to adopt the Governance Committee’s recommendation that the United Church of Christ Board elects the following people to the General Synod Credentials Committee, each for a term commencing on the date of election and ending at the conclusion of General Synod 2021: Daniel Best, Nicholas Knoblauch, Jordan Smith, Libby Tigner, Melva Victorio.
- UCCB-19-03-02g:** to adopt the Governance Committee’s recommendation that the United Church of Christ Board approves the proposed amendment to the UCC Board Standing Rule 31 (correcting a typographical error).
- UCCB-19-03-02h:** to adopt the Audit Committee’s recommendation to accept the Office of General Counsel’s Conflict of Interest Report including recommendations for Board members with potential conflicts of interest.

Opening Remarks, by Chair, Frank Bolden

Frank Bolden thanked Jim Moos and Don Hart for their service to the United Church of Christ.

Frank Bolden welcomed new Board members Rachel Chapman, Gloria-Ann Muraki, Harriet Ward, and Marsha Williams.

Frank Bolden requested the Board to help close the gap still remaining in the Shaping Our Future Campaign and requested 100 percent participation by the Board.

General Minister and President's Report by John Dorhauer

*PowerPoint relating to this report is attached in Appendix A.

SECOND BUSINESS SESSION**Associate General Minister's Report for Justice and Local Church Ministries by Traci Blackmon**

- Rev. Dr. Velda Love, Minister for Racial Justice, has launched a denominational all-church book club.

- Faith Education, Innovation, and Formation has launched two new spiritual development resources:

- Rev. Tracy Howe-Whispelway, Minister of Congregational and Community Connection, curated a weekly Lenten podcast
- Rev. Trayce Potter, Minister of Youth and Young Adults, curated a Lenten Devotional, "Stepping Out of the Wilderness," written by UCC youth and young adults.

- Rev. Dr. Brooks Berndt, Environmental Justice Minister, has begun a deepening partnership with Andover Newton Seminary toward forming the first totally green Seminary with the first Creation Justice intern at Andover/Yale.

- Rev. Malcolm Himshoot, Minister for Ministerial Calls and Transitions, has developed a series of discernment videos.

- Marja Coons-Torn is the interim Team Leader for MESA.

- Pilgrim Press and Faith Forming Publications presented a new logo; Women's Table convened; Manual on Church is in beginning stages; received a \$100,000.00 grant to address opioid crisis; raised \$29,000 on Giving Tuesday.

Patrick Duggan, Executive Director of the Church Building & Loan Fund made a presentation.

*PowerPoint presentation relating to this report is attached in Appendix A

TASK FORCE TO RESEARCH PROPOSED GOVERNANCE MODEL FOR CHURCH BUILDING & LOAN FUND

Discussion regarding appointing a task force to research feasibility of a new governance model for Church Building & Loan Fund.

It was VOTED:

UCCB-19-03-03 to appoint a task force to research the proposed governance model for Church Building & Loan Fund.

It was VOTED:

UCCB-19-03-04 to move into Executive session.

**EXECUTIVE SESSION
(See separate minutes)**

A motion was made that the Board of Directors of the United Church of Christ return to Regular Session.

RETURN TO OPEN SESSION

It was VOTED:

UCCB-19-03-05 to return to Regular session.

It was VOTED:

UCCB-19-03-06 to approve the Second and Third Executive Session Minutes from the October 2018 Board meeting.

It was VOTED:

UCCB-19-03-07 to approve the Fourth Executive Session Minutes from the October 2018 Board meeting

It was VOTED:

UCCB-19-03-08 to approve the Fifth Executive Session Minutes from the October 2018 Board meeting.

Closing Evening Prayer by Rachel Chapman

It was VOTED:

UCCB-19-03-09 to call the order of the day.

FRIDAY, MARCH 8, 2019

THIRD BUSINESS SESSION

GOVERNANCE COMMITTEE REPORT

By Caroline Belsom

The Governance Committee recommends that the UCC Board recommends to the General Synod that the following groups be accorded voice without vote at the Thirty-Second General Synod under provisions of Rule IX of the General Synod Standing Rules: Association of United Church Educators, United Church of Christ Mental Health Network.

It was VOTED:

UCCB-19-03-10 that the UCC Board of Directors recommend to the General Synod that the following groups be accorded voice without vote at the Thirty-second General Synod, under provisions of Rule IX of the General Synod Standing Rules: Association of United Church Educators, United Church of Christ Mental Health Network.

The Governance Committee recommends that the United Church of Christ Board approves the proposed amendment of the UCC Board Standing Rule 33, as amended.

It was VOTED:

UCCB-19-03-11 to approve the proposed amendment to the UCC Board Standing Rule 33, as amended.

The Governance Committee recommends that the United Church of Christ Board approves the proposed amendments to the Church Building and Loan Fund Code of Regulations in Articles II, III, IV, V and Section VI.

It was VOTED:

UCCB-19-03-12 to approve the proposed amendments to the Church Building and Loan Fund Code of Regulations in Articles II, III, IV, V and Section VI.

The Governance Committee recommends that the United Church of Christ Board, sitting as the Committee on Disposition, adopts the First Report of the Subcommittee on Disposition as the First Report of the Committee on Disposition.

It was VOTED:

UCCB-19-03-13 to adopt the Report of the Subcommittee on Disposition as the First Report of the Committee on Disposition.

The Governance Committee recommends the nomination of June Boutwell, Faith Burgess, Paul Fogel, JoAnne Marchetto, Carol Reynolds, Christine Shesler, and Marvin Silver for election by the Thirty-Second General Synod as members of the General Synod Nomination Committee, Class of 2025.

It was VOTED:
UCCB-19-03-14 to nominate June Boutwell, Faith Burgess, Paul Fogle, JoAnne Marchetto, Carol Reynolds, Christine Shesler, and Marvin Silver for election by the Thirty-second General Synod as members of the General Synod Nominating Committee, Class of 2025.

The Governance Committee recommends that the United Church of Christ Board declares the following persons eligible for election to the Board of Trustees of the Pension Board – United Church of Christ, Inc: Benjamin Rader and Franz Rigert.

It was VOTED:
UCCB-19-03-15 to declare the following persons eligible for election to the Board of Trustees of The Pension Boards – United Church of Christ, Inc.: Benjamin Rader and Franz Rigert.

The Governance Committee recommends that the United Church of Christ Board, sitting as the Committee on Disposition, adopts the second Report of the Subcommittee on Disposition as the Second Report of the Committee on Disposition.

It was VOTED:
UCCB-19-03-16 to adopt the second Report of the Subcommittee on Disposition as the Second Report of the Committee on Disposition.

It was VOTED:
UCCB-19-03-17 to go into Executive Session.

**EXECUTIVE SESSION
(See separate minutes)**

A motion was made to come out of Executive Session.

RETURN TO OPEN SESSION

It was VOTED:
UCCB-19-03-18 to come out of Executive Session.

A motion was made that the motion from the Executive Committee regarding the GMP salary be tabled until the October meeting.

It was VOTED:
UCCB-19-03-19 to table the motion from the Executive Committee regarding GMP salary until the October meeting.

A motion was made that the Board appoint a personnel committee and one of the tasks of that committee will be to draft a personnel and compensation policy and recommend that policy to the Board.

**It was VOTED:
UCCB-19-03-20**

to appoint a Personnel Committee and one of the tasks of that Committee will be to draft a Personnel and Compensation Policy for the National Staff and recommend that policy to the Board of Directors.

NOMINATION OF ASSOCIATE GENERAL MINISTER CANDIDATE

The Associate General Minister Search Committee recommends that the United Church of Christ Board nominate Rev. Dr. Karen Georgia Thompson for election to the position of Associate General Minister by the Thirty-Second General Synod.

Rev. Dr. Thompson addressed the Board.

**It was VOTED:
UCCB-19-03-21**

to nominate Rev. Dr. Karen Georgia Thompson for election to the position of Associate General Minister by the Thirty-Second General Synod.

Secretary's Note: The bylaws require a 2/3 vote of the UCCB for nomination (UCC Bylaws para. 225). The vote was unanimous.

FOURTH BUSINESS SESSION

FINANCE AND BUDGET COMMITTEE REPORT

By Bob Frieberg

The Finance and Budget Committee recommends receiving the combined report of the expenses of the Finance and Budget Committee.

**It was VOTED:
UCCB-19-03-22**

to receive the combined report of the expenses of the Finance and Budget Committee.

The Finance and Budget Committee recommends that the UCCB direct the General Minister and President to request that the Presiding Bishop of the Evangelical Lutheran Church in America allow the members of local Churches of the United Church of Christ to join the ELCA Federal Credit Union, in response to the 2017 General Synod Resolution of Support for Establishing Relationships between United Church of Christ Settings and Community Development Federal Credit Unions.

**It was VOTED:
UCCB-19-03-23**

to recommend that the General Minister & President request that the Presiding Bishop of the Evangelical Lutheran Church in America allow

the members of Local Churches of the United Church of Christ to join the ELCA Federal Credit Union, in response to the 2017 General Synod Resolution of Support for Establishing Relationships Between United Church of Christ Settings and Community Development Federal Credit Unions.

INVESTMENT AND ENDOWMENT COMMITTEE REPORT

By David Nelson

The Investment and Endowment Committee recommends that the United Church of Christ Board approve the \$100,000 disbursement request from the Board Designated Haiti Limited Term Endowment for the purchase of two vehicles by Global Ministries Partners in Haiti to continue the work of disaster recovery.

**It was VOTED:
UCCB-19-03-24**

to approve the \$100,000 disbursement request from the Board Designated Haiti Limited Term Endowment for the purchase of two vehicles by Global Ministries Partners in Haiti to continue the work of disaster recovery.

AUDIT COMMITTEE

By Inez Reid

Oral report that all are in compliance with the Conflict of Interest Policy, and a report on the audit will be made when it is available.

DEVELOPMENT COMMITTEE REPORT

By Richard Harter

* A PowerPoint presentation is available as part of Appendix A

GLOBAL ENGAGEMENT REPORT

By Jim Moos

Jim Moos introduced Mary Schaller-Blaufuss, Team Leader, Humanitarian & Development Ministries which includes: One Great Hour of Sharing Offering, Disaster Ministries, Refugee Ministries, Global Sustainable Development, and UCC Volunteer Ministries (domestic).

*A PowerPoint presentation is available as part of Appendix A

Jim Moos introduced Rev. Deenabandhu Manchala, Area Executive of the Southern Asia Initiative.

* A PowerPoint presentation is available as part of Appendix A

GENERAL SYNOD PLANNING AND PROGRAMMING COMMITTEE REPORT

By Norman Williams

The General Synod Planning and Programming Committee designated the third offering during the 32nd General Synod to Pathfinders new program, PATHS.

*A PowerPoint relating to this report is attached in Appendix A.

COUNCIL FOR HEALTH AND HUMAN SERVICE MINISTRY REPORT

By Michael Readinger

Oral report

The report is available on BoardMax.

FIFTH BUSINESS SESSION

ELECTION OF CHAIR AND VICE CHAIR

By Nesa Joseph

Oral report. No election at this time.

GENERATIVE CONVERSATION: INNOVATION

By John Dorhauer

The Board engaged in a generative thinking exercise centered on innovation, led by the General Minister & President.

SIXTH BUSINESS SESSION

Saturday, March 9, 2019

MARKETING COMMITTEE REPORT

By Darrell Goodwin

*This report is available by PowerPoint in Appendix A

COUNCIL OF CONFERENCE MINISTERS UPDATE

By Deborah Blood

Oral update.

UNITED CHURCH FUNDS REPORT

By Don Hart

Oral report.

SEMINARIAN SUPPORT TASK FORCE REPORT

By Carlyne Call

Oral report and discussion relating to challenges in clergy financial health.
Recommend that the name of the committee be changed to Financial Health in Ministry and also expand the number of people involved.

It was VOTED:
UCCB-19-03-25 to change the name of the group to Financial Health in Ministry and expand the number of people involved.

THE PENSION BOARDS RETIREMENT PLAN INVESTMENTS

By Brian Bodager, with guest speakers Rick Walters, Director of Corporate Responsibility and John Lindsey, Chief Financial Officer of the Pension Board

Oral report.

* PowerPoint presentation is available as part of Appendix A

MEETING EVALUATION

By Yvette Wynn

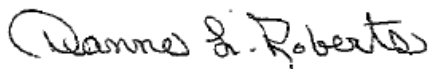
The next meeting will be held in Milwaukee on June 20, 2019.

Jim Moos closed the meeting with prayer.

ADJOURNMENT

It was VOTED:
UCCB-19-03-26 to adjourn the 2019 spring meeting of the United Church of Christ Board.

Respectfully Submitted



Dianne L. Roberts
Recorder
Office of the Secretary
United Church of Christ

Appendix A

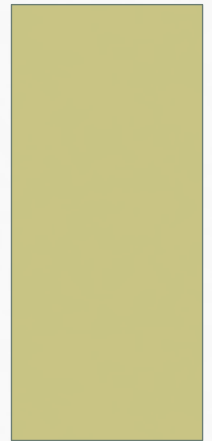
1. Report of General Minister and President of the United Church of Christ
 - GMP PowerPoint Presentation to UCCB March 2019
 - GMP Asset Map PowerPoint Presentation to UCCB March 2019
2. Report of Associate General Minister of the United Church of Christ - Justice and Local Church Ministries
 - Church Building & Loan Fund PowerPoint Presentation to UCCB March 2019
3. Report of Development Committee
 - Development Committee PowerPoint Presentation to UCCB March 2019
4. Report of the Humanitarian and Development Ministries
 - Global Forced Migration PowerPoint Presentation to UCCB March 2019
 - Southern Asia PowerPoint Presentation to UCCB March 2019
5. Report of the General Synod Planning and Programming Committee Report
 - GS Planning Committee PowerPoint Presentation to UCCB March 2019
6. Report of the Pension Boards Retirement Plan Investments Overview
 - The Pension Boards PowerPoint Presentation to UCCB March 2019



UNITED CHURCH
OF CHRIST

BOARD PRESENTATION

ALIGNMENT: BOARD PRIORITIES



A Vision:

The Transformative United Church of Christ in Ten Years



From the Strategic Visioning Task Force (2015-2016) and the Vision Implementation Task Force of the UCC Board of Directors (2016-2017)

Vision

Christ-Driven Connection

Striving to imitate the life of Christ, the transformative United Church of Christ will encourage authentic connection and compassion between individuals, local communities and the world using creative, agile technologies and partnerships.

Spirit-Led Leadership

In ten years, the transformative United Church of Christ will be an innovative, nimble and credible source of institutional support, moving with Spirit and intention, able to vision courageously and respond swiftly to/for the communities and world in which we live for the sake of the gospel.

God-Centered Action

In ten years, the United Church of Christ will be committed to building deep partnerships in communities that produce collective social action. We will boldly and actively endeavor to bring justice for all. We will be invitational as well as self-reflective, engaging the internal work of welcoming radical difference and truth-telling against systems of oppression that have held God's beloved people captive.

Inclusive Excellence

- Realignment of the practices, processes and staffing models of the United Church of Christ to model and affirm our commitment to inclusive excellence.
- Leverage resources such as ONA Process, General Synod Resolutions, Be The Church commitment to make IE a habit that is implemented and practiced consistently throughout the UCC.



Technology Infrastructure

- Develop a Technology Assessment report and implement the recommendations aligning with National Setting priorities around being technologically viable for a global and changing world.
- Develop strategies that involve technology infrastructure, accessibility and an orientation toward an engaged technological future.



Curriculum, Training and Development

- Cultivate resources that will speak to conflict mediation and promote conversation in times of anxiety.
- Leverage and assess all levels of resources in alignment with our Vision, Mission and Purpose.
- Promote and create curriculum and media resources for relevant church issues of the present church and the church becoming.



Innovation Center & Think Tank

- Use General Synod as a place to brainstorm and dream about innovation and the future of the church.
- Find ways within every expression of the church to celebrate and disseminate new and innovative programs, services, and ways of being organized and “being church.”



Strategic Organizational Alignment

- Strategic alignment of budget, human and programmatic resources with the mission, vision and purpose of the church.
- Streamline a resource list of partnerships, networks and collaborations to manage duplicate efforts.

PRIORITY #1: INCLUSIVE EXCELLENCE

- **Realignment of practices, processes and staffing models of the UCC to model and affirm our commitment to inclusive excellence.**
- **Leverage resources such as ONA Process, General Synod Resolutions, Be The Church commitment to make IE a habit that is implemented and practiced consistently throughout the UCC.**

PRIORITY #1: INCLUSIVE EXCELLENCE

- White Privilege Curriculum

WHITE PRIVILEGE:

LET'S TALK—A RESOURCE FOR
TRANSFORMATIONAL DIALOGUE

*NEW — FACILITATOR'S RESOURCES
NOW AVAILABLE*

WHITE PRIVILEGE
let's talk



PRIORITY #1: INCLUSIVE EXCELLENCE

- Lee Albertson's work with the Council of Conference Ministers



PRIORITY #1: INCLUSIVE EXCELLENCE


- Our Whole Lives Africa/Sweden Initiative
- Southeast Asia Initiative
- Global Ministry Mission Statement and 300 global partnerships

PRIORITY #1: INCLUSIVE EXCELLENCE

- Stretching Beyond MESA videos for Search and Call

Stretching Beyond: Diversity in the Search and Call Process 4 videos Share

MESA

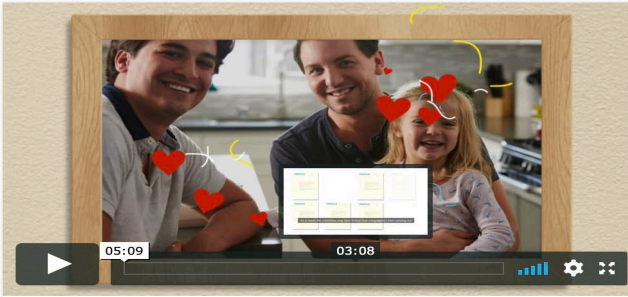


When considering Ordained Ministers - whose spiritual formation,

Stretching Beyond Ableism

MESA


Stretching Beyond Ableism asks viewers to look at a person in their wholeness. A holistic view of strengths – as well as access needs –



Stretching Beyond Heterosexism


MESA

Stretching Beyond Heterosexism, includes vocational journeys of some pastors who are lesbian, gay, bisexual, trans, or self-identified



AND I HOPE WE'VE COMMITTED TO GENDER EQUITY IN THE SEARCH.

Stretching Beyond Sexism



it is necessary to acknowledge that bias exists

Stretching Beyond Racism

PRIORITY #1: INCLUSIVE EXCELLENCE

- Convening of the Women's Table
- Refocus of CASA Grants
- New Manual on Ministry
- National Setting HR focus on Workforce Diversity
- UCC Resource Report: *Equipping the Journey*

PRIORITY #2: TECHNOLOGICAL INFRASTRUCTURE

- **Develop a Technology Assessment report and implement recommendations aligning with National Setting priorities around being technologically viable for a global and changing world.**
- **Develop strategies that involve technology infrastructure, accessibility and an orientation toward an engaged technological future.**

PRIORITY #2: TECHNOLOGICAL INFRASTRUCTURE

- U-Connect
- Basecamp
- Zoom
- Financial Edge NXT
- Raiser's Edge NXT
- Microsoft 365

PRIORITY #2: TECHNOLOGICAL INFRASTRUCTURE

- OPTIC
- Double Digital Platform
- Double Earned Income
- Web Strategist
- Web Design Rebuild
- Four team strategists: Web and Digital, Editorial - Communications and News, Development, Revenue

PRIORITY #2: TECHNOLOGICAL INFRASTRUCTURE

- Asset Mapping Initiative – report will transition to digital, searchable web platform
- UCC Everywhere – bringing uniform web presence to congregations without a web presence.
- MissionInsite

PRIORITY #3: CURRICULUM, TRAINING AND DEVELOPMENT

- **Cultivate resources that speak to conflict mediation and promote conversation in times of anxiety.**
- **Leverage and assess all levels of resources in alignment with our Vision, Mission and Purpose.**
- **Promote and create curriculum and media resources for relevant church issues of the present church and church becoming.**

PRIORITY #3: CURRICULUM, TRAINING AND DEVELOPMENT

- White Privilege
- Sacred Conversations to End Racism
- Pilgrim Press
- Still Speaking Writer's Group
- WCM Mission, Advocacy, and Global Area Curriculum Resource
- Be the Church Assessment

PRIORITY #3: CURRICULUM, TRAINING AND DEVELOPMENT

- Our Whole Lives
- Welcoming Immigrant Congregations Toolkit
- Yale Internship on Climate Justice
- Just Act Calendar
- Three Great Loves
- Asset Map Resource Report: Equipping the Journey
- Faith Info's New Lenten Devotional Series featuring UCC Youth/Young Adult

PRIORITY #4: INNOVATIVE THOUGHT LEADERSHIP

- **Use General Synod as a place to brainstorm and dream about innovation and the future of the church.**
- **Find ways within every expression of the church to celebrate and disseminate new and innovative programs, services, and ways of being organized and “being church.”**

PRIORITY #4: INNOVATIVE THOUGHT LEADERSHIP

- From the Ground Up Theological Formation Summit in spring 2018 bringing 150+ together.
- Four Leadership Cohorts across the national staff, giving fresh consideration to what it means to lead and/or manage regardless of position or title.

PRIORITY #4: INNOVATIVE THOUGHT LEADERSHIP

- January 29 Innovation Think Tank including some members of the UCCB
- Shared and pondered more than a dozen ideas to seed Innovation in the UCC
- Zoomed in on 3 priorities for further development:
 - UCC Innovation Incubation Network including the launch of an Innovation Story Board
 - Establishment of a UCC R and D Office
 - Lean Start-up Decision Making models taught culture wide in the UCC

PRIORITY #4: INNOVATIVE THOUGHT LEADERSHIP

- National Setting 2.0: a 2-day play date for National staff directors, managers, and special guests.
- Invited innovative ideas from across the system.
- Zeroed in on these priorities for early experimentation:
 - 21st Century Workforce : Deployed staff, Remodeled workspace
 - Grasstops Justice Advocacy Network
 - CCM/National Setting Liaisons
 - Church Growth Experiments
 - Innovative Incubation Think Tank Pilot, Penn Central

PRIORITY #4: INNOVATIVE THOUGHT LEADERSHIP

- Young Adult Service Communities
- Adese Fellowship
- Council for Theological Education: Theology and Polity discussions
- Retooling of CASA grant process
- New Manual on Ministry and upcoming Manual on Church, followed by New Book of Worship
- Relaunch and Refresh of Pilgrim Press
- Retooling of UCCR as a principle marketing platform for UCC

PRIORITY #5: ORGANIZATIONAL ALIGNMENT

- **Strategic alignment of budget, human and program resources with mission, vision and purpose of the UCC.**
- **Streamline a resource list of partnerships, networks and collaborations to manage duplicative efforts and eliminate redundancies.**

PRIORITY #5: ORGANIZATIONAL ALIGNMENT

- Continued refinement of nationals setting structure consistent with strategic priorities
- Dissolve systems that perpetuate work for a different kind of church and move toward a high impact model of support.

Resourcing Local Congregations: Mapping UCC National Ministries Assistance for the Local Church



UNITED CHURCH
OF CHRIST

Presentation to UCC Board of Directors by
The Rev. John Dorhauer
March 2019



Asset Mapping: Our Objectives

- Self-awareness of National Setting, the work we do, services/programs and how they benefit the local congregation
- Determine what areas of our work would benefit the UCC more if more fully expanded
- Determine what else, in addition to our current offerings, needs to be created



Our Mapping Process & Where We Are So Far

1. Gather what we know of available resources, ministries, services, programs to assist local church ✓
2. Organize data into catalogue organized into focus areas ✓
3. Affirm the collective resource that we are ✓

Asset Mapping: Our Preliminary Report

- Produced in Fall 2018
- Shared with Board in October 2018
- Being updated to include an organized Speakers Bureau

EQUIPPING THE JOURNEY

RESOURCES FOR MISSION
AND MINISTRY IN THE LOCAL
CHURCH AND BEYOND

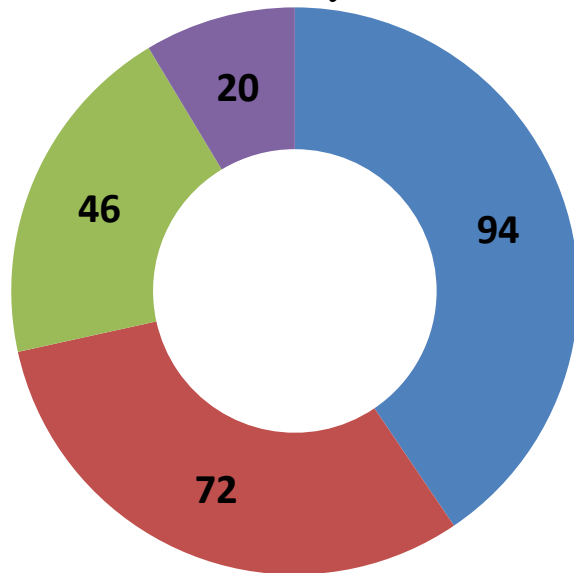


How We Gathered Our Data:

- What **resources/materials** does your team have available specifically for **local churches**?
- What programs/initiatives does your team have available specifically for local churches?
- What **other things** does your team have/do/bring that are specifically for **local churches**?
- What is the impact that these have had in local churches? (quantitative and qualitative)
- What resources/programs are available for other expressions of the church?

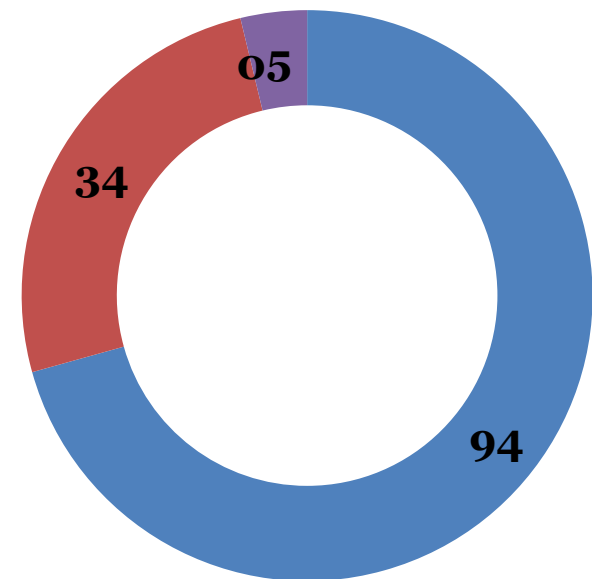
For Congregations: What we know so far...

232 Resources for Local Church by Ministry



- Wider Church Ministries
- Justice & Local Church Ministries
- Office of General Minister & President
- National Affiliates (Pension Board & Cornerstone)

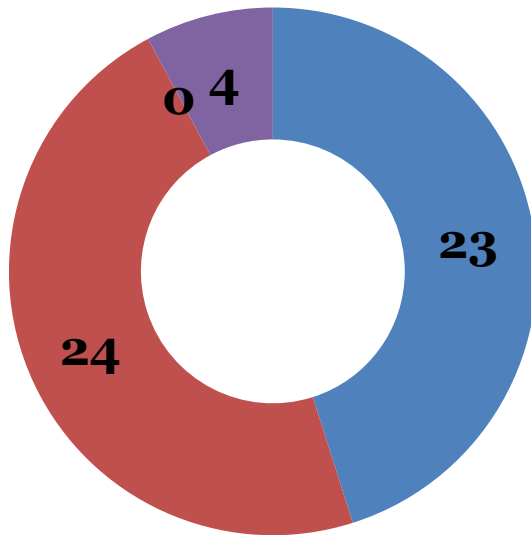
133 Programs for Local Church by Ministry



- Wider Church Ministries
- Justice & Local Church Ministries
- Office of General Minister & President
- National Affiliates (Pension Board & Cornerstone)

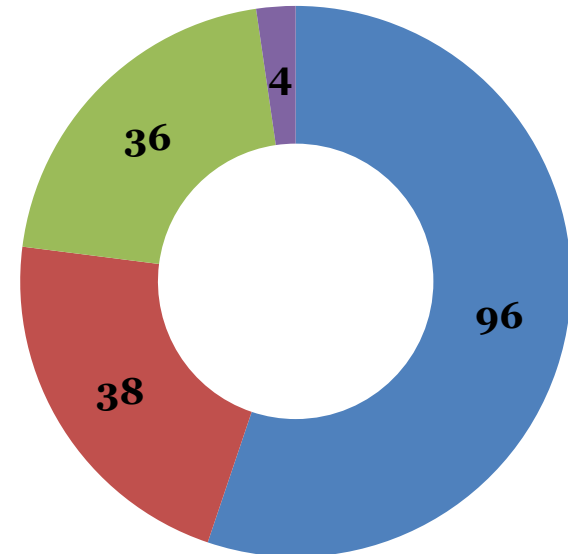
For Conferences and Other Expressions of Church:

51 Programs for Conf./Assoc./National by Ministry



- Wider Church Ministries
- Justice & Local Church Ministries
- Office of General Minister & President
- National Affiliates (Pension Board & Cornerstone)

174 Resources for Conf./Assoc./National/ by Ministry



- Wider Church Ministries
- Justice & Local Church Ministries
- OGMP
- National Affiliates (Pension Board & Cornerstone)



To Do:

1. Share with key stakeholders (CCM, UCCB, Congregations)
 - ❖ In Process
2. Invite feedback from key stakeholders
 - ❖ Via Survey and Focus Groups
3. Develop digital searchable platform
 - ❖ In Process
4. Create strategic response to feedback

Timeline





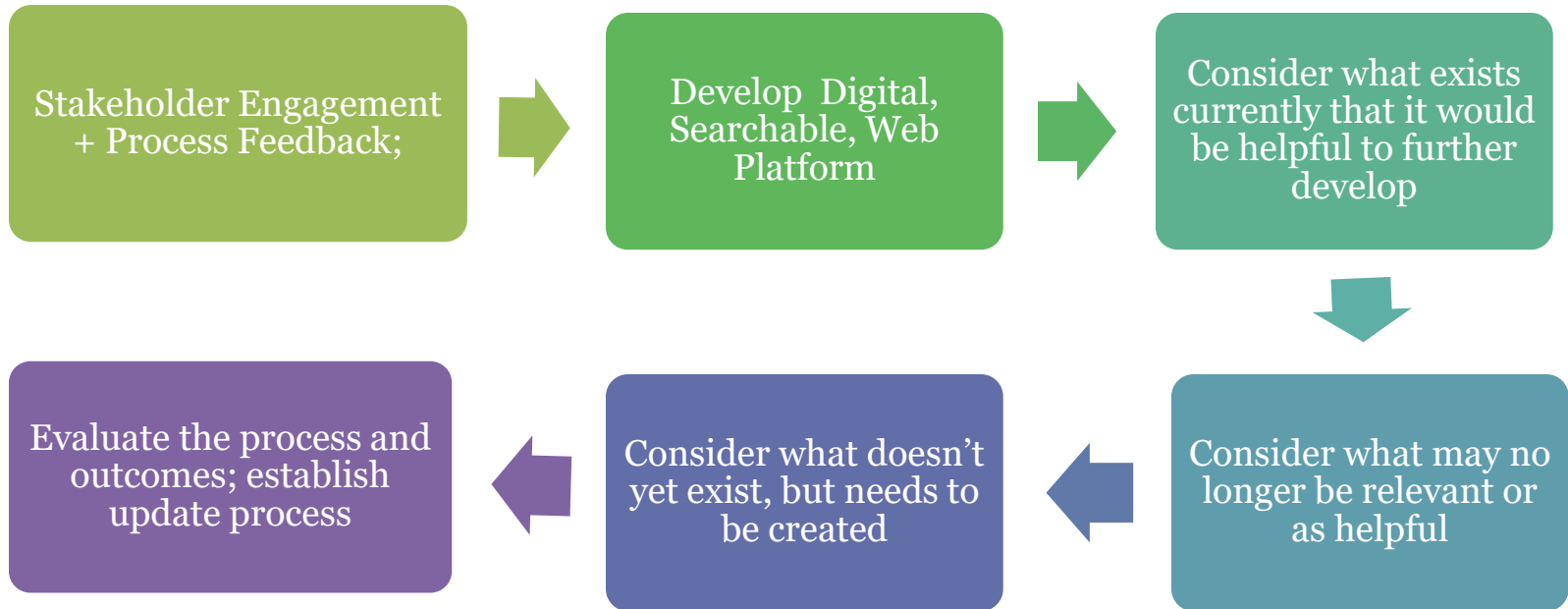
Next Steps: Surveys and Focus Groups

- 10 randomized surveys sent to local congregations
- Engage small clusters of Conference Ministers in Focus Groups
- Schedule of Focus Groups (via Zoom)
 - March 21, 3:00 p.m.
 - April 4, 10:00 a.m.
 - April 10, 1:00 p.m.
 - April 10, 2:00 p.m.
 - April 25, 3:00 p.m.

Stakeholder Engagement

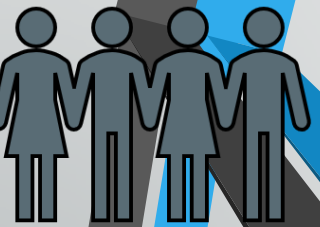


Timeline of Next Steps



Questions?





Autonomy & Affiliation: Toward A More Perfect Union

UCC Church Building & Loan
Fund and the United Church of
Christ Board in the 21st Century

Cleveland, OH
Thursday March 7, 2019



United Church of Christ
Church Building
& Loan Fund

*Rev Dr Patrick G Duggan
Executive Director*

It began with a **vision** & **mission**...

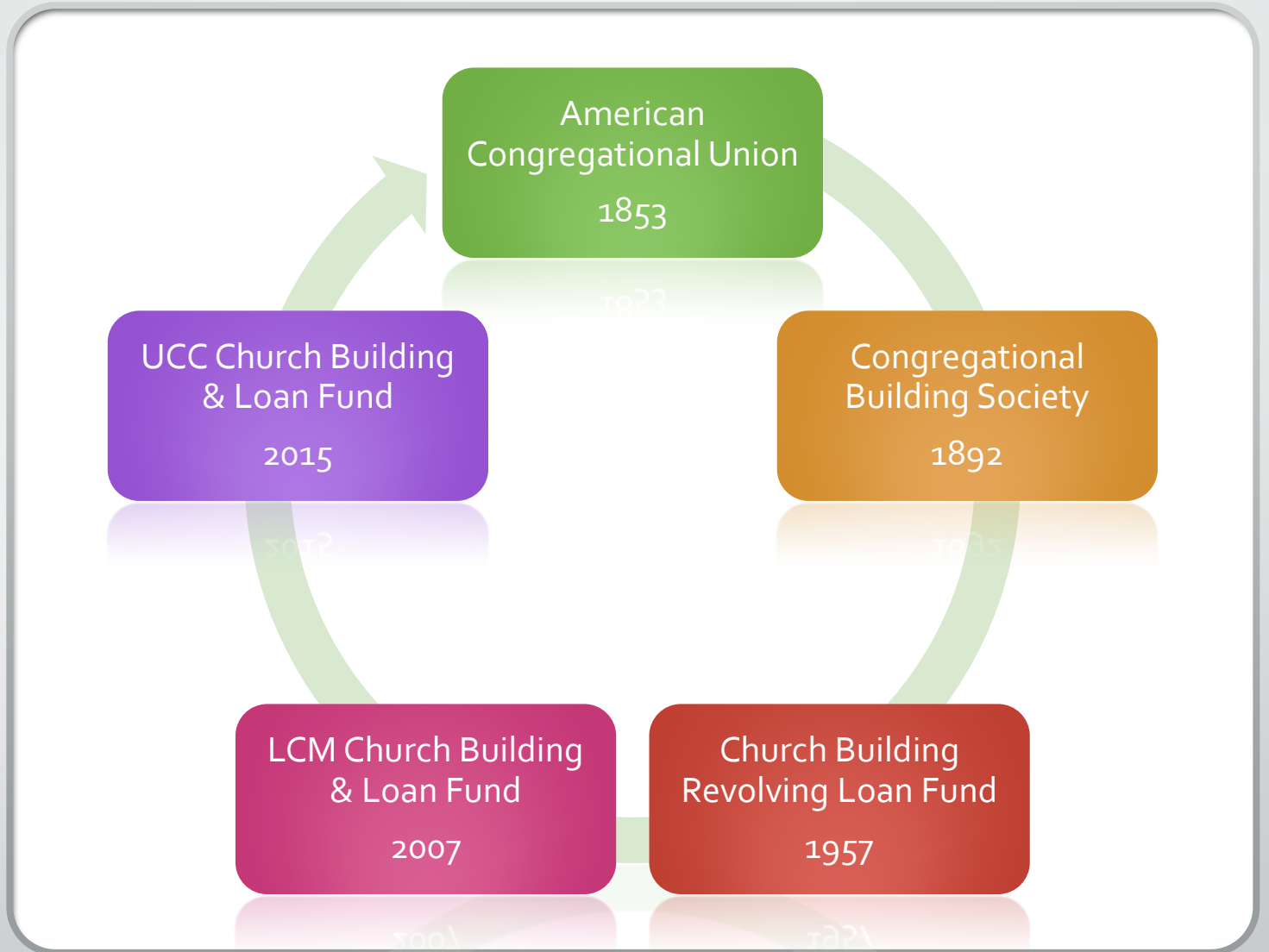
In 1852, American Congregationalists held a national convention of the denomination, “the first synod of their church since the 17th century”. The Congregationalists made three major decisions out of this synod. They:

1. Created the Congregational Library Association
2. With a **vision** of Congregationalism as the spiritual engine of a just nation for all (a slave-free America), a unanimous vote to end the Plan of Union with the Presbyterians, primarily because they embraced abolition and the Presbyterians did not.
3. Voted to form the American Congregational Union in 1853 with a **mission** “to promote the denomination’s growth, particularly through helping to build new meeting houses.”

*The Congregationalists: Student Edition, J. William T. Youngs,
Greenwood Press, 1998, p.123*



**..and so
began the
journey...**



- American Congregational Union raises \$60,000 by June 1853 from Congregationalist churches on the East coast of the U.S.
- Mission-driven, 2340 churches established by 1893
- Grants through the 1890s, loans thereafter
- Separate entity for 100 years
- Since 1957 administered through the Board for Homeland Ministries, then LCM
- Separately incorporated as a Ohio nonprofit in 2007, controlled by LCM
- Subsidiary of UCCB since 2014-15
- More than 7000 church buildings & parsonages by 1931, hundreds more since
- From \$60,000 in 1853 to \$60 million in 2018

**..accomplishments
along the way...**



CB&LF Products & Services Today



**REAL-ESTATE
LOANS FOR NEW,
RENEWING UCC
AND OTHER
CHRISTIAN
CHURCHES**



**CAPITAL
CAMPAIGNS,
STEWARDSHIP
CAMPAIGNS**



**TRANSFORMATIONAL
SERVICES (PARTNERS IN
BUILDING, HOPE
PARTNERSHIP)**



**LEGACY PROGRAM
(FOR CLOSING
CONGREGATIONS)**



**ADESE FELLOWS
(EQUIPPING
SPIRITUAL
ENTREPRENEURS)**



**CONSULTING
SERVICES FOR
CONGREGATIONS,
CONFERENCES,
OTHER
JUDICATORIES**



**DEVELOPMENT
CONSULTANTS
FOR LARGE
AND/OR
COMPLEX
CHURCH-
OWNED REAL
ESTATE**



A non-profit corporation with:

- a mission-focused, market-based understanding of the needs, challenges, and opportunities in church-owned land and buildings
- An active, engaged board of directors & a highly effective staff
- Since 2015, an articulated Mission Implementation

Strategy based on its **vision** &

mission, detailing its alignment with the mission, purpose, vision and values of the UCC.

- the first impact investment policy of any UCC financial ministry

...a financial
ministry at the
leading edge of
transformation



How CB&LF's brand portrays the UCC in the marketplace



A trusted resource for thousands of congregations



A creative, risk-tolerant source of financing for development of church-owned properties



A capacity builder for church leaders (visioning, transformational services, financial campaigns)



A strategic partner with mission-aligned organizations



A field-builder for innovative models of church (ADESE Fellows)



A global thought leader on deploying church-owned assets for mission



What CB&LF is NOT



**A PASSIVE SOURCE
OF UNRESTRICTED
FUNDS FOR THE UCC**



**A BANK OR SAVINGS
& LOAN**

“As the financial crisis of the last decade is being pushed firmly to the back of the collective memory, the systemic non-sustainability of the current financial model further amplifies the need to highlight alternative practice that places human flourishing and wider ethical values at the core of deliberation on what sound economy should be. At the heart of the malfunctioning of the economic model is an alienation from value and meaning.”
from Guidance Notes accompanying the Shared Values Framework, Edinburgh Finance Declaration, October 22, 2018



**How has church decline
impacted the advancement of
the Vision & Mission of CB&LF?**



1853-1891 (39 yrs)
59 Projects/Yr = **2,301** Projects

1892 – 1931 (39 yrs)
126 projects/yr = **4,914** Projects

1931 – 2018 (87 yrs)
10 projects/yr = **870** Projects*

**Estimates based on available historical documentation*

**Productivity
declines as
culture and
society shifts...**



- An abundance of underutilized buildings
- Declining values in traditional church buildings
- Disconnect between community needs and appropriate programming & usage of church space
- Older, smaller, financially impaired congregations struggling with building & property issues
- Drastic reduction in loan applications for construction of traditional church buildings
- Pressure to sell and convert church properties for non-missional uses
- Proceeds from sold churches (long-term assets) increasingly directed to operational uses (short-term expenses)

What do declining numbers tell us about congregations and the church real estate market?



**Changing
times demand
renewed
vision**

The 1853 Vision

**Congregationalism as the spiritual engine of
a just nation for all (a slave-free America)**



**Changing
times demand
renewed
vision**

**“Seek the Kingdom of God above all else, and live
righteously, and he will give you everything you
need.” Matthew 6:33 NLT**



Changing
times demand
renewed
vision

“Seek the **Economy** of God above all else, and live righteously, and he will give you everything you need.” Matthew 6:33 NLT



Changing
times demand
renewed
vision

Vision 2020

To Transform Communities

by Helping the Church

Live into God's Economy.



The Mission of CB&LF

The mission of the Church Building & Loan Fund (CB&LF) is to assist congregations younger than 30 years, as well as renewing congregations of any age, who are planning to buy either a first house of worship or a land site, or who want to build, renovate, or refinance their church building, meeting house, school, parsonage and/or other church buildings.



How has a renewed vision enabled CB&LF to successfully advance its mission in response to the needs of the church in a changing culture and society?

- Increase in demand for transformational services for congregations **Partners in Building, HOPE Partnership**
- Increase in loan activity for repurposing, alternative uses **Sponsorships of UCC events, Inhabit, Proctor Conference, "Now What?", R400, Ecumenical Stewardship Center, etc.**
- Increasing property values for savvy churches that choose mission-focused redevelopment of their properties **Partners in Vision (PIV)**
- Financing more impactful and larger projects **Building Fund Presidents**
- Emergence of spiritual entrepreneurs **ADESE Fellows**
- Strength through Strategic Alliances **Cornerstone Fund, UCCCB, Financial Ministries, "Redeem!", strategic volunteerism**



How has a renewed vision enabled CB&LF to successfully advance its mission in response to the needs of the church in a changing culture and society?

Strength through Strategic Alliances

Cornerstone Fund, UCCCB, Financial Ministries

“We recommend that those financial ministries of UCC which wish to participate should establish a new nonprofit corporation which would manage intellectual property, including common trademarks, to support their missions. In this way, the participating financial ministries will be able to utilize a common identity under a shared trademark, while still preserving their own identities and the autonomy of each ministry, in order to market themselves as a comprehensive financial services organization...”



**How has governance supported
the advancement of the
renewed VISION & MISSION of
CB&LF?**





**(LCM BOARD)
UCCB APPROVES
NOMINEES CB&LF
BOARD**



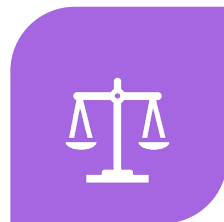
**OVERSIGHT
DELEGATED
TO CB&LF
BOARD**



**(LCM BOARD)
UCCB MAY
REMOVE CB&LF
BOARD WITH OR
WITHOUT CAUSE**



**CB&LF OFFICERS ALL
SENIOR STAFF OF UCC
NATIONAL SETTING
(PRESIDENT,
TREASURER,
SECRETARY)**



**501C3 STATUS
UNDER THE UCC
UMBRELLA**



**STAFF PAID BY
CB&LF, EMPLOYED
BY UCC NATIONAL
SETTING**

Current Governance of CB&LF: Control Model



- 1. (LCM) UCCB veto power over CB&LF governance**
- 2. CB&LF led by UCC senior executives**
- 3. (LCM Board) UCCB “ownership” of CB&LF assets**
- 4. Oversight by CB&LF Board**
- 5. CB&LF closely identified with National Setting**

**Intended
Benefits
of
Control
Model**



Realities of Control Model

1. (LCM) UCCB veto power over CB&LF governance

- Authority without accountability
- Convoluted fiduciary responsibility

2. CB&LF led by UCC senior executives

- Volunteer management
- No strategic plan for 58 years
- Senior staff positions in flux (3 presidents, 3 Treasurers, 2 other senior staff positions eliminated)

4. Oversight by CB&LF Board

- Accountability without authority
- Convoluted Fiduciary Responsibility

3. (LCM Board) UCCB “ownership” of CB&LF assets

- CB&LF is an affiliate, not a subsidiary of (LCM) UCCB
- Co-mingling of funds (\$5 million repaid to CB&LF from LCM)
- Transactions separately managed, audited

5. CB&LF closely identified with National Setting

- Confusing/conflicting staff accountability
- Staff salaries 30%-50% lower than industry
- ED accountability without authority



De-Colonizing Wealth

by Edgar Villanueva

“**colonizer virus**: the original seeds of separation –fear of the Other-...**lead[s] to ongoing acts of control** and exploitation...The colonizer virus inside culture and institutions is **especially dangerous [in]** our education system..our agriculture and food system...our foreign policy...our environmental policy...the field of design..and the realms of wealth..**investment, finance and philanthropy.**”



Control vs. Relate





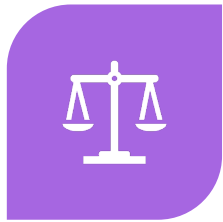
CB&LF BOARD SOLELY RESPONSIBLE FOR CB&LF OVERSIGHT (NO UCCB VETO POWER)



UCCB MEMBERS AND SENIOR STAFF STRONGLY REPRESENTED ON CB&LF BOARD



STAFF EMPLOYED BY CB&LF WITH INDUSTRY-ALIGNED SALARIES



CB&LF BYLAWS ALIGN CB&LF MISSION WITH UCC VISION, MISSION, PURPOSE, VALUES.



CB&LF EXECUTIVE DIRECTOR COULD SERVE AS UCCB MEMBER



CB&LF EXECUTIVE DIRECTOR AND STAFF FULLY ACCOUNTABLE TO CB&LF BOARD

Possibilities of A Relational Model: Autonomy & Affiliation



Intended Benefits of a Relational Governance Model

1. CB&LF Board solely responsible for oversight

- Authority and accountability
- Clear fiduciary responsibility

2. UCCB members & senior staff strongly represented on CB&LF Board

- Maintain interlocking directorates
- CB&LF continues as affiliate of UCCB
- Volunteers in volunteer functions

3. Staff employed by CB&LF with industry-aligned salaries

- Ability to recruit and retain highly qualified professionals
- Enhanced capacity to meet changing needs of the market

4. CB&LF bylaws align CB&LF Mission with UCC vision, mission, purpose, values

- Affiliation based on mission alignment, not control
- Clear articulation and codification of affiliation
- CB&LF & UCCB retain positive aspects of close identification with National Setting

5. CB&LF Executive Director on UCCB

- Reinforces mission alignment
- Enhances frequency and quality of communication

6. CB&LF Executive Director and staff fully accountable to CB&LF Board

- Clear lines of accountability & authority
- Strengthens organizational operations
- Enhances productivity and morale



For the UCCB, what stays the same, what does the UCCB lose, and what does the UCCB gain in the transition to the proposed new CB&LF governance model?



Effect of Proposed New Governance Model on UCCB

1. What stays the same

- CB&LF continues to be a separate, nonprofit subsidiary organization of the UCCB through interlocking directorates.
- The UCCB continues to include CB&LF's financial statements in the same binder as UCCB's financial statements.
- As CB&LF Board members, the UCCB continues to participate in the oversight of CB&LF

2. What the UCCB loses

- Responsibility for day-to-day operations of CB&LF
- The ability to count CB&LF employees as national staff employees.
- The ability to remove the CB&LF Board of Directors

3. What the UCCB gains

- An affiliated organization that is fully focused on advancing the mission, vision and values of the UCC through its specific mission
- CB&LF senior staff as a director on the UCCB



Proposed:

*A CB&LF governance
model that
enhances **vision**,
accelerates **mission**
advancement, and
embodies **covenant**.*

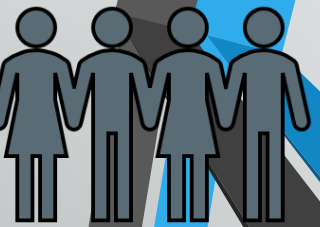
**Control vs.
Relate**



A Way Forward

Working with the UCCB, CB&LF intends to bring a recommendation to the UCCB at its Fall meeting to revise the governance of CB&LF by adopting **a relational CB&LF governance model that maintains a codified, interlocking directorate relationship between CB&LF and the UCCB.**





Autonomy & Affiliation: Toward A More Perfect Union

UCC Church Building & Loan
Fund and the United Church of
Christ Board in the 21st Century

Cleveland, OH
Thursday March 7, 2019



United Church of Christ
Church Building
& Loan Fund

*Rev Dr Patrick G Duggan
Executive Director*

Development Committee

Report

March 2019 | United Church of Christ

Giving Protocol Implementation Update

- Background
 - At General Synod 2017, a resolution was adopted proposing a new framework of covenantal giving (*A New Ecology of Generosity*)
 - In January 2018, the *Giving Protocol for Council of Conference Ministers and National Setting* was introduced
- Status Update on Implementation
 - The Development Committee has been temporarily expanded to include 3 conference minister members: David Gaewski, Marc Stewart, and Bonnie Bates. The first expanded group meeting was held 1.8.19.
 - The temporarily expanded committee is tasked with creating a plan for living into and implementing the new framework of covenantal giving and the Protocol.
 - Initial Actions:
 - Revised 2018 quarterly reports sent to Conference Ministers
 - Drafted a survey for Conference Ministers in order to understand perception and adoption of the new framework of covenantal giving and the Protocol. Results will be analyzed and shared with the CCM.

2018 Charitable Contributions

- Total Charitable Contributions by National Ministry - \$4,168,800
 - 2017: \$9,884,922 (increase due to major natural disasters)
 - 2016: \$4,018,024
- Total Number of Donors – 4,333
- Total Number of Gifts - 11,277
- Total Number of New Donors - 816

- OCWM & Special Mission Offerings: Final end-of-year numbers are not yet available due to conference and local church reporting schedules.

Exploration of Establishment of Dedicated Charitable Entity

- A working group was convened on Wednesday, February 20, 2019 by the national staff in response to the request received by UCCB's Development Committee to begin a feasibility study and discuss viability, next steps, and recommendations regarding the establishment of a dedicated charitable entity. Members:
 - Maria Coyne, President & CEO, The Cornerstone Fund
 - Patrick Duggan, Executive Director, Church Building & Loan Fund
 - Timothy Harris, President & CEO, Insurance Board
 - Donald G. Hart, President & CEO, United Church Funds (retiring)
 - Charles Buck, President & CEO, United Church Funds (successor)
 - Heather Kimmel, General Counsel and Secretary of the Corporation
 - Cheryl Joseph Williams, Chief Strategy Officer, Office of the General Minister and President
 - Nicholas Katzakis, Chief Financial Officer, Financial Services, United Church of Christ
 - Cynthia Bailie, Director, Office of Philanthropy, Technology, Identity, and Communication
- Recommended next steps:
 - Investigate existing 501(c)(3) organizations (UCF and UCCB in particular) to facilitate charitable giving and reporting

Development Committee

Report

March 2019 | United Church of Christ



Humanitarian & Development Ministries

UCC Disaster Ministries,
UCC Refugee Ministries,
Global Sustainable Development,
UCC Volunteer Ministries (domestic)



Global Forced Migration

68.5 Million people around the world forcibly displaced



Each ONE matters



Displaced – Why and How?

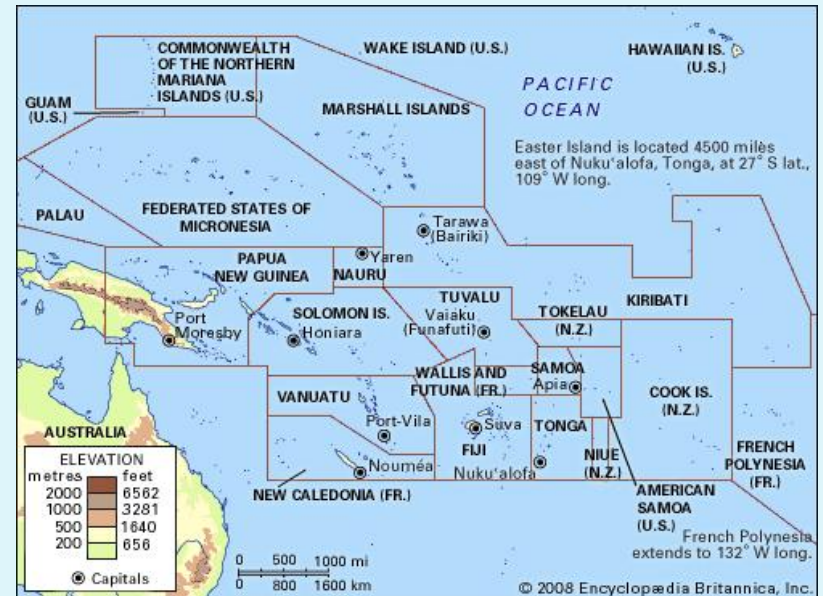
BORDERS EVERYWHERE

Conflict and Violence



Each is a Child of God

Climate Change



Each is a Child of God

Drought & Famine



Each is a Child of God

Natural Disasters



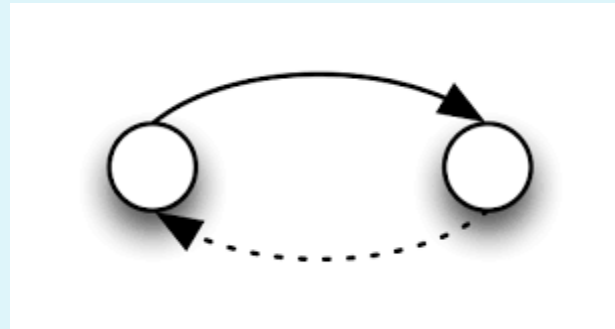
Each is a Child of God

UCC General Synod Resolution of Witness 2017

ON BECOMING AN IMMIGRANT WELCOMING CHURCH

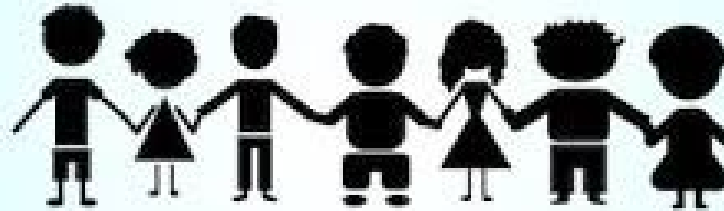
Resisting the
Dismantling of
Systems that Work

**Simultaneous
Strategic Actions**



Creating New
Systems

Advocacy and Hospitality Meet for Accompaniment



Permanent Temporariness

Globally





Global Compact FOR Migration



National
Council
of
Churches



CHURCH WORLD SERVICE

**ECUMENICAL DECLARATION: PROTECTING
WELCOME, RESTORING HOPE**

"We pledge to **protect welcome and restore hope** by engaging our congregations and networks in safeguarding the refugee resettlement program and bringing a bold, prophetic voice to stand in solidarity with immigrants and refugees."

-Ecumenical Declaration to Protect Welcome & Restore Hope



GreaterAs1.org



Global Ministries Partners Global Accompaniment



Orthodox Initiative, Jordan



Mediterranean Hope, Italy



Perichoresis, Greece

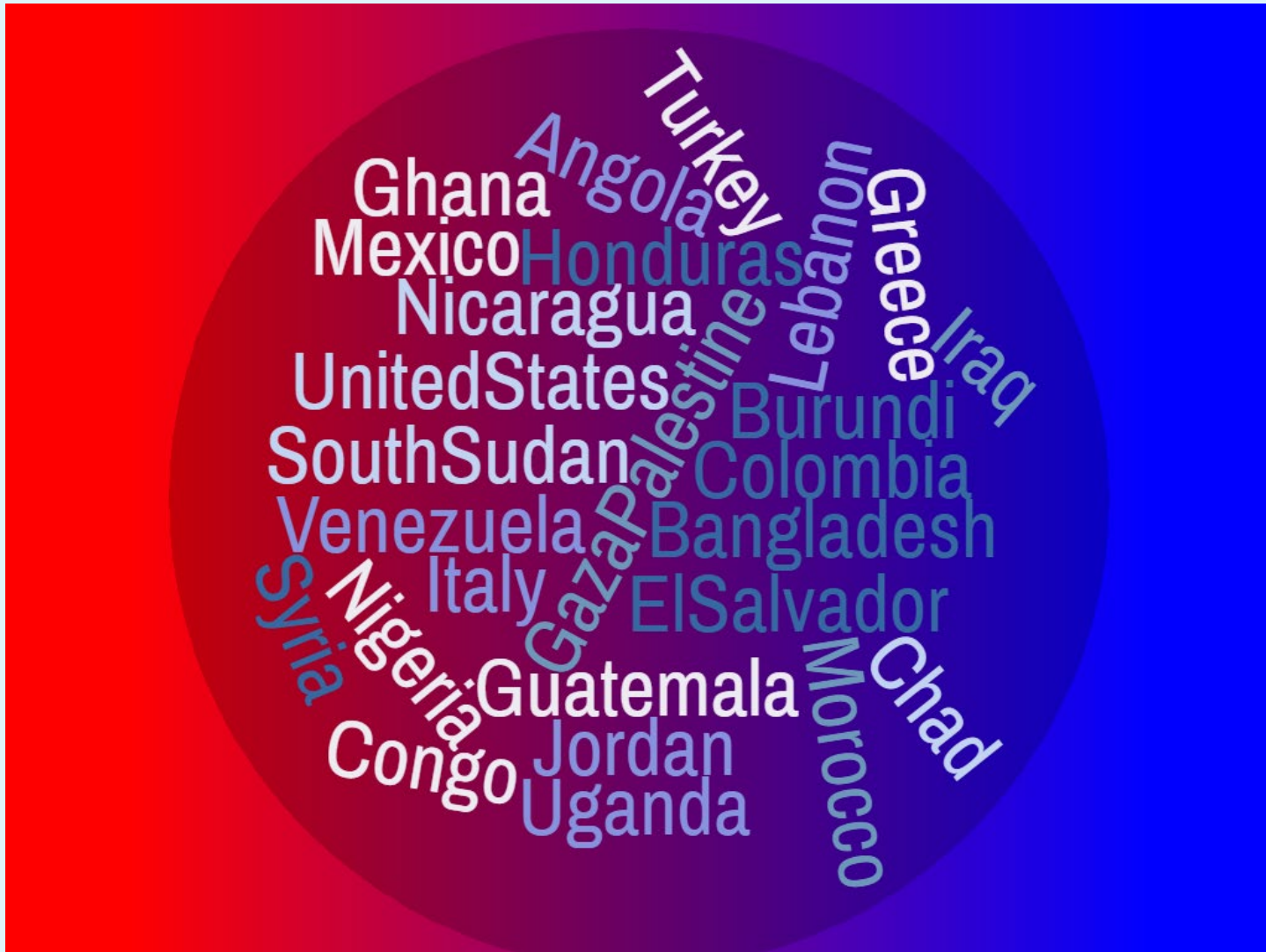
Global Accompaniment

Global Church Member Organizations



actalliance

Global Accompaniment



United
States

**Globalization
Turns to
Fragmentation**



Immigrant Welcoming Churches and Conferences

Hospitality

Sanctuary &
Sanctuary Supporting

Refugee
Welcome
Teams

Asylum
Accompaniment &
Sheltering

Immigrant Welcoming Public Witness



**At the Border – For the Border
Arizona and Beyond**

Love Knows No Borders San Diego Rally



National Policy Advocacy

Immigrant Welcoming Public Witness

#Pray4Refugees Week



Refugee Justice Sunday



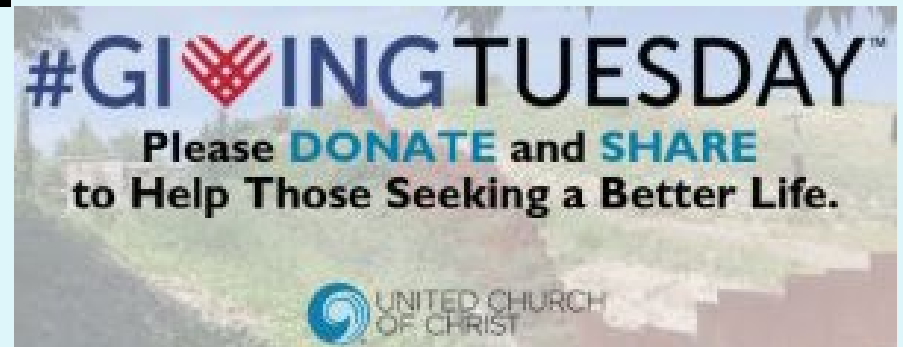
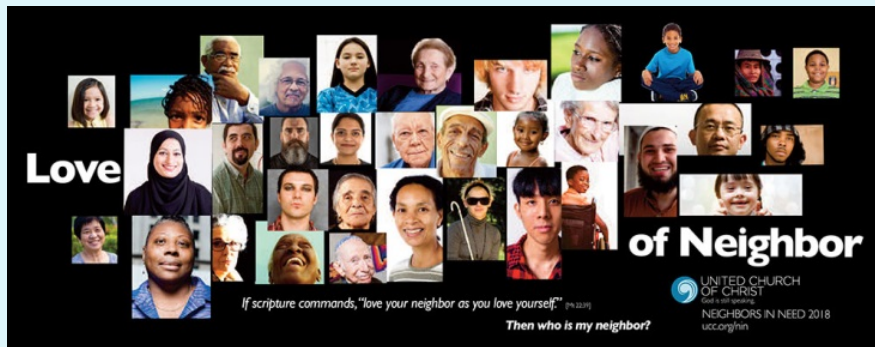
**Advent and
Epiphany Resources**

Immersion Mission Trips

**MISSION TRIP
OPPORTUNITIES**

Financial Action

Neighbors in Need



**Giving Tuesday Campaign
December 2018**

Financial Action

One Great Hour of Sharing Offering & Special Funds



Keep Families Together Campaign

One Great Hour of Sharing Offering & Special Funds

- Migration
- Human Rights & Peace Building
- Food Sustainability, Water, Environment
- Community Health
- Education, Primary & Grassroots
- Economic, Microfinance, Social Services
- Disaster Response and Recovery – International
- Disaster Response and Recovery – USA
- Disaster Preparation & Coordination – USA
- Refugee Emergencies – International
- Refugee Resettlement and Asylum Support – USA
- Interpretation & Education

Suggested Offering Date:
March 31



Faith Based
Organizations &
Faith Communities

Vision and
Effectiveness



UCC 2019 General Synod Resolution of Witness Recommended by UCCB

ADDRESSING THE STATE OF GLOBAL FORCED MIGRATION

Together in Hope:

***Southern Asia
Initiative***

2019-2020






An opportunity for members of United Church of Christ and Christian Church (Disciples of Christ) -

- to be enriched by different expressions of Christian witness in certain distinct and diverse contexts of Southern Asia, and

-to forge active partnerships to live out our common hope of the coming reign of God.





“...That we may be mutually be encouraged by each other’s faith.” (Rom 1:12-NRSV)

Churches in the US and S. Asia *Together in Hope*

Contexts are different, distances are huge, and realities and challenges are diverse and complex.

Yet, we are a community called to live out our common hope of a new humanity and a new earth through our actions for justice, peace and the integrity of creation.



Through this mutual encounter, we

- **affirm the diversity as well as the interconnectedness of the created order as God's self-expression in an increasingly exclusionary world;**
- **uphold the value and worth of every human being when many are dehumanized;**
- **form life-affirming partnerships amidst networks of death and destruction; and**
- **encourage each other to be faithful witnesses by learning from each other's stories of active hope.**



Global Ministries Southern Asia Area's

Partner churches, institutions and organizations
and projects are in

Afghanistan, **Bangladesh, India, Nepal, Sri Lanka,**
Cambodia, Laos, Myanmar, **Thailand, Indonesia,**
and Timor Leste

*Partners in countries in red will participate in the
Initiative*

Southern Asia: Realities, trends and challenges

- **Most populous region**
- **Home for most major religions and hundreds of local religious persuasions**
- **Economic boom alongside mass impoverishment**
- **Violent expressions of religious fundamentalism**
- **Supremacist political ideologies and exclusionary versions of national identity**

Southern Asia: Realities, trends and challenges

- **Religious conflicts as well as violence against or marginalization of religious minorities**
- **Increasing ineffectiveness of democratic institutions**
- **Caste discrimination**
- **Violence against women**
- **Forced migration, Internal displacement and human trafficking**
- **Climate change – Parts of Bangladesh, India and Maldives under threat of sea level rise; Droughts, floods, hurricanes, and tsunamis; and Deforestation and displacement**



Southern Asia: Realities, trends and challenges

- **Vibrant people's movements and civil society organization**
- **Churches in solidarity with the socially and economically marginalized sections**
- **Collaboration among churches and civil society organization**
- **Interfaith actions for justice and peace**



Churches in Southern Asia

- **Fragmented minorities composed mostly of socially and economically marginalized sections.**
- **Threatened, terrorized and marginalized**
- **Traditional, conservative and Institutional,**
- **yet seeking to affirm and witness to their faith in many creative ways and through effective diaconal expressions.**



Southern Asia Initiative's Core themes

Affirm dignity of all human beings - In response to human trafficking, slavery and forced migration.

Uphold freedom of religion as a human right - In response to aggressive assertions of majoritarian religio-political ideologies.

Churches to be and to effect open, just and inclusive communities – In response to resurgence of cultures of discrimination and exclusion.

Safeguard the integrity of creation - In response to industrial and consumer cultures that destroy and commodify the earth, people and relationships.




Features

- **Visits to the region**
- **Bible Studies, theological reflections and liturgical resources, Media inputs**
- **Podcasts and newsfeeds on relevant topics**
- **Special projects**
- **Advocacy initiatives: Religious freedom, Climate change Rights of migrant workers, Dalit human rights, and Anti-human trafficking efforts.**



Together in Hope: Some possibilities

- **Learn about Churches – presence, practice, perspectives and actions in extremely diverse contexts.**
- **Explore being partners in God’s mission by working together in contexts of struggle for justice and human dignity.**
- **Expand and enrich the meaning and implications of Three Great Loves by learning from how churches in Asia are living out the same.**
- **What does it mean to affirm and practise Christian faith in an increasingly pluralistic world?**



What can churches and Christian Initiatives in both contexts learn from each other and work together, as they address Four common issues and challenges ?

- 1. Human trafficking, slavery and migration;**
- 2. Supremacist ideologies and the orchestrated cultures of fear, hatred and rejection of others and outsiders;**
- 3. Rampant practice of discrimination and exclusion – racism and casteism; and**
- 4. Impact of climate change.**



How can UCC and Global Ministries work together to make this a creative space and opportunity for churches in the US and in Southern Asia to live out their common hope?



General Synod 32 Milwaukee, Wisconsin

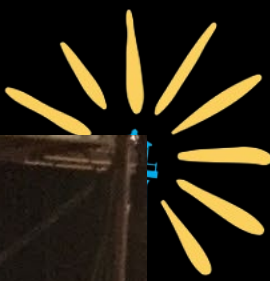
- June 21st – 25th 2019



Norman Williams – Chair (Moderator) (Class of 2019)
Penny Lowes – Vice-Chair (Vice-Moderator) (Class of 2019)
Traci Blackmon – Officer of the Church (Class of 2021)
Bob Frieberg – (Class of 2019)
Carla Gregg – Kearns (Class of 2021)
Wesley Hurt – (Class of 2019)
James Maki – (Class of 2021)
Keith Mills – (Class of 2019 CCM)
Jim Moos – Officer of the Church (Class of 2019)
Franz Rigert – (Class of 2019 CCM)
Carol Shipley – (Class of 2019)
Yvette Wynn – (Class of 2021)
Valerie Smith – Lead Staff Person























The Pension Boards Retirement Plan Investments Overview



The Pension Boards
United Church of Christ, Inc.

Where Faith and Finance Intersect

One Source

The Pension Boards is the single source of benefit plan service and administration for over 2,500 churches and faith-based organizations within the United Church of Christ.

Faith and Finance
At-a-Glance

Retirement
Plan
Investments



Where Faith and Finance Intersect

Faith and Finance At-A-Glance

The Pension Boards-United Church of Christ, Inc. (PBUCC) has been a partner in ministry with those who serve the United Church of Christ (UCC) since 1914.

- A self-contained entity providing turnkey, in-house benefits delivery to **22,000 employees** and over **2,500 employers**.
- More than **70** caring professionals with extensive experience in benefit plans and the UCC
- Assets managed by the Pension Boards belong to participants and are held and managed on their behalf.



The Pension Boards
United Church of Christ, Inc.

Faith
and
Finance

Faith and Finance

The intersection of **faith and finance** is both a theological/prophetic foundation for action and a compassionate/loving goal to be achieved, empowering and enabling leaders to provide trusted and valued ministry to future generations.



Policy for
Faith and
Finance

Faith and
Finance
At-a-Glance

The witness of the Pension Boards at the intersection of faith and finance is “**sustainable investment**” defined as the “double bottom line” objective of:

- “**doing good**” for creation and humankind, and
- “**doing well**” with financial performance

Policy for Faith and Finance

The Pension Boards' Policy for Faith and Finance describes **faith and finance** as the major differentiator between the Pension Boards and other benefit plan providers, and discusses the development of a “faith and finance filter” for new and existing products and services.



Retirement Plan Investments



- Well-developed system of governance and oversight
- 10 daily valued fund choices including a socially responsible option
 - Best-in-class asset managers with \$3.5 billion under management
- Pension obligations are professionally-managed and well-funded
- Fees that are at or below the lowest institutional rates

Governance
Structure

Accumulation
Funds Review

Annuity
Management
and Lifetime
Income

Investment
and Management
Fees

Governance Structure

Some of the key responsibilities of Investment Fiduciaries are outlined below:

The Board of Trustees (Board)

- Ensure investments are managed effectively and in full compliance
- Change in structure of Funds must be approved by Board
- Authorize IC to supervise investment program

The Investment Committee (IC)

- Supervise investment program
- May delegate authority to CIO
- Determine investment policies/objectives, asset classes and ranges, investment guidelines
- Monitors performance
- Hire/fire managers
- Report to Board

The Chief Investment Officer (CIO)

- Manage investment program
- Report and make recommendations to the IC on structure of program, asset classes and allocation, policies/objectives/guidelines,
- Make recommendations to hire/fire investment consultants and managers
- Oversee managers and consultants
- Rebalance assets within ranges

Investment Consultants

- Work closely with CIO and participate in IC meetings
- Provide independent advice to the IC and CIO on investment issues such as structure, asset allocation, policies/objectives/guidelines, manager selection, etc.
- Generate reports on performance

Investment Managers

- Manage assets effectively in compliance with objectives/policies/guidelines
- Responsible for its actions through the IC, Board
- Inform CIO on any issues that develop
- Additional oversight provided by custodian bank, Northern Trust

Governance Discussion

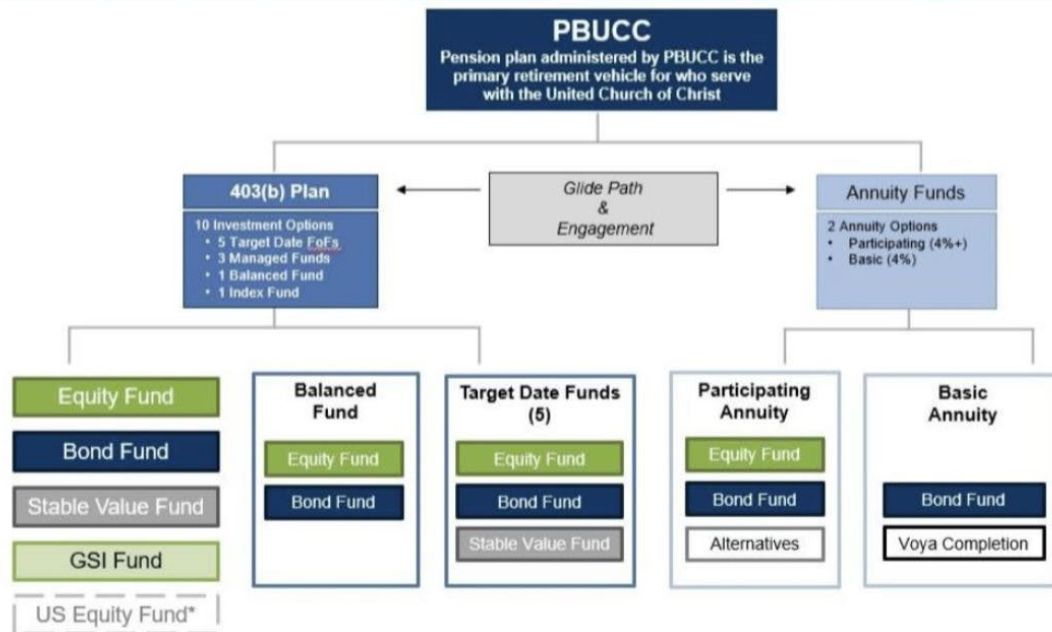
Governance Structure

Governance Structure

Responsibility	Board of Trustees	Investment Committee	CIO	Investment Consultant	Investment Managers	CSR
Structure of Program	Approves	Determines and Report to Board	Recommends	Provides advice		
Investment Policies & Objectives	Monitors	Determines	Recommends	Provides advice		
Pre Exceptions to Policies & Guidelines		Considers and Acts on	Monitors & Reports	Provides advice		
Post Exceptions to Policies & Guidelines			Acts on , Monitors & Reports	Provides advice		
Investment Guidelines		Determines	Recommends	Recommends		
Strategic Asset Allocation Targets and Ranges		Considers & Approves	Recommends	Recommends		
Rebalancing & Tactical Allocation w/ Ranges		Monitors	Determines			
Asset Class Strategy		Considers and Approves	Recommends	Provides advice		
Investment Manager Selection		Determines	Recommends	Provides advice		
Security Selection			Monitors	Monitors	Determines & Reports	
Manager Compliance			Monitors & Reports			
Performance Measurement & Evaluation		Monitors	Monitors & Reports	Monitors & Reports	Reports	
Social Issue Proxy Voting					Reports	Monitors & Reports
Corporate Governance Proxy Voting Guidelines		Considers & Approves			Reports	Recommends, Monitors & Reports
Exclusionary Screens						Monitors & Reports

Accumulation Fund Review

Structure Overview



Key Areas of Focus

Key elements of the Accumulation Phase of PBUCC, with a focus on structure, functionality, fund line-up, and objectives:

- **White Label Approach** - benefits of approach
- **Fund Line-Up** - seeking to deliver clear and differentiated outcomes with a concise number of funds
- **Asset Allocation** - strategic asset allocation considerations and diversification classes
- **ESG** - alignment of the accumulation phase with the intersection of faith and finance

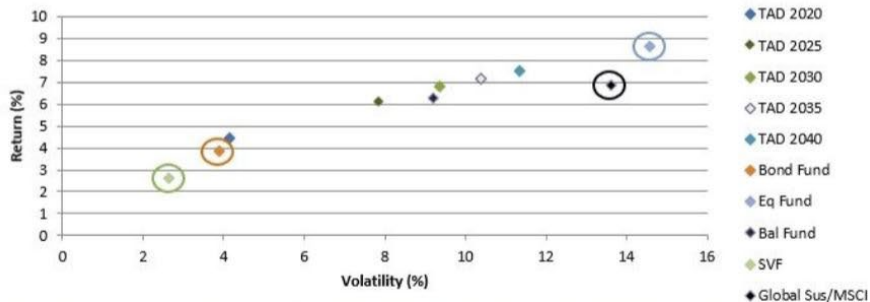
White Label Approach

- **The *White Label* (multi-manager) approach has various benefits:**
 - Ability to package sophisticated investments
 - Ease of use by end-investors
 - Incorporation of best-in-class managers: Dodge and Cox, William Blair, State Street, Ashmore, T. Rowe
 - Access to vehicles that potentially allow for fee savings below institutional mutual funds
 - Active monitoring and due diligence
- **In addition, the following considerations are important:**
 - Relative to an index fund, for example, this approach will require more proactivity and decision points
 - Requires clear communication to end-investors, although industry is moving in this direction
 - Given unique traits to the current fund line-up, benchmarking versus peers (Lipper, Morningstar) is most helpful

Review of Active Fund Line-Up

- The fund line-up is an important aspect of the accumulation phase – having a concise offering is important as it limits redundancy and eases the investors' selection
 - The average number of funds offered is **18.0**, while the average number of funds used is **2.5¹**
 - In PBUCC's 403(b) plan it offers **10** investment options – 5 Target Date FoFs, 3 Managed Funds, 1 Balanced Fund and 1 Index Fund

- The below Scatterplot illustrates the risk and return characteristics of the line-up:



- One consideration is that the **Balanced Fund** and **TAD Funds** can share similarities

Overall, we believe that PBUCC offers a concise and clear line-up for participants

Asset Allocation

- We constantly review the asset allocation across funds, with the help of consultant's tools
- Key assumptions that we are taking into consideration during our strategic asset allocation review include the following:
 - **Fund structure** and the underlying mechanics of the funds – direct or indirect AUM
 - **Objectives of the funds** – outperform benchmark
 - **IPS Constraints** – focus on ranges and permitted asset classes
 - **Benchmark selection** – choosing the right benchmark
 - **Tracking Error “TE” Budget** – how much we wish to stray from the benchmarks
 - **Comfort with trade-offs** from different approaches to portfolio construction – single asset class development versus multi-asset class
 - **Players on the field** – adding new strategies may result in an updated asset allocation

ESG

- The inclusion of **Environmental, Social, and/or Governance (ESG)** oriented investments is important for PBUCC given the intersection of faith and finance
- Various levels of ESG incorporation can be outlined as follows:
 - PBUCC has various options in terms of incorporating ESG across the fund line-up
 - There are a myriad of ways in which ESG can be incorporated within underlying manager funds, ranging from ESG screens (negative screens) to impact-oriented managers
 - Communication of ESG strategies to end-investors is also an important initiative

Annuity Management and Lifetime Income

- Two choices: Basic Annuity and Participating Annuity
- Smoothing effect: No decreases during the global financial crisis in either Annuity
- Both Annuities are well-funded and invested to match liabilities
- The 4% return assumption is more favorable than the current market rate
 - Low management fees, low administrative fees, and no insurance company outsourcing
- Stable Lifetime Income
- Housing Allowance tax advantages
- Board, Staff, External Managers and Consultant
- Faith and Finance means no sacrifice in returns

Investment and Management Fees

	Total Expense Ratio *	Morningstar Average expense ratio of similar funds**
Equity Fund	0.79%	1.17%
Bond Fund	0.52%	0.77%
Balanced Fund	0.66%	0.87%
Stable Value Fund	0.58%	n/a
Global Sustainability Index Fund	0.62%	1.17%

* Pension administration expenses for each fund of 0.32% are included in the Total Expense Ratio.

**Morningstar fees do not include retirement plan administration and recordkeeping costs.

The Pension Boards Retirement Plan Investments Overview



The Pension Boards
United Church of Christ, Inc.

Where Faith and Finance Intersect



Board of Directors

March 7-9, 2019

**The Marriott Hotel
Cleveland Hotel**

UNITED CHURCH OF CHRIST

Welcome New Board Members



- Rachel Chapman
- Gloria-Ann Muraki
- Harriet Ward
- Marsha Williams

Thursday, March 7, 2019



8:00AM-10:00AM

Executive Committee
Working Breakfast

Salon B

10:00AM–11:30AM

General Synod & Planning
Committee Meeting

Ontario/Superior Room

10:00AM-12:30PM

Registration
New Board Member Photographs

County Ball Room

11:45 AM-12:15PM

Opening Worship

Rockefeller Room

12:30PM-1:30PM

Staff Lunch

Salon D

12:30PM-3:30PM

Membership Lunch Meeting
With Conference Ministers

Rockefeller Room

3:45PM-5:00PM

First Business Session

County Ballroom



UNITED CHURCH
OF CHRIST

Reading of the Behavioral Covenant

Behavioral Covenant

- Seeking to be faithful together, we covenant with one another to be attentive to these guidelines as we make decisions for our faith community. In a spirit of trust and love, we will:
- Listen before answering
- Treat each other respectfully so as to build trust, believing that we all desire to be faithful to Jesus the Christ
- We will keep our conversations and communications open for honest exchange
- We will not ask questions or make statements in a way which will intimidate or judge others Listen.

Listen. Listen. Listen.

- We will try not to formulate what we want to say while someone else is speaking
- Welcome and regard each other as equals with our own unique gifts and graces
- We will seek clarification if needed

Speak the truth in love

- Be open to new learnings from various perspectives
- Share our concerns in a spirit of love and respect in keeping with Jesus' teaching
- Focus on ideas and suggestions instead of questioning people's motives, intelligence, or integrity
- Speak for ourselves only, expressing our own thoughts and feelings, referring to our experiences. We will avoid broad generalizations.

Maintain the unity of the spirit in the bond of peace

- Seek to stay in community with each other though the discussion may be vigorous or full of tension
- We will be ready to forgive and be forgiven
- We will include those who should be involved in discussions even if we disagree with them
- Support and abide by the decision of the majority even if we disagree with it, and if we disagree with it and wish to change it work for that change in ways which are consistent with these guidelines
- Include our disagreements in our prayers, not praying for the triumph of our viewpoints, but seeking God's grace to listen attentively, to speak clearly, and to remain open to the vision God holds for us all.

First Business Session

Thursday, March 7, 2019

(3:45PM – 5:00PM)

- *Call to Order*
- *Declaration of a Quorum*
- *Welcome*
- *Greetings*



Call to Order

Declaration of a Quorum

Frank Bolden



Welcome

Frank Bolden & John Dorhauer



Greetings

Traci Blackmon & Jim Moos

First Business Session

Thursday, March 7, 2019

(3:45PM - 5:00PM)

- *Approval of Agenda*
- *Approval of Consent Agenda*
- *Opening Remarks by the Chair*
- *Report from the GMP*



Approval of Agenda

Frank Bolden - Chair



Approval of Consent Agenda

Frank Bolden - Chair



Opening Remarks

Frank Bolden - Chair



Report from the GMP

John Dorhauer
President and General Minister



5:15PM-6:00PM

Member/Staff Dinner

Rockefeller Room

Subcommittee on Disposition

Working Dinner

Salon B

6:15PM-8:00PM

Second Business Session

County Ballroom

Second Business Session

Thursday, March 7, 2019

(6:15PM – 8:00PM)

- Call to Order
- Justice and Local Church Report: CB&LF
Conversation with Board
- Executive Session
 - ❖ Executive Session Minutes Approval
 - ❖ Litigation Update



Call to Order

Frank Bolden



Church Building & Loan Fund

**Presented by Patrick Duggan
Executive Director**

Executive Session



- Executive Session Minutes Approval
- Litigation Update



Evening Prayer/Recess

Rachel Chapman



**Friday, March 8, 2019
(7:30AM-12:00PM)**

7:30AM-8:15AM

Member/Staff Breakfast
Rockefeller Room

8:30AM-9:30AM

Committees in Session

9:45AM-10:00AM

Opening Prayer-**Erie Room**

10:00AM-12:00PM

Third Business Session
County Ballroom

Committees In Session



Development Committee

Salon B

Finance & Budget Committee

Salon C

Governance Committee

Salon D

Third Business Session

Friday, March 8, 2019

(10:00AM – 12:00PM)

- Call to Order
- Governance Committee Report *(Including report of Subcommittee on Disposition)*
- Executive Committee Report
- AGM Search Committee Presentation



Call to Order

Frank Bolden



Governance Committee Report

(Including report of Subcommittee on Disposition)

Caroline Belsom

Vote 1



The Governance Committee recommends that the UCC Board of Directors recommends to the General Synod that the following groups be accorded voice without vote at the Thirty-second General Synod, under provisions of Rule IX of the General Synod Standing Rules: Association of United Church Educators, United Church of Christ Mental Health Network.

Vote 2



The Governance Committee recommends that the United Church of Christ Board of Directors approves the proposed amendment to the UCC Board Standing Rule 33, as amended.



Vote 3

The Governance Committee recommends that the United Church of Christ Board of Directors approves the proposed amendments to the Church Building and Loan Fund Code of Regulations in Articles II, III, IV, V and Section VI.



Vote 4

The Governance Committee recommends that the United Church of Christ Board of Directors, sitting as the Committee on Disposition, adopts the Report of the Subcommittee on Disposition as the Report of the Committee on Disposition.



Vote 5

The Governance Committee recommends the nomination of June Boutwell, Faith Burgess, Paul Fogle, JoAnne Marchetto, Carol Reynolds, Christine Shesler, and Marvin Silver for election by the Thirty-second General Synod as members of the General Synod Nominating Committee, Class of 2025.



Vote 6

The Governance Committee recommends that the United Church of Christ Board of Directors declares the following person eligible for election to the Board of Trustees of The Pension Boards – United Church of Christ, Inc.: Benjamin Rader.



Vote 7

The Governance Committee recommends that the United Church of Christ Board of Directors, sitting as the Committee on Disposition, adopts the *second* Report of the Subcommittee on Disposition as the Report of the Committee on Disposition.



Subcommittee on Disposition

First Report



Subcommittee on Disposition

Second Report



Executive Committee

Frank Bolden-Chair

Vote 1



To recommend a market-based compensation adjustment for the GMP position in the amount of \$61,000, to be implemented in an initial increase of \$30,500 effective April 1, 2019, and a further increase in the amount of \$30,500 effective January 1, 2020, based on a compensation survey conducted by the research firm Findley Davies.



AGM Search Committee Report

Alice Hunt-Chair



Vote 1

The AGM Search Committee recommends that the United Church of Christ Board nominate Rev. Karen Georgia Thompson for election to the position of Associate General Minister by the Thirty-Second General Synod.

(Paper Ballot)



12:15PM-1:15PM

Member/ Staff Lunch

Rockefeller Room

1:30PM-3:45PM

Fourth Business Session

County Ballroom

Friday, March 8, 2019

1:30PM-3:45pm

Fourth Business Session

4:00PM-5:00PM

Committees in Session

5:00PM-5:45PM

Membership/Staff Dinner

5:15PM-5:45PM

Chair & Vice Chair Nominating
Committee Working Dinner

6:00PM-7:30PM

Fifth Business Session





Call to Order

Frank Bolden



Finance and Budget Committee Report

Bob Frieberg-Chair

Vote 1



To recommend that the General Minister & President request that the Presiding Bishop of the Evangelical Lutheran Church in America allow the members of Local Churches of the United Church of Christ to join the ELCA Federal Credit Union, in response to the 2017 General Synod Resolution of Support for Establishing Relationships Between United Church of Christ Settings and Community Development Federal Credit Unions.



Investment and Endowment Committee Report

Dave Nelson-Chair

Vote 1



Recommend that the United Church of Christ Board approve the \$100,000 disbursement request from the Board Designated Haiti Limited Term Endowment for the purchase of two vehicles by Global Ministries Partners in Haiti to continue the work of disaster recovery.



Development Committee Report

Dick Harter-Chair



Audit Committee Report

Inez Reid-Chair



Global Engagement Report

Jim Moos
Associate General Minister



GS Planning & Programming Committee Report

Norman Williams-Chair



Vote 1



Committees in Session

Marketing Committee

Salon C

Seminarian Support Task Force

Salon B



5:00PM-5:45PM

Member/ Dinner Lunch

Rockefeller Room

5:15PM-5:45PM

Chair & Vice Chair Nominating Committee

Working Dinner

Salon A

6:00PM-7:30PM

Fifth Business Session

County Ballroom



Election of Chair

&

Vice Chair



Call to Order

Frank Bolden



Fifth Business Session

**Friday, March 8, 2019
(6:00PM-7:30PM)**

- Election of Chair and Vice-Chair
- Generative Conversation: Innovation



Generative Conversation: Innovation



Reception in Honor

of

Jim Moos & Don Hart

Ontario/Superior Room

Saturday, March 9, 2019



7:30AM-8:15PM

Member/Staff Breakfast

8:30AM-9:00AM

Closing Worship-Erie Room

9:10AM-12:00PM

Sixth Business Session

Sixth Business Session

Sunday, March 9, 2019

(9:10AM – 12:00PM)

- Marketing Committee Report
- Seminarian Support Task Force Report
- CCM Report Update
- Pension Board Report
- UCF Report
- CHHSM Report
- Evaluation of Meeting
- Meeting Adjournment



Call to Order

Frank Bolden



Marketing Committee Report

Darrell Goodwin-Chair



Seminarian Support Task Force Report

Carolyn Call-Chair

Vote 1





CCM Update

Deborah Blood



Report of the Pension Boards

Brian Bodager-President & CEO



Report of the United Church Funds

Don Hart-President & CEO



CHHSM Report

**Michael Readinger
President & CEO**

Meeting Evaluation



Please remember to place your name badge on the back table before leaving.



**Next UCCB Meeting
Thursday, June 20, 2019**

**Hilton Milwaukee City Center
509 W E Wisconsin Ave
Milwaukee, WI 53203**

Safe Travels!!