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. Tché.

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 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 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 American 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 Carolyne 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
   Global Forced Migration PowerPoint Presentation to UCCB March 2019
   Southern Asia PowerPoint Presentation to UCCB March 2019
   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
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 DNA 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
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

Stretching Beyond Ableism

Stretching Beyond Heterosexism

Stretching Beyond Sexism

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.

- MissionInsight
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 UCCCR 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

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
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: 72
- Justice & Local Church Ministries: 94
- Office of General Minister & President: 20
- National Affiliates (Pension Board & Cornerstone): 23

133 Programs for Local Church by Ministry

- Wider Church Ministries: 94
- Justice & Local Church Ministries: 34
- Office of General Minister & President: 5
- National Affiliates (Pension Board & Cornerstone): 05
For Conferences and Other Expressions of Church:

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

- Wider Church Ministries: 24
- Justice & Local Church Ministries: 23
- Office of General Minister & President: 4
- National Affiliates (Pension Board & Cornerstone): 0

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

- Wider Church Ministries: 38
- Justice & Local Church Ministries: 36
- Office of General Minister & President: 4
- National Affiliates (Pension Board & Cornerstone): 96
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

- Creation of Resource Catalogue
  - Fall 2018
- Feedback from Stakeholders
  - March-April 2019
- Launch of Web Platform
  - June 2019
- Strategic Response to Feedback
  - Fall 2019
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)
  o March 21, 3:00 p.m.
  o April 4, 10:00 a.m.
  o April 10, 1:00 p.m.
  o April 10, 2:00 p.m.
  o April 25, 3:00 p.m.
Stakeholder Engagement

Mapping Our Resources

Inform and Invite

Seek Audience Alignment

Identify Gaps & Needs

Identify Partners

Create Strategic Response
Timeline of Next Steps

Stakeholder Engagement + Process Feedback;

Develop Digital, Searchable, Web Platform

Consider what exists currently that it would be helpful to further develop

Evaluate the process and outcomes; establish update process

Consider what doesn’t yet exist, but needs to be created

Consider what may no longer be relevant or as helpful
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
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.”

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

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

- 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)
The 1853 Vision

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

Changing times demand renewed vision
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 a 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
Vision 2020

To Transform Communities
by Helping the Church
Live into God’s Economy.

Changing times demand renewed vision
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
- Increase in loan activity for repurposing, alternative uses
- Increasing property values for savvy churches that choose mission-focused redevelopment of their properties
- Financing more impactful and larger projects
- Emergence of spiritual entrepreneurs
- Strength through Strategic Alliances

Partners in Building, HOPE Partnership

Sponsorships of UCC events, Inhabit, Proctor Conference, “Now What?”, R400, Ecumenical Stewardship Center, etc.

Partners in Vision (PIV)

Building Fund Presidents

ADESE Fellows

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?
Current Governance of CB&LF: Control Model

(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
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
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)

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

4. Oversight by CB&LF Board
   • Accountability without authority
   • Convoluted Fiduciary Responsibility

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.”
Possibilities of A Relational Model: Autonomy & Affiliation

- 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
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

• 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

• 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.
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
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.
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
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
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
Each is a Child of God
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

"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

How can the world better share responsibility for refugees?

GreaterAs1.org
Global Ministries Partners

Global Accompaniment

Orthodox Initiative, Jordan

Mediterranean Hope, Italy

Perichoresis, Greece
Global Accompaniment

Global Church Member Organizations

CWS
Church World Service

actalliance
Global Accompaniment
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

Refugees Welcome

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

More than we can imagine

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

UNIFIED
in Christ’s love,
a JUST world for all.
ADDRESSING THE STATE OF GLOBAL FORCED MIGRATION

UCC 2019 General Synod Resolution of Witness Recommended by UCCB
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

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 means 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
Shine

Let your light shine before others...

MATTHEW 5:16
The Pension Boards
Retirement Plan Investments
Overview
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.
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 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.

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
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
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Accumulation Fund Review
Key areas of focus include:

- **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 2.5
  - 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

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

* 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

UNITED CHURCH OF CHRIST

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
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00AM-10:00AM</td>
<td>Executive Committee</td>
<td>Salon B</td>
</tr>
<tr>
<td></td>
<td><em>Working Breakfast</em></td>
<td></td>
</tr>
<tr>
<td>10:00AM–11:30AM</td>
<td>General Synod &amp; Planning Committee Meeting</td>
<td>Ontario/Superior Room</td>
</tr>
<tr>
<td>10:00AM-12:30PM</td>
<td>Registration</td>
<td>County Ball Room</td>
</tr>
<tr>
<td></td>
<td><em>New Board Member Photographs</em></td>
<td></td>
</tr>
<tr>
<td>11:45 AM-12:15PM</td>
<td>Opening Worship</td>
<td>Rockefeller Room</td>
</tr>
<tr>
<td>12:30PM-1:30PM</td>
<td>Staff Lunch</td>
<td>Salon D</td>
</tr>
<tr>
<td>12:30PM-3:30PM</td>
<td>Membership Lunch Meeting</td>
<td>Rockefeller Room</td>
</tr>
<tr>
<td></td>
<td><em>With Conference Minsters</em></td>
<td></td>
</tr>
<tr>
<td>3:45PM-5:00PM</td>
<td>First Business Session</td>
<td>County Ballroom</td>
</tr>
</tbody>
</table>
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.
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.
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.
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.
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

Second Report
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
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
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
Seminarian Support Task Force Report

Carolyne 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
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!!