

Organizational Transition and Financial Assessment of the National Setting
Report to the United Church of Christ Board of Directors
The Collegium of Officers
October 2013

Excerpts:

STRUCTURAL CHANGES IN THE NATIONAL SETTING:

A restructure of the national setting in the year 2000 brought sixteen missional offices into the model of the four Covenanted Ministries. Feedback from the 2000 Restructure Evaluation Oversight Committee of the Executive Council spurred a recommendation from the Collegium in 2006 to consider options for revising the governance structure. This transition was guided by a series of governance committees appointed by the former Executive Council and Covenanted Ministry Boards. General Synod actions approved a unified governance model, forming the United Church of Christ Board which became effective July 2, 2013.

In preparation, the Collegium of Officers worked for two years in a collaborative model of consultation regarding missional direction which led to the Vision Plan for the national setting which was affirmed by former national boards. The implementation of the Vision Plan is in full swing supported by the Mission Planning Council (a team of national senior staff) and affirmed by members of Council of Conference Ministers. The redesign of several teams in the national setting is already taking shape, with more in the planning stages.

In addition to program changes, it is important to note that there has been a significant reduction in staff positions. On December 31, 2001, there were 254 persons on staff; on October 8, 2013, the number of staff persons is 144 (43% reduction).

CASTING A VISION FOR OUR FUTURE:

The redesign of several teams in the national setting is already taking shape, with more in the planning stages. We are at a point in history that calls upon us to cast a vision as the United Church of Christ moving forward. More specifically, we must ask what is the unique purpose and function of the national setting (denominational office) and how does this role interact with the other settings of the church.

The Collegium of Officers is committed to being honest, transparent, and compassionate. We will be implementing the following process for addressing the organizational infrastructure and financial situation within the next few months to meet the deadline for preparation of the 2015 budget.

- 1) Retain an organizational consultant to facilitate a process for re-design of our management infrastructure and administrative costs.

Dudley Hamilton and Associates (DHA) assessed the various structures of the national setting of the UCC along with some evaluation of relationships with conferences and associated and affiliated ministries. Some of their recommendations have been implemented into the work of the national setting (i.e. developing a set of core competencies for national staff).

- 2) Consult with Conference Ministers and other key stakeholders, including national staff, to determine impact of national essential functions and management systems on the wider church and to identify options for collaboration.

In addition to the assessment input conducted by DHA, the Collegium of Officers and the Council of Conference Ministers met in retreat and results were incorporated into the final DHA Report.

- 3) Identify cost savings of approximately \$2 million to be implemented between now and the end of the 2014 budget year, with special consideration and care for national staff.

By the end of fiscal year 2014, \$2.1 million in savings and revenue enhancements had been identified and implemented. The Collegium presented a combined 2015 budget which incorporated promised management and team realignment (i.e. MESA, Faith Formation, CARD, OPS, CBLF, PIC/Pubs, JWM Issues Teams, WCM Global Sharing of Resources Team, CFS, CAO's Office). These changes resulted in a budget which met the 5% draw rate established by the UCCB (a reduction of close to \$3 million).

- 4) Prepare a proposal for revenue enhancement that projects actual dollars needed and establishes numeric goals for each of the various fund development strategies, which will include the unique responsibility of our governing board.

Complete restructure of the Office of Philanthropy, which has already resulted in the establishment of revenue goals in collaboration and support of the UCCB Development Committee.

- 5) Recommend changes to UCC Constitution and Bylaws that are related to ministry mandates; it could include the reduction in the number of persons who make up the Collegium of Officers.

UCCB is submitting proposed changes to the General Synod in June 2015.

Spring 2014:

Progress report was delivered to the board which outlines all the summary responses noted above. In addition, the Collegium of Officers told that board that in order to reach the projected 4% draw rate that is being requested, we must consider further options:

- a) Sale of the 700 Prospect Building and possibly the Hotel (700 Prospect Corporation and Hotel LLC Boards are now considering bids for sale of the headquarters building with a lease back option and sale of the hotel.
- b) Explore the options for changes in the design and frequency of General Synod, and the way in which it is financially supported.

Collegium Relations Committee Report to the Board (Fall 2014)

Acknowledge that Unified Governance has changed our understanding of the model of the collegium and further refinement is needed. This includes creating the new GMP position description, clarifying the Executive Minister roles and reducing the number of the Executives if needed.