

**Minutes**  
**The Board of Directors of the United Church of Christ**  
**Marriott Cleveland Airport Hotel**  
**Cleveland, Ohio**  
**March 17-19, 2016**

*(Draft: for approval by the Board of Directors October, 2016)*

Members Present: Ms. Maritza Angulo de Gonzalez, Ms. Sue Artt, Ms. Caroline Belsom, Ms. Lynda Bigler, Mr. Brian Bodager, Mr. Frank Bolden, Ms. Dale Bonds, Mr. Geoffrey Brace, Ms. Carolyn Call, Mr. Dennis Coy, Mr. Edward Davis, Mr. Mike Denton, Mr. John Dorhauer, Mr. Robert (Bob) Frieberg, Mr. David Gaewski, Mr. Darrel Goodwin, Mr. J. Bennett Guess, Mr. Don Hart, Mr. Richard Harter, Ms. Emily Heath, Mr. Noah Jensen Tabor, Mr. Nesa Joseph, Ms. Julia LeBrell, Mr. James Maki, Mr. Douglas McClelland, Ms. Yesenia Menendez-Sanchez, Mr. Keith Mills, Mr. James Moos, Mr. Jorge Morales, Mr. David Nelson, Mr. Kevin Omi, Mr. Kevin Peterson, Ms. Christina Phillips, Ms. Thea Racelis, Mr. Michael Readinger, Ms. Inez Reid, Mr. Ernesto (Ernie) Reyes, Mr. Dwayne Royster, Mr. Gary Schulte, Ms. Carol Shipley, Ms. Hannah Snyder-Samuels, Mr. William Tanner, Mr. Norman Williams, Ms. Frances Q.F. Wong, Ms. Yvette Wynn

Members Not Present: Ms. Traci Blackmon, Mr. Edward Davis, Mr. William Edwards, Mr. Gilberto Garcia-Rodriguez, Ms. Alice Hunt, Mr. Wesley Hurt, Ms. Brittini Melius

Staff to the Board of Directors Present: Mr. Lee Foley, Ms. Jan Gomoll, Mr. Richard Hilbrich, Ms. Ann Kiernozek, Ms. Heather Kimmel, Ms. Alisa Lewis, Ms. Linda Long, Ms. Christine Lucarelli, Ms. Denise Malinowski, Mr. Ron Nowak, Ms. Mary Paxton, Ms. Dianne Roberts, Ms. Valerie Smith, Ms. Christina Villa, Ms. Kimberly Whitney, Ms. Cheryl Williams.

**THURSDAY, MARCH 17, 2016**

**FIRST BUSINESS SESSION**

Ms. Bonds, Chair of the United Church of Christ Board of Directors (UCCB), acting on the advice of the Registrar, Ms. Malinowski, declared a quorum present and called to order the First Business Session of the United Church of Christ Board of Directors, the time being 3:43 PM Eastern Time.

Ms. Bonds thanked the staff for making the arrangements, welcomed new members and new staff, and read the Declaration of the Behavioral Covenant.

Ms. Bonds invited the membership to approve the recommended Agenda. It was moved and seconded, and;

## **APPROVAL OF THE AGENDA**

**It was VOTED:**  
**16-03-UCCB-01** to approve the recommended Agenda.

Ms. Bonds invited the membership to approve the Consent Agenda, which consisted of the following:

UCCB-16-03-02a – Grant Voice Without Vote to the following staff and others making presentation to the Board of Directors: Mr. Wayne Cherry, Ms. Chris Davies, Mr. Lee Foley, Ms. Jan Gomoll, Mr. Richard Hilbrich, Ms. Ann Kiernozeck, Ms. Heather Kimmel, Ms. Alisa Lewis, Ms. Kristina Lizardy-Hajbi, Ms. Linda Long, Ms. Christine Lucarelli, Ms. Denise Malinowski, Mr. Ron Nowak, Ms. Mary Paxton, Ms. Dianne Roberts, Mr. Jim Schnurbusch, Ms. Valerie Smith, Ms. Cameron Trimble, Ms. Christina Villa, Ms. Elizabeth Walker, Ms. Kimberly Whitney, Ms. Cheryl Williams

UCCB-16-03-02b – approval of the Minutes of the October 15-17, 2015 meeting of the Board of Directors

UCCB-15-10-02c – receive the Minutes of the October 15, 2015 meeting of the Executive Committee

UCCB-15-10-02d – receive the Minutes of the January 16, 2016 meeting of the Executive Committee

UCCB-15-10-02e – approval of the Minutes of the January 26, 2016 meeting of the Board of Directors via conference call

UCCB-15-10-02f – Grant Voice Without Vote to Non-Director Members of the Special Committee on Development: Ms. Penny Lowes, Mr. Ron Patterson, Ms. Shari Prestemon, Ms. Sue Wimer

It was moved and seconded, and;

## **APPROVAL OF CONSENT AGENDA**

**It was VOTED:**  
**16-03-UCCB-02** to approve the Consent Agenda.

## **REMARKS BY THE CHAIR**

Ms. Bonds welcomed and thanked everyone for being present. She lifted up the commitment of Members to the Board of Directors and thanked them for their work. She then gave thanks to the new leadership and to the Executive Ministers. Ms. Bonds asked that all committee reports be submitted in a timely fashion so that information can be disseminated expeditiously.

Ms. Bonds indicated that she placed the Dudley Hamilton Phase II Report to the Collegium on BoardMax and requested the Membership to review the data gathered. She also referred to a letter from Ms. Gay Harter and the Thirtieth General Synod Resolution entitled “A Call for the United Church of Christ to Take Actions Toward A Just Peace in the Israeli-Palestinian Conflict”. After reading portions of the resolution, Ms. Bonds called for the Board to develop a small task force that would help implement the actions requested. Volunteers were invited to be a part of such a task force or Ms. Bonds would choose people she felt were qualified to serve.

Ms. Angulo de Gonzalez led the group in a Community Building exercise.

### **REPORT OF THE GENERAL MINISTER AND PRESIDENT**

Mr. Dorhauer provided the Board of Directors with a report of the current state of the denomination.

“As General Minister and President, I want to speak to you about the current state of the denomination – or at least as I witness it from the perspective of the office I occupy.

I wish to lay this out in two distinct moves, talking first about some of the enormous challenges that impinge upon our health and well-being, things that I have uncovered while serving in my first months on the job; and then talking about what I believe to be the present and evident signs of our future growth and vitality.

In the short while that I have been here, I have discovered or encountered matters that threaten our viability at a pretty substantial level. I won’t go into great detail here about any of these matters, but the mere rehearsal of this list of items leaves one with a sobering sense of how important and crucial the work of transformation is to the denomination; and how urgent this work must be. And while I don’t want to create the impression that the circumstances I have inherited cripple us; I also don’t want to be anything less than honest and transparent about some of what has surfaced that you, as stakeholders, must know in order to help be a part of the emerging solutions.

I came in with some assumptions about the overall financial health of the organization. While I knew that giving patterns were not sufficient to sustain annual budgets, and that draw rates were requiring even deeper cuts in the coming years – my assumption was that the smart people assembled to do that work would figure it out, get our budget balanced, and we would rebuild for future growth from there. I believed also that a clear, laser like focus on a shared mission for the denomination and clarified purpose for the National setting would also help us to realize future success.

I have spent a good portion of my first seven months testing assumptions; uncovering facts. I put in place a leadership team to assist me in this endeavor. This included the Board, upon my recommendation, appointing Traci Blackmon as the acting Executive Minister of Justice and

Witness Ministries, my hiring of Cheryl Williams as Chief Strategic Officer, and my creation of a President's Cabinet comprised of management leaders of the national setting. All of these people have worked very hard over the first several months to obtain the facts in order to accurately assess the health of the organization.

I can now report that the assumptions that we shared when I first assumed responsibilities, shortly after Synod and the new UCC Board met at its first meeting in October, are not borne out by the facts that have been discovered. The financial challenges confronting the national setting are exponentially larger than anticipated; and the mission of the denomination is more important than ever.

Dollars pledged each year to OCWM continuing to decline, but the amount of money each year that is pledged but not collected is on the rise.

An anticipated sale of the hotel property has not yet been finalized. This year's budget anticipated not only that the sale would have been completed by now; but anticipated revenues from the eventual sale will net significantly more than what we are going to end up with.

We have lawsuits pending that are going to impose heavy burdens, not on our budget, but on our unrestricted reserves.

After moving the NYE event from one department to another, one that had more experience at planning large events, it was discovered that the difference between income generated for the event and expenses would produce a net loss to the UCC of \$537,000. You will hear more about that later.

Early consultations with a trained expert in organizational health reveals a number of inefficiencies in our overall workforce; without going into all the details here, the most striking one of those is the discovery that 51% of our overall personnel costs go to pay for benefits to employees. That is way out of line for any healthy organization, and will require serious and difficult conversations soon.

The first thing Jim Moos asked when he took over as acting CFO was "What are the big uglies?" The answer was: the IRS. Mis-filings and mis-reportings of 1099 forms resulted in large fines levied against the UCC. Jim's timely discovery of this matter both saved us from further fines and damages, and helped us shore up internal inconsistencies that were going to cost us tens if not hundreds of thousands of dollars.

We are, by my estimation, and projecting out a budget that must meet a 4% draw rate, overspending by at least \$2million a year. We have made hard cuts to the budget over the last decade, and they have been painful ones. We are far from getting to the place where the budget expenditures are aligned with income.

I think we need to dig deeper. I think we need to go beyond balancing the budget and then breathing a sigh of relief. I think we need to reach a point where we create room in the budget to finance and fund not our current capacity, but our future capacity; to fund not a workforce built to maintain current needs, but one assembled for future needs; to fund not those skill sets that are the byproduct of past expressions of the church, but that anticipate what a transformed and newly revitalized church is asking for. And we can't get there by simply zero balancing the budget. We need more room than that in our margins to meet future goals. Our technological infrastructure is woefully inadequate, and while we are responding to these threats to our budget, our income, and our invested assets we must also give serious thought to investing in emerging technologies without which, as Paul Rauschenbusch reminded us in his keynote at Synod, we are going to be left sitting on the sidelines.

The previous Collegium worked hard to bring the budget into balance for you. They thoughtfully, prayerfully, painfully, and creatively not only reduced expenses, but proposed three initiatives that could realize new funding capacities. Those included the sale of the buildings; reducing the frequency of Synod; and eliminating a Collegium position. For a variety of reasons, we have been unable yet to take advantage of new revenues from these big ideas. That is not to suggest that there was anything wrong with the initiatives. I do want to suggest, however, that we now must think again about what we bear responsibility for, and what hard decisions we must make to respond to the challenge to bring this denomination into alignment with our mission and our budget.

This is a set of circumstances that I have inherited. But I also inherit an incredibly gifted, highly motivated staff that stand ready to serve and offer everything they have at their disposal to set a new course, and to realize a hopeful future. I feel a tremendous responsibility to steward the resources we have for this future wisely and for the sake of our mission, and to do so knowing that a bright and hopeful tomorrow awaits us.

While I feel burdened by these impinging and inherited threats, I am not daunted by them; nor am I dissuaded from my firm conviction that the Holy Spirit envisions a future in which we matter. I am proud that we have a readiness to hear, know, and see the places where health and vitality are threatened. I am proud that we have a staff committed to identifying the brokenness, being open and transparent about it, and then being willing and able to think critically and creatively about how to respond to it.

Having rehearsed for you some of what our challenges look like, I want to close my remarks by suggesting that this meeting, this very gathering, is nothing short of an invitation to you – our Board members – to commit to and participate in what I think can and will be our turning point.

No good financial plan, especially in times of economic challenge, can be divorced from the mission of the organization. Indeed, a laser-like formulation and understanding of what the mission of the national setting must be in such a time as this is the first step in meeting the challenges that are present.

On the agenda for this meeting alone are the following items for your prayerful deliberation. This is perhaps as ambitious an undertaking as any Board should be asked to endure: An ongoing conversation about aligning our constitution and bylaws with our future. I pause here for a moment. For both our financial and missional health, we need to revisit staffing patterns from the ground up. We need to prepare budgets that reflect our financial realities while building a staff that meets the needs of a rapidly changing world and church. As one who carries primary responsibility for the financial health and future vitality of the organization and its shared mission, the work of the Constitution and Bylaw revisions is very, very important. I need you to provide me with the tools necessary to help restore financial health to this beloved Church. Let me say that again: I need you to provide me with the tools necessary to help restore financial health to this beloved Church.

-A report from the task force on giving about how new and emerging patterns for giving can revitalize the way we fund the shared mission of the church and engage those who share our passion for justice and love.

-A Conversation about clarifying and committing to a Mission/Vision/Purpose statement for the denomination.

-A similar discussion about owning a purpose statement that defines the essential function of the national setting.

-A comprehensive 30-year analysis by an incredibly talented research team that discloses what we will look like if nothing changes.

-A report from a strategic task force that took its directive from you seriously, and that is prepared to articulate for you what a new future could look like if we are open to receiving it.

-An invitation to realign your national setting to orient itself toward that future, and to place all of our assets on the table for the sake of that future.

That is a lot to ask of any Board at any meeting. I think we are up to the task.

I am here not just because of my call; and I don't underestimate or undervalue my call to this ministry. I am here because I believe the United Church of Christ was born for this moment; this day; this time; this place; this mission.

I am here on your behalf to take a serious and dispassionate look at what your national setting is doing to utilize the gifts you entrust to us for the sake of our shared mission.

I am here because I believe in the core of, and with every fiber of, my being that God's Holy Spirit sees a clear and meaningful mission and purpose for the United Church of Christ in the years ahead of us.

I am here because I see possibility beyond threat.

I am here because of my deep awareness of how much I need you to help me fulfill the mission and vision of a United Church of Christ that, when healthy, will participate in a movement

committed to just peace, to racial equality, to a warm and full embrace of all god's beloved children, to re-ordering human community in such a way that we are not a threat to each other or to our Mother Earth.

This isn't just a meeting you have been invited to. It is a movement, and you are all movement builders. You are going to be asked while you are here to consider big things. We are going to work you hard, and have packed your days and nights with a lot of very important matters. You are not here to listen to reports or to approve things already worked out for you. You are here to help create a future for a United Church of Christ that God's mission is not complete without. You have received this invitation because you bring gifts requisite to the enormity of the undertaking; and in fulfillment of your baptismal promises to help create and sustain the beloved community envisioned by our creator.

You will go home exhausted – I can almost guarantee you that. But, you will go home hopeful about what you will have helped make possible. If we are realistic about the challenges that confront us, we can be optimistic about the future before us.”

The meeting was recessed, the time being 4:45 PM Eastern Time.

## **SECOND BUSINESS SESSION**

Ms. Bonds called the second business session of the United Church of Christ Board of Directors to order, the time being 6:13 PM Eastern Time. She then called on Rev. Dorhauer to offer a prayer for the family of Mr. Edward Davis in the loss of his 31 year old son.

Ms. Bonds, thereafter, shared birthday news regarding people who had birthdays during the time the Board of Directors would be in session, and those included Mr. Frieberg, Mr. Peterson and Mr. Denton.

Ms. Bigler made a request from the Audit Committee for five Minutes to make a presentation during the second business session. Ms. Bonds indicated it would be dependent upon the completion of the already established agenda.

Ms. Bonds called upon Mr. Brace, Chair of the Governance Committee, to give a report on the progress of the Governance Committee. Mr. Brace expressed gratitude to the Governance Committee for their hard work and indicated that all of the information was available on BoardMax. He called everyone's attention to the most recent document entitled Summary of Proposed Constitution and Bylaw Changes, along with Questions for Consideration and Notice of Proposed Amendments to the Constitution and Bylaws of the United Church of Christ. He stated that the timeline was not on target due in large part to lack of timely feedback from the Board of Directors.

Questions were distributed to tables for consideration and included information for discussion.

## **SUMMARY OF PROPOSED CONSTITUTION AND BYLAW CHANGES**

### **Purpose of this Summary**

At General Synod 30 in June 2015, delegates were asked to consider a variety of amendments to the United Church of Christ's (UCC) Constitution and Bylaws. Of the proposed amendments not ratified, below is a summary of language from those amendments. This document is meant to function simply as a summary. Because of this, more clarification or content may be needed. For additional information, please reference documents distributed in advance of the 30th General Synod. To assist the Board in identifying those documents, they will be distributed with this Summary.

### **Changes in Leadership Structure**

The current structure of the National Setting of the UCC consists of a Collegium of Officers, of which there are four: the General Minister and President, the Executive Minister of Local Church Ministries, the Executive Minister of Justice and Witness Ministries and the Executive Minister of Wider Church Ministries. The proposed changes in leadership structure seek to broaden the scope of authority of the General Minister and President (GMP) and seek a clearer line of accountability with the UCC Board. This is accomplished by placing decision making authority for Covenanted Ministries with the GMP in conjunction with the UCC Board. The GMP will be responsible for each of the Covenanted Ministries. The GMP will have the authority to end the call of Executive Ministers, in consultation with the Executive Minister and the UCC Board, acting as General Synod. Additionally, Executive Ministers will no longer be called specifically to a Covenanted Ministry. Instead they will be called to serve the National Setting and be assigned areas of responsibility by the GMP with consideration for skills, gifts and a sense of call. Finally, rather than specifying the number of Executive Ministers, the proposed changes remove the specified number. Executive Ministers will remain officers of the church and therefore members of the UCC Board.

### **UCC Board of Directors Amendments**

To create a Board structure that better fits with accountability of the Whole Board to provide oversight, engage in decision making and generative work required by the Board in the Constitution and Bylaws, the proposed amendments to the Constitution and Bylaws seek to change the composition of the Executive Committee. The proposal also eliminates the Ministry Committees of the Board. The proposed changes to the Executive Committee reflect the challenge of having a committee reflect the commitment of the UCC to be open and accessible to all, multicultural and multiracial, reflective of age, race and gender diversity. The proposal to eliminate the ministry committees reflects an understanding that the UCC Board sits as the Board of Directors for the Covenanted Ministries. Where necessary, the Board will be able to organize and identify structures, including committees, to assist with programmatic oversight and strategic planning of the Covenanted Ministries. This is very difficult with the Ministry Committee structure.



## **Changes Relating to Ordained Ministry and Ecclesiastical Oversight**

These changes focus on standards related to ordained ministerial standing, privilege of call, status of approval for ordination pending call, call agreements, standing, and responsibilities of Associations, ordained minister or ordained ministerial partner. This helps to create some consistency across Associations, though the role of the Association in approving ordination, granting privilege of call and functioning as the body with Ecclesiastical Oversight of Ordained, Commissioned and Licensed Clergy within the judicatory remains unchanged.

### **Special Meeting of General Synod:**

#### **Changes from a number of Conferences to a percent of Conferences**

The change from a specified number of conferences to a percent of conferences required to call a Special Meeting of General Synod reflects the conversations and considerations being given to potential merging of conferences of various geographic areas. If Conferences merge between General Synods or before amendments on this subject could go into effect, it would limit the ability of Conferences to call a special meeting of General Synod. Changes to the time frame are intended to provide uniformity in notification and to allow for scheduling of any special meeting of General Synod.

### **Historic References in the Constitution**

There are some references in the Constitution to the union that was formed in 1957 and the impact on the denominations that united to form the UCC and to congregations of the UCC remaining in Association with congregations which did not vote to join the UCC (old paragraphs 13, 14). The proposed changes would eliminate what appear to be two classes of Local Churches, those who must break with the historic continuities and traditions and those which do not have to do so because they joined with the union after it occurred in 1957.

## **QUESTIONS FOR CONSIDERATION**

### **Roles and Responsibilities of Officers**

The National Setting of the United Church of Christ currently has four Officers: General Minister and President, and one Executive Minister for each of the three Covenanted Ministries (LCM, WCM, JWM). What do you believe should be the primary role of Officers? How should accountability be structured? As the needs, roles and responsibilities of the Church change, how shall future roles, as well as number, of Officers be determined?

### **Ministry and Ecclesiastical Oversight**

Most of the proposed amendments to "Article I: The Ministry" were a synchronization of terminologies currently used broadly in the UCC and Christian Church (DOC). Beyond those adjustments, do you believe the By-Laws should provide guidance for Church and Ministry procedures in order to obtain uniformity across the UCC? If yes, how so?

## **Polity**

How do you believe proposed amendments impact or change, if at all, the current polity of the United Church of Christ?

## **General Synod Form and Frequency**

Where in the structure of the United Church of Christ do you believe decisions regarding the future of General Synods should be made?

## **Role of Church in Society**

Church and society are always changing. How shall we in the United Church of Christ position the church to make structural changes to effectively meet the changing needs of both church and society?

There were several questions from the floor regarding clarification of the assignment and then discussion was turned over to the table groups.

There was a time for questions and discussion as to how the process worked, the importance of questions and feedback, and the importance of hearing as many voices in the conversation as possible.

- The Executive Summary was helpful.
- Respect the work and quality of the work, and questions about the changes that have been made and how they affect the Church.
- Each question impacts the next one.
- This is too much for General Synod all at once.
- Clarification of current compared to proposed.
- Question on Polity.
- Proposed changes do not affect the Church's polity.
- If we already have an answer that it does not affect our polity. There is an assumption that there is a polity question, when there is not a definitive answer.
- Questions raise suspicion.
- Misunderstanding because of the questions.
- Figure out a way to send out the changes and ask for interactive questions.
- Explain and ask questions, and get people who are expert in asking those questions.
- Initial concern was lack of engagement.
- Need as many forms of creating dialog for engagement.
- Need to work with communications staff to figure out what the Church's capacity is and how the Church can do it.
- Board members may need to be available as ambassadors to step forward to be involved in the conversations and communications.
- Thank you to all of the wonderful beautiful people who did all of this work.

It was then reiterated that the purpose of structure is to allow an organization to fulfill its mission and as a Board we need to wrestle with that and continue to have these conversations about mission to ensure that the mission is fulfilled.

Ms. Bonds thanked Mr. Brace and the Governance Committee for putting in the time to develop the exercise and hoped that it was beneficial to the body. She encouraged all to be ambassadors in their Local Churches and Conferences and to talk this up in a positive manner.

Ms. Bonds called on Ms. Bigler, Chair of the Audit Committee, to give her report.

Ms. Bigler wanted to report that the Audit Committee wished to report the following clarifications for previous years. Some reports were filed inaccurately and filed late. In 2014 and 2015, penalties were paid of less than \$60,000, similar errors occurred in 2012 and 2013, those fines total less than \$35,000 and have not yet been paid. They were not paid because an abatement had been filed. Policies and procedures have been put in place to prevent these errors in the future.

Ms. Bonds then called upon Ms. Angulo de Gonzales for the closing exercise.

The meeting was recessed, the time being 8:30 PM Eastern Time.

### **FRIDAY, MARCH 18, 2016**

### **THIRD BUSINESS SESSION**

Ms. Bonds called the third business session of the United Church of Christ Board of Directors to order the time being 8:28 AM Eastern Time.

Ms. Bonds invited Mr. Dorhauer to the podium. Mr. Dorhauer introduced the morning discussion regarding the Mission, Purpose and Vision of the United Church of Christ. Mr. Dorhauer called upon Mr. Joseph to introduce Mr. Jim Schnurbush. Mr. Schnurbush led the members in an exercise on the Mission, Purpose and Vision.

What drives the Church? Thoughts were to be shared at each table.

1. What it means to share the love that we know in Christ and how we embody that love.
2. Aligned with the purpose.
3. Discussion about the ways people serve to make incrementalist, saw our work as putting our own spin on doing the work and doing it well.
4. Purpose was very nice and we all agreed with it, challenge is that it doesn't make us uncomfortable because we like to be advocates.
5. Unable to agree why there is evil in the world, but did reach consensus about increasing the love of God and neighbor and how does the church and the individuals do that.
6. We are more about modeling outside than inside. Emphasize, spreading, sharing, modeling, God's love.

7. Illustration was simple. Hung on the description, is the act of love simple, and came to realize that the complexity of the act of love is our purpose.
8. Alignment with the statement in general terms, but talked about liberation and mission which is how we live it. Other word was grace. Grace is different than love in that something needs to occur between God and ourselves, beginning with the blessing from God and going from there.
9. Important to integrate the secular and sacred to draw non-churched into program. Need to have space and create alignment between church and unchurched.
10. What does it really mean to love our neighbor? Are we willing to sacrifice the institution? Love God is an awesome statement and are we up for that task? God does have a sight beyond what we can say. If we are a gift in God's economy, how can we use those assets for God.
11. Perspective on the question of agitation. The act of love to which our culture defines as outside the bounds of love is a form of agitation.
12. Mission statement is fundamental but a burden we fall short of. Love your neighbor. Inverting and making the second first.

What does the Church do to accomplish its purpose? (three strengths, three questions)

Mr. Schnurbush collected sticky notes from each table that contained feedback and Ms. Bonds thanked Mr. Schurnbush for his facilitation and thanked the Board for taking the time to help define purpose, mission and vision.

Mr. Gaewski indicated that prayers were needed for RCA pastors who are at great risk over changes occurring within the RCA governance.

Ms. Bonds called the Board to recess, the time being 10:00 AM Eastern Time.

#### **FOURTH BUSINESS SESSION**

Ms. Bonds called the fourth business session of the United Church of Christ Board of Directors to order, the time being 2:15 PM Eastern Time.

Ms. Bonds invited the Strategic Visioning Task Force to the podium.

The Strategic Visioning Task Force, led by Ms. Cameron Trimble, presented a power point and Order of Worship for the People of God - "A Vision: The Transformative United Church of Christ in Ten Years".

There was a Motion made that the United Church of Christ Board of Directors receive the report of the Strategic Planning Task Force, "What does a transformative UCC Look Like Ten Years from Now," consider the report's recommendations as institutional priority towards realizing the articulated vision, authorize the systems and committees necessary to empower the recommendations in alignment with the UCC mission and purpose.

Discussion ensued.

- Concerns regarding the limitations of the report, but also acknowledgement of the work that went into it.
- Confusion regarding the process.
- Concerns regarding diversity.
- The Motion does not say adopt, but it says consider recommendations and authorize systems and committees. Long way from “adopting”, just receiving it.
- Intentionally determined to be a worship document.
- Appreciative of the work being done.
- Struggles with the Task Force being questioned.
- The General Minister and President was asked for additional insight and clarity.
- There are two dialogs going on. What the Holy Spirit visions possible for us, and what the Task Force visions over a ten year program. Nothing in either one of these dialogues is inconsistent, but the synchronicity will become evident. Both documents show evidence of the same Holy Spirit at work.
- Voices of disabled are missing.
- Given the transparency, there were places the task force fell short.
- Need steps of boldness.
- No surprises and, in fact, confirmation of what we know.
- The work is not done, more voices need to be heard, but a place to start.
- Not for implementation but to receive, and to consider the implementation.
- Confusion on empowering recommendations.

## **WITHDRAW MOTION**

New Motion made to receive the Report of the Strategic Planning Task Force, “What does a Transformative UCC Look Like Ten Years from Now?” and consider the report’s recommendations as institutional priority towards realizing the articulated vision; and

### **RECEIVE THE REPORT OF THE STRATEGIC PLANNING TASK FORCE**

**It was VOTED:**

**16-03-UCCB-03**

that the United Church of Christ Board of Directors receive the Report of the Strategic Planning Task Force, “What Does a Transformative UCC Look Like Ten Years from Now?” and consider report’s recommendation as institutional priority towards realizing the Articulated vision.

A second Motion was made, and

**AUTHORIZE THE SYSTEMS AND COMMITTEES NECESSARY TO EMPOWER  
THE RECOMMENDATIONS**

**It was VOTED:  
16-03-UCCB-04**

that the United Church of Christ Board of Directors authorize the systems and committees necessary to empower the recommendations in alignment with the UCC mission and purpose. (hand count: 22 for; 15 against)

Ms. Bonds thanked Ms. Trimble for making scary decisions. It is the job of the Church and its Board of Directors to stand together and offer each other grace.

Ms. Bonds thanked the Task Force for an incredible job and thanked the Board of Directors for its courage. The meeting was then recessed, the time being 4:45 PM Eastern Time. Mr. Bolden prayed the group into dinner.

**FIFTH BUSINESS SESSION**

Ms. Bonds called the fifth business session of the United Church of Christ Board of Directors to order, the time being 6:12 PM Eastern Time.

Ms. Heath requested prayers for her wife who has lost an Aunt.

Ms. Bonds reported on behalf of the Executive Committee regarding the ongoing discussion about reducing the number of Executive Ministers to three.

A Motion comes from the Executive Committee recommending that the full Board of Directors appoint Rev. Dr. John C. Dorhauer as the acting Executive Minister of Local Church Ministries until the October, 2016 meeting of the United Church of Christ Board of Directors and that the Board evaluate the effectiveness of the arrangement at that time.

A discussion ensued.

- Multiple concerns about vesting too much authority in the General Minister and President.
- Question regarding the timing of this.
- Recommendation that the time be reviewed in six months.
- Concerns that the message to Local Congregations is backing off our commitment to Local Congregations.
- Applaud the solution, believing there are opportunities for delegations.
- Great opportunity to try the reduction.
- What will we lose by giving up the Minister of Local Church Ministries and what are we giving up in putting more responsibilities on others?
- There would be management distribution between the Executive Ministers and the Team Leaders.
- Communication to the Wider Church is important.
- It is important that the Board of Directors be sensitive to how the Board is heard.

There was a Motion to Call the Question, ending the debate on the amendment to the original recommendation from the Executive Committee.

### **END DEBATE ON MOTION AS AMENDED**

**It was VOTED:  
16-03-UCCB-04**

The United Church of Christ Board of Directors voted to end debate on the Motion as amended.

### **MOTION FROM THE EXECUTIVE COMMITTEE**

**It was VOTED:  
16-03-UCCB-05**

The United Church of Christ Board of Directors voted to approve an Amendment to the Motion from the Executive Committee recommending that the Board of Directors appoint Rev. Dr. John C. Dorhauer as the Acting Executive Minister of Local Church Ministries, until the October, 2016 meeting of the United Church of Christ Board of Directors and that the Board evaluate the effectiveness of the arrangement at that time.

Ms. Bonds called on the Development Committee. The Board was asked to fill out pledge forms to increase the giving of the Board of Directors. Giving between 2014 and 2015 increased. This is the first year that giving increased in several years. There was a robust and focused conversation on routine giving and conversation about a joint conference with the Christian Church Disciples of Christ (DOC) on the Art of Giving.

Ms. Bonds called on Mr. Bolden to give an update on the Task Force on Giving. He thanked everyone for making the increase possible and indicated that the group's name has changed to the Giving Task Force.

The mandate of the Giving Task Force was to examine the covenant of giving across the United Church of Christ to ensure discovery, implementation and utilization of a more effective and efficient development program and inform the future direction of the Churches' pattern of giving to make it more efficient, stop the decline and move in an upward direction. The Giving Task Force seeks ways to hear the concerns of all settings, understand current giving philosophy, practices and policies, research best practices in philanthropy and ways to adapt these to the United Church of Christ, and identify options with potential to give us a stronger giving base while maintaining an open communications process.

#### Assumptions of Giving Models:

- Proposed models presume "opt-in" invitation rather than compulsory participation
- Donor-centered based on relationship, commitment to an ethic of experimentation
- Testing a variety of options
- All settings can approach donor audiences in a coordinated process
- Focus on common mission and goals

The Giving Task Force needs more information to proceed with developing the models. A survey that was sent out to the Conference Ministers resulted in nearly all returning responses. There is a need, however, for much better participation from the Board of Directors.

Targeted Audience:

- United Church of Christ Board
- Council of Conference Ministers
- Conference Boards
- Congregations
- UCC Affiliates
- Historically Underrepresented Groups
- Donors
- Others

Results:

- Most strongly agreed with most of the questions.
- On two of the questions there was a 40-45 split.
- On two other questions the negatives were stronger.
- On two of the questions there was a 100 percent agreement.

Ms. Bonds called on Mr. Frieberg to report on behalf of the Finance and Budget Committee.

Mr. Frieberg thanked the Committee for all of their hard work before leading a discussion regarding a surplus of almost \$330,000 from the Thirtieth General Synod held in Cleveland. The recommendation is that from those savings \$100,000 be made available to the General Minister and President for his 90-day initiatives.

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors allocate \$100,000 of the savings on the Thirtieth General Synod to the Strategic Initiatives Fund to assist in the funding of the General Minister and President's 90-day initiatives; and

#### **ALLOCATION OF \$100,000 TO 90-DAY INITIATIVES**

**It was VOTED:**

**16-03-UCCB-06**

to allocate \$100,000 of the savings on the Thirtieth General Synod to the Strategic Initiatives Fund to assist in the funding of the General Minister and President's 90-day initiatives.

The Finance and Budget Committee provided a fact sheet regarding the Thirty-first General Synod rates for Delegate Travel Pool. The Finance and Budget Committee recommends that the



United Church of Christ Board of Directors approve the rates by zone to be used in the calculation for the 2017 Conference Delegate Travel Pool as stated in the budget; and

### **2017 CONFERENCE TRAVEL POOL**

**It was VOTED:**

**16-03-UCCB-07** to approve the the rates by zone to be used in the calculation for the 2017 Conference Travel pool as stated in the budget.

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the Thirty-first General Synod Budget of \$1,578,238; and

### **THIRTY-FIRST GENERAL SYNOD BUDGET**

**It was VOTED:**

**16-03-UCCB-08** to approve the Thirty-first General Synod Budget of \$1,578,238.

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the registration fees for the Thirty-first General Synod as shown on the fee schedule.

### **THIRTY-FIRST GENERAL SYNOD REGISTRATION FEES**

**It was VOTED:**

**16-03-UCCB-09** to approve the registration fees for the Thirty-first General Synod as stated on the fee schedule.

Ms. Kiernozek reported that the year ended with a surplus and a draw of 1.2%, unaudited at this point, but there are no expected changes. OCWM was down \$500,000 (2.24%), and the Churches Wider Mission fell short of the goal by \$17,000. Special offerings also fell short, and there were extra-ordinary litigation costs. Also, a word of thanks to Mr. Moos for having served as interim Chief Financial Officer.

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors fund extraordinary legal expenses from the Unrestricted Reserves of the Covenanted Ministries pro rata based on their reserve balance.

### **FUNDING OF EXTRAORDINARY LEGAL EXPENSES**

**It was VOTED:**

**16-03-UCCB-10** to fund the Extra-ordinary legal expenses from the Unrestricted Reserves of the Ministries pro rata based on their reserve balance.

Following Ms. Kiernozek's presentation it was moved and seconded to move into Executive Session.

### **EXECUTIVE SESSION**

**It was VOTED:**  
**16-03-UCCB 11** to move into Executive Session

### **OPEN SESSION**

**It was VOTED**  
**16-03-UCCB 12** to end Executive Session

### **SATURDAY, MARCH 19, 2016**

### **SIXTH BUSINESS SESSION**

Ms. Bonds called the sixth business session of the United Church of Christ Board of Directors to order, the time being 9:38 AM Eastern Time. She asked that members leave name badges on the registration table following this session. Ms. Bonds thanked the staff for making these board meetings possible, particularly naming, Ms. Lucarelli, Ms. Gomoll, and Ms. Malinowski.

Mr. Jensen-Tabor from the Investment and Endowment Committee introduced Mr. Hart to present and lead the next discussion. Mr. Hart informed the Board that in 2001 the Covenanted Ministries voted to liquidate their individual investment portfolios and invest in United Church Funds (UCF). Since that time the investment policy statements of United Church Funds and the Covenanted Ministries, Executive Council, and now the United Church of Christ Board of Directors, have been kept in sync. UCF has recently updated its investment policy statement and worked with the Investment and Endowment Committee to draft a similar policy statement.

The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors approve the United Church of Christ Board of Directors Statement of Investment Policy dated February 2016; and

### **UNITED CHURCH OF CHRIST BOARD OF DIRECTORS STATEMENT OF INVESTMENT POLICY**

**It was VOTED**  
**16-03-UCCB 13** to approve the United Church of Christ Board of Directors Statement of Investment Policy dated February 2016.

Ms. Bonds called on Mr. Brace for the second report of the Governance Committee.

Mr. Brace gave the following report to the full Board of Directors based on the Governance Committee's conversation on March 18<sup>th</sup>.

- The Committee will proceed to gather feedback from various ministry partners.

- Focus feedback on the amendments themselves, not the generative activity the Board of Directors had on March 17<sup>th</sup>.
- Work with CARD and the communications office.
- Communications
  - State the role of the Board of Directors in reviewing structure and ensuring ability to meet mission.
  - The goal is to eliminate governing structures which impede ability to meet mission
    - State current environment in which amendments are being proposed
    - Clearly, succinctly and effectively communicate how the proposals are intended to address governing structures which impede ability to meet mission

Mr. Brace stated that concerns are being heard about process and more time is needed to allow for additional feedback, and there is interest in using all of that feedback. The objective is to deploy resources of the communications office as fully as possible and the creation of feedback with CARD. The feedback is meant to gather reaction to the proposed amendments not approved at the Thirtieth General Synod, with an eye on making improvements which align with the goal of eliminating governing structures impeding ability to meet mission.

- State why we are seeking feedback.
- What are we missing?
- Help to create a more perfect product.

Mr. Brace asked for prayers for the United Church of Christ and the Board of Directors. He stated that feedback will be distributed through a variety of networks that CARD will help to identify.

Additional things to do:

- A guide for the ministry partners is needed to facilitate conversations on the Constitution and Bylaws.
- A letter needs to be prepared that will communicate what is happening with the Constitution and Bylaws amendments. (Mr. Brace said that he will work with Ms. Bonds and the Officers to determine the best approach.)

Mr. Brace asked the Board of Directors to accept the Recommended Course of Action for Constitution and Bylaws Amendments; and

### **RECOMMENDED COURSE OF ACTION FOR CONSTITUTION AND BYLAWS AMENDMENTS**

**It was VOTED  
16-03-UCCB 14**

to approve the Recommended Course of Action for the Constitution and Bylaw Amendments.

Mr. Brace referred the Board of Directors to the Governance Committee's recommendations regarding the proposed Yearbook and Directory Inclusion Policy and recommended that the United Church of Christ Board of Directors adopt the proposed Yearbook and Directory Inclusion Policy; and

### **YEARBOOK AND DIRECTORY INCLUSION POLICY**

**It was VOTED**

**16-03-UCCB 15** to approve the adoption of the proposed Yearbook and Directory Inclusion Policy.

The Governance Committee also recommended that the United Church of Christ Board of Directors adopt the proposed amendments to the Historical Council Bylaws as previously distributed.

### **HISTORICAL COUNCIL BYLAWS**

**It was VOTED**

**16-03-UCCB 16** to adopt the proposed amendments to the Historical Council Bylaws.

The Governance Committee recommends that the United Church of Christ Board of Directors adopt the proposed amendments to the Standing Rules of the Thirty-First General Synod.

### **STANDING RULES OF THE THIRTY-FIRST GENERAL SYNOD**

**It was VOTED**

**16-03-UCCB 17** to approve the proposed amendments to the Standing Rules of the Thirty-First General Synod.

Ms. Bonds thanked the Committee for all of its hard work.

Mr. Goodwin presented on behalf of the Justice and Witness Ministry Committee. He focused on the Flint, Michigan Water Crisis and the work of the Woodside United Church of Christ. Mr. Goodwin then provided an update on the Search Committee for the new JWM Executive Minister.

Mr. Peterson presented on behalf of the Local Church Ministries Committee. The Committee met and reviewed reports from team leaders. Time was spent focusing on Faith Formation. The Committee is aware of difficulties with the UCC Website and the need to make the site more user friendly. There was discussion as to how we can highlight churches that are doing amazing ministries, and how can we get more of that information, as well as good conversation around ethnic and racial ministries and different ways of doing vibrant ministry.

Mr. Patrick Duggan reported on behalf of the Church Building and Loan Fund.

Mr. Tanner reported on behalf of the Wider Church Ministries Committee and focused on the Refugee Crises. He shared a video entitled A Syrian Story about the Future and spoke to the Disciples Home Mission and Refugee & Immigration Ministries latest alert on refugees. Mr. Tanner also directed Members to speak with Mr. Moos directly, as he is willing to speak and share with others.

Ms. Artt was called upon to provide the report of the Thirty-first General Synod Program and Planning Committee. Ms. Artt confirmed that the Thirty-first General Synod will take place in Baltimore and said that the Committee had met in Baltimore the first week of February. It was a superb location and attendees will not be disappointed by Inner Harbor. The Convention Center is beautiful and the Central Atlantic Conference is actively involved. The Local Arrangements Committee will make everyone feel welcome, and Ms. Barbara Kershner Daniel will be running the Youth Program which will be integrated into General Synod.

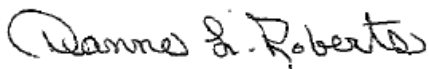
The Theme of the Thirty-first General Synod was revealed as “Make Glad” based on Psalm 46:4

Ms. Bonds took a moment to thank the team of staff who worked so hard to put this meeting together, and she solicited feedback from the Board Members about the week’s meeting.

- Nice location
- Room too long and narrow
- Liked the Board mixers.
- Positive feedback regarding the joint luncheon with the Conference Ministers

Ms. Bonds reminded everyone of the fall meeting dates: Thursday, October 20 – Saturday, October 22, 2016 in Cleveland, Ohio and then adjourned the spring meeting of the United Church of Christ Board of Directors, the time being 10:33 AM.

Respectfully submitted,



Dianne Roberts  
Recorder

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Office of the Secretary  
United Church of Christ Board of Directors