Minutes
The Board of Directors
of the United Church of Christ
The Hilton Garden Inn Cleveland Downtown
Cleveland, Ohio
October 19-21, 2017

Members Present: Cameron Barr, Caroline Belsom, Traci Blackmon, Deborah Blood, Brian Bodager, Frank Bolden, Emma Brewer-Wallin, Dorinda Broadnax, Aishia Brown, Carolyne Call, Michael Cich-Jones, Dennis Coy, John Dorhauer, John Folk, Bob Frieberg, Darrell Goodwin, Kevin Graham, Carla Gregg-Kearns, Nadyne Guzman, Tim Hachfeld, Don Hart, Dick Harter, Alice Hunt, Wesley Hurt, Penny Lowes, James Maki, Doug McClelland, Yesenia Mendendez-Sanchez, Keith Mills, Jim Moos, David Nelson, Kevin Omi, Kevin Peterson, Michael Readinger, Inez Reid, Franz Rigert, Carol Shipley, Hannah Snyder-Samuelson, Kylie Steever, Seung Un (Paul) Tche, John Vertigan, Diane Weible, Norman Williams, Bill Worley, Yvette Wynn

Members Excused: Maritza Angulo de Gonzalez, Isaiah Jackson Post, Nesa Joseph, Brittni Melius, Frances Wong

Staff Present: Joyce Bathke, Lee Foley, Jan Gomoll, Stephen Jones, Ann Kiernozek, Heather Kimmel, Alisa Lewis, Christine Lucarelli, Ronald Nowak, Denise Pittman, Valerie Smith, Cheryl Williams.

THURSDAY, OCTOBER 19, 2017
FIRST BUSINESS SESSION

Frank Bolden, Chair of the United Church of Christ Board of Directors (UCCB), acting on the advice of the Registrar, Denise Pittman, declared a quorum present and called to order the First Business Session of the United Church of Christ Board of Directors, the time being 2:00 PM Eastern Time.

The Behavioral Covenant was read aloud by all.

John Dorhauer, General Minister and President opened with prayer and extended a welcome, followed by greetings from Jim Moos, Cheryl Williams and Heather Kimmel.

APPROVAL OF AGENDA

It was VOTED:
UCCB-17-10-01 to approve the Agenda.

1 A Powerpoint presentation with the text of votes and other agenda items is appended to the end of the reports attached to the minutes.
It was VOTED: UCCB-17-10-02 to approve the consent agenda, which includes the following items of business:

- UCCB-17-10-02a – Receive the Minutes of the UCC Board of Directors Committee Chairs August 23, 2017 Meeting via ZOOM
- UCCB-17-10-02b – Grant Voice Without Vote to the following staff and others making presentations to the Board of Directors: Joyce Bathke, Wayne Cherry, Lee Foley, Jan Gomoll, Stephen Jones, Ann Kiernozek, Heather Kimmel, Alisa Lewis, Christine Lucarelli, Ron Nowak, Denise Pittman, Kent Siladi, Valerie Smith, Cheryl Williams
- UCCB-17-10-02c – Grant Voice Without Vote to Non-Director Members with Special Expertise: Ron Patterson-Special Committee on Development; Shari Prestemon-Special Committee on Development; Andrew Warner-Special Committee on Development; Lawrence D. Bashe-Investment & Endowment Committee; Kristine Shorey Forbes-Marketing Committee
- UCCB-17-10-02d – Receive the resignation of Rev. Emily Heath

APPROVAL OF JUNE, 2017 BOARD MINUTES

It was VOTED: UCCB-17-10-03 to approve the June, 2017 Board Minutes.

APPROVAL OF THE MINUTES OF THE THIRTY-FIRST GENERAL SYNOD

It was VOTED: UCCB-17-10-04 to approve the minutes of the Thirty-first General Synod

Introductions by all Board Members

Opening Remarks, by Chair, Frank Bolden

General Minister & President’s Report, by John Dorhauer

Presentation on Diversity, Inclusion, and Privilege, by Alice Hunt
- Additional information included in Powerpoint presentation appended to the minutes following the reports.

SECOND BUSINESS SESSION

Frank called the Second Business Session of the United Church of Christ Board of Directors to order, the time being 6:15 PM Eastern Time.

Report on UCCB Performance, 2015-2017 Biennium, by Carol Shipley
- Report attached to minutes

Thinking Through Today’s UCC Landscape—Case Study of CT, MA, RI, by Kent Siladi
- Report attached to minutes
FRIDAY, OCTOBER 20, 2017

THIRD BUSINESS SESSION

Frank called the Third Business Session of the United Church of Christ Board of Directors to order, the time being 8:30 AM Eastern Time.

Remarks on Our Biennium as a Board, by Frank Bolden

2017 Constitution and Bylaws Amendments, by Heather Kimmel
• Report attached to minutes

Chief Strategy Officer’s Report, by Cheryl Williams
• Report attached to minutes

Executive Minister’s Report on Disaster Ministries, by Jim Moos
• Report attached to minutes

FOURTH BUSINESS SESSION

Frank called the Fourth Business Session of the United Church of Christ Board of Directors to order, the time being 3:00 PM Eastern Time.

GOVERNANCE COMMITTEE REPORT
by Caroline Belsom

The Governance Committee recommends that the United Church of Christ Board of Directors elects Megan Hoxhalli as Chair of the Nominating Committee of the General Synod of the United Church of Christ for a term of two years, concluding with the current biennium and Megan’s term as a member of the Nominating Committee.

ELECTION OF MEGAN HOXHALLI, CHAIR OF THE NOMINATING COMMITTEE

It was VOTED
UCCB-17-10-05 to accept the recommendation that the United Church of Christ Board of Directors elects Megan Hoxhalli as Chair of the Nominating Committee of the General Synod of the United Church of Christ for a term of two years concluding with the current biennium and her term as a member of the Nominating Committee.

The Governance Committee recommends that the United Church of Christ Board of Directors elects Jamie Binegar as Chair of the Credentials Committee of the General Synod of the United Church of Christ for a term of two years, concluding with the current biennium and Jamie’s term as a member of the Credentials Committee.
ELECTION OF CHAIR OF THE CREDENTIALS COMMITTEE

It was VOTED to accept the recommendation that the United Church of Christ Board of Directors elects Jamie Binegar as Chair of the Credentials Committee of the General Synod of the United Church of Christ for a term of two years, concluding with the current biennium and Jamie’s term as a member of the Credentials Committee.

The Governance Committee recommends that the United Church of Christ Board of Directors adopts the Distribution of Conference Delegates to the Thirty-Second General Synod, totaling 675. (see Appendix A)

ADOPT THE DISTRIBUTION OF CONFERENCE DELEGATES TO THE THIRTY-SECOND GENERAL SYNOD

It was VOTED to accept the recommendation that the United Church of Christ Board of Directors adopts the Distribution of Conference Delegates to the Thirty-Second General Synod, totaling 675.

The Governance Committee recommends that the United Church of Christ Board of Directors receive the 501(c)(3) Group Exemption Policy Implementation Status Report.

RECEIVE THE 501(c)(3) GROUP EXEMPTION POLICY IMPLEMENTATION STATUS REPORT

It was VOTED to accept the recommendation that the United Church of Christ Board of Directors receives the 501(c)(3) Group Exemption Policy Implementation Status Report.

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).

APPROVE PROPOSED AMENDMENTS TO THE ARTICLES OF INCORPORATION OF JUSTICE AND WITNESS MINISTRIES

It was VOTED to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).
APPROVE PROPOSED AMENDMENTS TO THE BYLAWS OF JUSTICE AND WITNESS MINISTRIES

It was VOTED UCCB-17-10-10 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).

APPROVE PROPOSED AMENDMENTS TO THE ARTICLES OF INCORPORATION OF LOCAL CHURCH MINISTRIES

It was VOTED UCCB-17-10-11 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).

APPROVE PROPOSED AMENDMENTS TO THE BYLAWS OF LOCAL CHURCH MINISTRIES

It was VOTED UCCB-17-10-12 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

APPROVE PROPOSED AMENDMENTS TO THE ARTICLES OF INCORPORATION OF WIDER CHURCH MINISTRIES

It was VOTED UCCB-17-10-13 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the articles of incorporation of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors
approve the proposed amendments to the Bylaws of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

**APPROVE PROPOSED AMENDMENTS TO THE BYLAWS OF WIDER CHURCH MINISTRIES**

It was VOTED UCCB-17-10-14 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of the United Church of Christ Board Corporation.

**APPROVE PROPOSED AMENDMENTS TO THE ARTICLES OF INCORPORATION OF UNITED CHURCH OF CHRIST BOARD CORPORATION**

It was VOTED UCCB-17-10-15 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Articles of Incorporation of the United Church of Christ Board corporation.

The Governance Committee recommends that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of the United Church of Christ Board Corporation.

**APPROVE PROPOSED AMENDMENT TO THE BYLAWS OF THE UNITED CHURCH OF CHRIST BOARD CORPORATION**

It was VOTED UCCB-17-10-16 to accept the recommendation that the United Church of Christ Board of Directors approve the proposed amendments to the Bylaws of the United Church of Christ Board Corporation.

The Governance Committee recommends that the United Church of Christ Board of Directors elects the following people to the Office of Communication, Inc. Board of Directors, each for a term of three years commencing on the date of election and ending upon the election of a successor at the October 2020 meeting of the UCC Board of Directors: Marti Weston, Hyo-Jung Kim, and Mike Denton.

**ELECTION OF MARTI WESTON, HYO-JUNG KIM AND MIKE DENTON TO THE OFFICE OF COMMUNICATION, INC. BOARD OF DIRECTOR**

It was VOTED UCCB-17-10-17 to accept the recommendation that the United Church of Christ Board of Directors elects the following people to the Office of Communication, Inc. Board of Directors, each for a term of three years commencing on the date
of election and ending upon the election of a successor at the October, 2020 meeting of the UCC Board of Directors: Marti Weston, Hyo-Jung-Kim, and Mike Denton.

The Governance Committee recommends that the United Church of Christ Board of Directors continue to hold as confidential Executive Session Minutes from the dates of March 18, 2016; March 19, 2016; and October 20, 2016.

**HOLD AS CONFIDENTIAL EXECUTIVE SESSION MINUTES FROM DATES MARCH 18, 2016; MARCH 19, 2016; AND OCTOBER 20, 2016**

It was VOTED UCCB-17-10-18 to accept the recommendation that the United Church of Christ Board of Directors continue to hold as confidential Executive Session Minutes from the dates March 18, 2016; March 19, 2016; and October 20, 2016.

**FINANCE AND BUDGET COMMITTEE REPORT**
by Bob Frieberg

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the Clergy Housing Allowance under Section 107 of the Internal Revenue Code and the regulations promulgated thereunder (“Section 107”) during calendar year 2018 for each ordained minister in good standing with his or her respective denomination and any other “Minister of the Gospel” within the meaning of Section 107, who is in the employ of a Covenanted Ministry of the United Church of Christ Board Corporation, shall be a sum equal to such employee’s good faith estimate of the amount which will be excludible under Section 107 with respect to the providing of a home by such employee for such year; however, unless and until such employee shall provide in writing the estimate described above, the amount of said Clergy Housing Allowance for such employee shall be a sum equal to the one third of such employee’s gross salary compensation.

**APPROVAL OF CLERGY HOUSING ALLOWANCE**

It was VOTED UCCB-17-10-19 to accept the Finance and Budget Committee’s recommendation that the United Church of Christ Board of Directors approve the Clergy Housing Allowance under Section 107 of the Internal Revenue Code and the regulations promulgated thereunder (“Section 107”) during calendar year 2018 for each ordained minister in good standing with his or her respective denomination and any other “Minister of the gospel” within the meaning of Section 107, who is in the employ of a Covenanted Ministry of the United Church of Christ Board Corporation, shall be a sum equal to such employee’s good faith estimate of the amount which will be excludible under Section 107 with respect to the providing of a home by such employee for such year; however, unless and until such employee shall provide in writing the estimate described above, the amount of said Clergy Housing Allowance for such employee shall be a sum equal to the one third of such employee’s gross salary compensation.
The Finance and Budget Committee recommends that the United Church of Christ Board of Directors authorize the Pension Boards-United Church of Christ to provide supplementation of small annuities effective January 1, 2018 based on an income level of $30,708 with three-fourths of that amount ($23,103) as the level applicable in determining supplementation for a deceased member’s surviving spouse/partner.

**AUTHORIZE PENSION BOARDS TO PROVIDE SUPPLEMENTATION OF SMALL ANNUITIES FOR A DECEASED MEMBER’S SPOUSE/PARTNER**

It was VOTED UCCB-17-10-20 to accept the Finance and Budget Committee’s recommendation that the United Church of Christ Board of Directors authorize the Pension Boards - United Church of Christ to provide supplementation of small annuities, effective January 1, 2018 based on an income level of $30,798 with three-fourths of that amount ($23,103) as the level applicable determining supplementation for a deceased member’s surviving spouse/partner.

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the National Basic Support allocation base of $5,025,000 for 2018 and the funding to the Office of General Minister & President, the Covenanted Ministries and the Pension Boards allocation as follows: Office of General Minister and President (OGMP) $3,270,170 or 65.08%; Justice and Witness Ministries (JWM) $1,100,214 or 21.89%; Local Church Ministries (LCM) $63,044 or 1.26%; Wider Church Ministries (WCM) $301,674 or 6.00% and the Pension Board $289,898 or 5.77%.

**APPROVAL THE NATIONAL BASIC SUPPORT ALLOCATION**

It was VOTED 17-10-UCCB-21 to accept the Finance and Budget Committee’s recommendation to approve the National Basic Support allocation base of $5,025,000 for 2018 and the funding to the Office of General Minister & President, the Covenanted Ministries and the Pension Boards allocation as follows: Office of General Minister and President (OGMP) $3,270,170 or 65.08%; Justice and Witness Ministries (JWM) $1,100,214 or 21.89%; Local Church Ministries (LCM) $63,044 or 1.26%; Wider Church Ministries (WCM) $301,674 or 6.00% and the Pension Board $289,898 or 5.77%

The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the proposed 2018 combined budget with $20,717,580 in revenues and $20,599,709 in expenses.

**APPROVAL OF 2018 COMBINED BUDGET**

It was VOTED UCCB-17-10-22 to accept the Finance & Budget Committee’s recommendation to approve the proposed 2018 combined budget with $20,717,580 in revenues and $20,599,709 in expenses.
DEVELOPMENT COMMITTEE REPORT
by Dick Harter

- Snapshot of Giving through September 2017 is attached to the minutes.
- Board members are reminded to make a financial commitment.

AUDIT COMMITTEE REPORT
by Inez Reid

The committee will report in the spring.

MARKETING COMMITTEE REPORT
by Darrell Goodwin

The committee met to set priorities.

INVESTMENT AND ENDOWMENT COMMITTEE REPORT
by David Nelson

The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors approve $267,000 for disbursement from the Haiti Limited Term Endowment Fund for programmatic initiatives ($135,000) and two missionary appointments ($132,000) in Haiti.

APPROVAL FOR DISBURSEMENT FROM THE HAITI LIMITED TERM ENDOWMENT FUND FOR PROGRAMMATIC INITIATIVES AND TWO MISSIONARY APPOINTS

It was VOTED UCCB-17-10-23 to accept the recommendation of the Investment and Endowment Committee to approve $267,000 for disbursement from the Haiti Limited Term Endowment Fund for programmatic initiatives ($135,000) and two missionary appointments (132,000) in Haiti.

The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors designate the Thomas E. Dipko Scholarship Fund for Leadership Development for promoting the mission and vision of the United Church of Christ. Income from the Fund will be used to offset the program and travel costs for meetings that connect the ministries of the National Setting with local churches, Conferences and other leaders in the United Church of Christ.

DESIGNATE THE THOMAS E. DIPKO SCHOLARSHIP FUND FOR LEADERSHIP DEVELOPMENT

It was VOTED UCCB-17-10-24 to accept the recommendation of the Investment and Endowment Committee to designate the Thomas E. Dipko Scholarship Fund for Leadership Development for promoting the mission and vision of the United Church of Christ. Income from the Fund will be used to offset the program and travel costs for meetings that connect the ministries of the National Setting with local churches, Conferences and other leaders in the
The Investment and Endowment Committee recommend that the United Church of Christ Board of Directors designates the income from the Ruth F. Parker, Virginia Kreyer, and Richard C. Northrup Endowment Funds for the Shaping our Future Campaign. The income from these endowments will be used by the National Setting to fund various Shaping our Future initiatives in addition to offsetting operating expenses associated with the campaign.

**DESIGNATE THE INCOME FROM RUTH F. PARKER, VIRGINIA KREYER, AND RICHARD C. NORTHRUP FOR THE SHAPING OUR FUTURE CAMPAIGN**

It was VOTED to accept the recommendation of the Investment and Endowment Committee to designate the income from the Ruth F. Parker, Virginia Kreyer, and Richard C. Northrup Endowment Funds for the Shaping our Future Campaign. The income from these endowments will be used by the National Setting to fund various Shaping our Future initiatives in addition to offsetting operating expenses associated with the campaign.

European Trip Report, by Frank Bolden

**FIFTH BUSINESS SESSION**

Frank called the meeting to order, the time being 6:15 PM Eastern Time.

**Executive Minister’s Report by Traci Blackmon**
- Three Great Loves: Caring for Creation, [https://vimeo.com/234577047](https://vimeo.com/234577047)
- Frontline Faith: [http://frontlinefaith.uccpages.org](http://frontlinefaith.uccpages.org)

**EXECUTIVE SESSION**
(See separate minutes)

It was VOTED to adjourn the meeting to go into Executive Session.

Frank convened the Board into open session and called the order of the day.

**SATURDAY, OCTOBER 21, 2017**

**SIXTH BUSINESS SESSION**

Frank called the meeting to order, the time being 9:00 AM Eastern Time.

**SEMINARIAN TASK FORCE REPORT**
by Carolyne Call

The Task Force is charged with responding to concerns raised at General Synod 2013 relating to seminary debt. The Task Force is beginning its work.
GENERAL SYNOD PROGRAM AND PLANNING COMMITTEE REPORT  
by Norman Williams

- Site visits are underway by staff and committee members.
- Theme, logo, and format will be discussed at the March meeting.
- Reviews from General Synod 2017 indicated 79% of attendees had an excellent or above average experience.

PENSION BOARDS REPORT  
by Brian Bodager


COUNCIL FOR HEALTH AND HUMAN SERVICES REPORT  
by Michael Readinger

- Report is attached to minutes.

UNITED CHURCH FUNDS REPORT  
by Don Hart

- Report is attached to minutes.

STRATEGY SESSION

Board members engaged in a discussion of essential strategic issues including generative discussion.

The meeting was adjourned, the time being 10:30 AM Eastern Time.

Respectfully submitted,

Joyce Bathke,  
Recorder
RECOMMENDED ACTION: the United Church of Christ Board of Directors adopts the following
distribution for Conference Delegates to the Thirty-second General Synod, totaling 675.

BACKGROUND: in compliance with the Bylaws of the United Church of Christ, the total number of
Conference Delegates in any biennium shall not be fewer than 675 or more than 725 and there shall not
be fewer than three delegates allocated to any Conference, regardless of membership. The distribution of
Conference Delegates to the Thirty-second General Synod is based on Conference membership, as listed
in the 2017 United Church of Christ Yearbook.

Total UCC membership = 880,383 ÷ 675 = 1,304 members = 1 delegate

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<tr>
<th>Conference</th>
<th>Members</th>
<th>Delegates</th>
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<tbody>
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<td>California-N/Nevada</td>
<td>013,963+</td>
<td>1,304  = 10.27</td>
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<tr>
<td>California-S/Nevada</td>
<td>016,473+</td>
<td>1,304  = 12.24</td>
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<td>Calvin Synod</td>
<td>001,130+</td>
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<td>Central Atlantic</td>
<td>023,971+</td>
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<td>Central Pacific</td>
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<td>Connecticut</td>
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<td>Hawaii</td>
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<td>Illinois</td>
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<td>Pennsylvanıa SE</td>
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<td>Penn West</td>
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<td>Vermont</td>
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<tr>
<td>Wisconsin</td>
<td>042,427+</td>
<td>1,304  = 33.17</td>
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678
2015-17 UCCB Assessment Survey Results

28 Responses

Categories

- Board orientation
- Materials
- Conduct of meetings
- Meeting Climate/relations
- Committee Assignments
- Communication and external relations
<table>
<thead>
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<th>Orientation was offered initially and provided periodically</th>
<th>60.7% strongly agree or agree</th>
<th>17.9% each NA or neither</th>
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<tr>
<td>Orientation has been effective in familiarizing me with roles and responsibilities</td>
<td>50% strongly agree or agree</td>
<td>21% neither</td>
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<td>Board decision-making processes and ground rules for discussions adequately communicated at orientation</td>
<td>64% strongly agree or agree</td>
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<tr>
<td>Orientation materials provided have been helpful in understanding</td>
<td>57.1% strongly agree or agree</td>
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<tr>
<td>My experience has been reflective of principles, values, and norms articulated during orientation</td>
<td>67.9% strongly agree or agree</td>
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## Materials

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agreeance</th>
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<td>I received sufficient materials that prepared me to make informed decisions on board business items.</td>
<td>92.86% strongly agree or agree</td>
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<tr>
<td>I received materials with sufficient time for review and planning prior to meetings.</td>
<td>82% strongly agree or agree</td>
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## Conduct of meetings

<table>
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<tr>
<th>Statement</th>
<th>Strongly Agree or Agree (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting agendas covered all items that required action.</td>
<td>78.6%</td>
<td>17.86%</td>
</tr>
<tr>
<td>Agendas too ambitious given time frame of board meetings</td>
<td>57.1% <strong>disagree</strong></td>
<td>10.7% strongly disagree</td>
</tr>
<tr>
<td>Some items could have been left off agenda in order to accomplish work more efficiently or thoroughly</td>
<td>50% <strong>disagree</strong> 21.4% neither</td>
<td>21.4% agree</td>
</tr>
<tr>
<td>I had ability to place items on agenda for consideration</td>
<td>64.3%</td>
<td></td>
</tr>
<tr>
<td>Meetings conducted efficiently and effectively Meetings were conducted respectfully with attention to process</td>
<td>82.1%</td>
<td></td>
</tr>
</tbody>
</table>
### Meeting Climate/relations

<table>
<thead>
<tr>
<th>Decision-making processes were transparent &amp; clearly communicated</th>
<th>78.6% strongly agree or agree</th>
<th>17.9% disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each individual was equally accountable to all other members</td>
<td>55.6% strongly agree or agree</td>
<td>18.5% disagree</td>
</tr>
<tr>
<td>There was strong sense of community among members</td>
<td>53.57% agree</td>
<td>22.43% neither</td>
</tr>
<tr>
<td></td>
<td>3.57 strongly agree</td>
<td>17.86% disagree</td>
</tr>
<tr>
<td>Space given for all voices to be heard, including my own</td>
<td>78.6% strongly agree or agree</td>
<td>14.3% disagree</td>
</tr>
<tr>
<td>Space was provided for thoughtful, prayerful discernment during deliberations</td>
<td>71.4% strongly agree or agree</td>
<td>14.3% disagree</td>
</tr>
<tr>
<td>I was comfortable with offering openly dissenting opinions and votes on business items.</td>
<td>78.6% strongly agree or agree</td>
<td></td>
</tr>
</tbody>
</table>
## Committee Assignments

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree or Agree (%)</th>
<th>Neither (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was pleased with my committee assignments</td>
<td>67.9%</td>
<td>21.4%</td>
</tr>
<tr>
<td>My committees were diligent &amp; effective carrying out responsibilities</td>
<td>75%</td>
<td>17.9%</td>
</tr>
<tr>
<td>There was sufficient time given to committee meetings in order to accomplish tasks.</td>
<td>71.4%</td>
<td>14.3% each disagree and neither</td>
</tr>
<tr>
<td>I had sufficient opportunities to interact with appropriate staff during committee meetings...</td>
<td>89.3%</td>
<td></td>
</tr>
<tr>
<td>I am pleased with how my committees have reported out to full board, and feel board had adequate opportunity to understand in order to act.</td>
<td>78.6%</td>
<td></td>
</tr>
</tbody>
</table>
## Communication and external relations

<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly Agree or Agree</th>
<th>Neither</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual communications regarding actions and decisions were professional and disseminated in appropriate formats.</td>
<td>89.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal board member communications regarding actions and decisions were timely.</td>
<td>89.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board actions and decisions were disseminated to wider church in appropriate formats</td>
<td>46.4%</td>
<td>28.6%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Board actions and decisions were disseminated to wider church in timely manner</td>
<td>46.4%</td>
<td>35.7%</td>
<td>17.9%</td>
</tr>
<tr>
<td>宜当的裁量权和保密性得到了维护，适用于在执行会议中进行的业务以及尚未公开的决策和行动。</td>
<td>78.6% 强烈同意或同意</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONFERENCE INITIATIVES ACROSS CONFERENCE BOUNDARIES

WHAT IS “BUBBLING UP?”

UNITED CHURCH BOARD MEETING

OCTOBER 19, 2017
THE CURRENT INITIATIVES

- NEBRASKA/IOWA/SOUTH DAKOTA
- PENN NORTHEAST/PENN SOUTHEAST
- MISSOURI MID-SOUTH/KANSAS OKLAHOMA
- OHIO CONFERENCE
- CONNECTICUT/MASSACHUSETTS/RHODE ISLAND
NEBRASKA/IOWA/SOUTH DAKOTA

• NEW CORPORATION AND GOVERNING BOARD HAS BEEN FORMED (TRI CONFERENCE UNITED CHURCH OF CHRIST MINISTRIES, INC.)

• NEW BOARD MADE UP OF 3 MEMBERS FROM EACH CONFERENCE (EQUAL REPRESENTATION) NEW STAFF IS ACCOUNTABLE TO THIS BOARD

• BY NOT MERGING FORMALLY THEY ARE OPEN TO LEARNING

• SPARK FOR THIS WAS A STAFF MODEL WHICH EMBRACED COLLEGIALITY

• REV. BRIGIT MONSON STEVENS ELECTED NEW EXECUTIVE CM BEGINS 1/18
PENN NORTHEAST/PENN SOUTHEAST

- Last 3 years the boards have met together
- Spring 2017 both Ann Mtgs voted to authorize a planning team
- Team to examine history and ask, "What can we do together that we cannot do separately?"
- Spring of 2018 a draft of common mission/vision and then affirmed in fall of 2018 and presented to Synod in 2019.
MISSOURI MID-SOUTH/KANSAS

• FORMAL CONVERSATIONS IN BOTH CONFERENCES APPROVED IN 2016
• “HOW MIGHT WE WORK TOGETHER” IS THE LANGUAGE AND NOT “MERGER”
• HISTORY OF WORKING TOGETHER “UNITED POSSIBILITIES”
• CM’S CONFERRING TOGETHER
• BOTH RECOGNIZE A NEED TO DO THINGS RADICALLY DIFFERENTLY
• TRUST IS AN IMPORTANT FACTOR
OHIO CONFERENCE

• ASSOCIATIONS ARE SEPARATELY INCORPORATED
• RESTRUCTURE PLANS HAVE BEEN ONGOING FOR 40 YEARS
• ASSOCIATIONS ESTABLISH OCWM RATIO - AND THE CONFERENCE AND NATIONAL RESOURCES CONTINUE TO DIMINISH.
CONNECTICUT/MASSACHUSETTS/RHODE ISLAND

• 8 YEAR CONVERSATION – WE NOW SHARE TWO STAFF POSITIONS.

• JUNE 2017 JOINT ANNUAL MEETING AUTHORIZED A PROPOSAL FOR A JOINT ANNUAL MEETING IN 2018 TO CREATE A NEW CONFERENCE, RETAINING HISTORIC CONFERENCES AND CREATING A SINGLE BOARD (UGOV MODEL).

• THE SPARK IS IMPACT – MAKING A DIFFERENCE IN SOUTHERN NEW ENGLAND TO ELEVATE THE CORE VALUES OF THE UCC AMONG THE 11 MILLION RESIDENTS OF SNE.

• PROVIDE A COMMON TABLE FOR OTHERS THAT MAY WISH TO JOIN A TRANS-DENOMINATIONAL MOVEMENT

• SHIFTING FROM INDEPENDENCE TO INTERDEPENDENCE
Together, As One

Speaking the truth in love, we must grow up in every way into the one who is the head—into Christ—from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body’s growth in building itself up in love.
— Ephesians 4:13-16

Following Jesus’ call to discipleship, and bound by the covenant we share as siblings in Christ, we—the members of the United Church of Christ in southern New England—declare these values essential to our shared ministry together:

We understand the local church exists to make disciples of Jesus and we welcome all people unconditionally to share in this calling.

We commit to making God’s love and justice real by loving our neighbors, children, and all of creation through our collective work, such as seeking racial, economic, environmental, and LGBTQ justice.

We believe God calls us to bring new life as agents of change and so we embrace and encourage adaptive and transformative leadership wherever the body of Christ is gathered.

We encourage local congregations and varied ministry settings, inspired and guided by the Holy Spirit, to form covenant partnerships with all who work for the common good in their local communities and throughout the world.

In union with the entire United Church of Christ, we respond to Jesus’ call and strive to live our faith by:

God’s Vision:
United in Christ’s love, a just world for all.

The Church’s Mission:
United in Spirit and inspired by God’s grace, we welcome all, love all, and seek justice for all.

Our Purpose:
To love God with all our heart, mind, soul, and strength and our neighbor as ourselves.

Our United Covenant:
Living the Love and Justice of Jesus.
QUESTIONS, COMMENTS, OBSERVATIONS?
A Report from the Chief Strategic Officer

Presented to the UCC Board of Directors, October 2017
Areas of Strategic Focus

• National Office Realignment
• Transitioning the UCC Giving System
• UCC Innovation
• Consideration of UCC Charitable Vehicle
National Office Realignment

**Structure**
- Supporting Officers in Decision Making
- CARD & Emerging Office of Marketing & Philanthropy as Strategic Resources

**Function**
- Redefining essential ministries
- Streamlining Services & Minimizing Redundancies

**Culture**
- Nurture innovation, creativity, inspiration & productivity
The UCC Giving System

• Conferences & National to coordinate development strategies
• OCWM continues to be directed from congregation to conference
• Conferences commit to OCWM sharing formula at least average of previous three years of giving; evaluate this sharing formula after 2022
• Cost/Benefit of each Special Mission Offering
• Marketing analysis of OCWM label/brand
Transitioning UCC Giving System

• Establishing Development Partnership with other UCC settings
  – Principle effort with Conferences

• Coordinating the National Office implementation of the New UCC Giving System
  – Accounting, Data Collection, Donor Base Management

• Consideration of a UCC “Implementation Team”

• Development Committee engagement in ongoing evaluation
UCC Innovation Summit

• Traditioned Innovation
• Position Innovation as a partner with the Holy Spirit in “Possibility”
• Rethink assumptions about church
• Inspire constructive, disruptive, innovative models for ministering, gathering, serving, impacting
• What innovative practices can we develop, test, launch, and learn from?
Consideration of a UCC Charitable Entity

- Should the UCC incorporate a specific entity to serve as the dedicated umbrella for receipt of gifts from individuals, corporations, and public and private grants?
- Evaluate the pros and cons
- Make a determination
Questions?
Why UCC Disaster Ministries?

• We’re there for the long-haul
• Long-term recovery is the most expensive and underfunded portion of disaster recovery
• Our work focuses on the most vulnerable
• We are nimble—address unique needs and fill in gaps
• Support to Conferences and Congregations
• Holistic community recovery worldwide
• Preparedness & Long Term Recovery
• Provide Support & Resources to Conferences and Congregations
• Share Volunteer Opportunities
• Provide Grants to Partners
• Advocate for Federal Policy & Best Practices
Partnerships
Participation
Personal
Partnerships
Cooperation, Collaboration & Catalyzing
Participation
Personal
UCC Conference Disaster Coordinators
International Response

International network in over 140 nations
2017 Disasters

**International**
- Mexico (Earthquakes)
- Caribbean (Hurricanes Irma and Maria)
- West Bengal, Bihar and Assam states, India (Floods)
- Nepal (Floods)
- Sierra Leone (Mudslides)
- Sichuan Province, China (Earthquake)
- India (Floods)
- Philippines (Marawi IDPs Due to Violent Conflict)
- Sri Lanka (Floods and Landslides)
- Yemen (Impending Famine)
- Nigeria (Impending Famine)
- Colombia (Mocoa Flooding, Mudslides)
- Ethiopia (Drought/Hunger/Thirst)
- Somalia (Drought/Hunger/Thirst)
- Kenya (Drought/Hunger/Thirst)
- South Sudan (Famine)
- Madagascar (Tropical Storm Enawo)
- Malawi (Heavy Rainfall, Floods)
- Peru (Heavy Rainfall, Floods, Landslides)
- Russia (Ukrainian Refugees) (Extreme Cold)
- Ukraine (IDPs) (Extreme Cold)
- Serbia (Refugees/Migrants) (Extreme Cold)
- Romania (Extreme Cold)
- Fiji (Cyclone Winston)
- Nepal (2015 Earthquake)
- Philippines (2013 Typhoon Haiyan)
- Ecuador (2016 Earthquake)
- Haiti (Hurricane Matthew 2016)
- Chile (Wildfires)

**USA**
- Puerto Rico (Hurricane Maria)
- Florida (Hurricane Irma)
- Texas and Louisiana (Hurricane Harvey)
- Iowa (Tornado, McGregor)
- Missouri (Floods)
- Louisiana (Floods)
- Kansas (Wildfires)
- Illinois (Ottawa/Naplate tornado)
- Michigan (Flint Water Crisis)
- New Jersey (Hurricane Sandy 2012)
- West Virginia (Flooding 2015 and 2016)
- North Carolina (Hurricane Matthew 2016)
- Florida (Hurricane Matthew 2016)
Recent Responses

Hurricane Harvey:

• One UCC congregation in Texas had flood damage and is receiving support
• $2,000 solidarity/emergency grant was given to St. Paul UCC in Corpus Christi, TX for emergency food distribution in nearby Port Aransas
• Training and support provided by national staff for local UCC pastors resourcing their communities on how to access available assistance through the Red Cross, local, state, and national sources
• Long-term recovery plans are being created and launched
• Coordinated the shipment of 260 CWS cleanup buckets for Port Aransas, Texas
• Hired Aamariee Collins and the Rev. Joshua Lawrence on 9/25/2017 to coordinate the UCC's recovery work over the next two years
• Identified and established volunteer opportunities for mucking and gutting Harvey-affected homes
St. Paul UCC, Corpus Christi, TX

Receiving CWS Cleanup Buckets made by churches in New England to distribute to hard-hit Port Aransas
Hurricane Maria:

- $10,000 to Iglesia Cristiana (Discipulos de Cristo) en Puerto Rico (ICDCPR) to provide first aid kits, electric generators, drinking water, water filters, non-perishable food, and battery-powered radios. It is estimated that ICDCPR will help 20 communities and over 5,000 people.

- $5,000 for basic household goods and appliances for 78 families in the batyes (Dominico-Haitian communities) in the Dominican Republic (Irma and Maria response).
Hurricane Irma:

• 2 UCC congregations in Florida lost steeples and are receiving support

• $1,500 solidarity/emergency grant to the Miami Shores Community Church, UCC which is supporting the purchase of a generator, fuel, gas stoves for community cooking, and purchasing and distributing ice

• A $3,000 solidarity grant for the Naples, FL United Church of Christ to assist with expenses related to their nursery school

• $10,000 to IMA World Health for their proactive program to prevent cholera and malnutrition in Haiti in the wake of Hurricane Irma, and to treat any instances that occur

• $10,000 to Global Ministries partners in Cuba with the distribution of WASH (Water, Sanitation and Hygiene products and programs), temporary shelter, non-food emergency items like blankets or medicine, help around food security (damaged crops), recovery/livelihoods, and psycho-social support

• $10,000 to Church World Service in Northern Haiti where homes that were weakened by Hurricane Matthew in 2016 have now sustained additional damage
Naples, FL

Zach Wolgemuth and Mary Schaller Blaufuss met with area pastors, conference minister and lay leaders about recovery needs and provided support and guidance.
All 3 Hurricanes:

• Grants to partners in support of immediate relief efforts

• Shipment of supplies specifically requested by partners (including tarps and Church World Service Hygiene Kits, Emergency Cleanup Buckets, School Kits and Blankets)

• Assessment of ongoing and long-term recovery needs and coordination with partners of long-term recovery efforts
California Wildfires

• Still in the process of determining needs as wildfires are still raging, emergency solidarity grants are available if needed
• No churches appear to have been damaged so far, but individual members have lost homes and been impacted
• The Community Church of Sebastopol UCC became an emergency shelter
• More than 5,700 structures, including thousands of homes, have been destroyed
• More than $3 billion in damage
Dear UCCB Colleagues:

A delegation of CHHSM board members and staff just returned from a week-long trip to Germany (9/6-13) to visit our Diakonie Rheinland Westfalen Lippe partners in ministry. The experience was an amazing time to connect, share best practices in service to our clients and educate each other in reimbursement systems and fundraising strategies. Diakonie RWL will send a delegation to St. Louis in early 2018 to visit our member ministries and attend the 80th CHHSM Annual Meeting (March 1-3). I was hopeful that there could have been better coordination of the time spent in Europe among the three UCC delegations that were there at the same time. I was not aware of one group’s presence (we just happened to be at the same place at the same time) and was unable to get any commitment from the other group. I believe it was a missed opportunity for engagement.

Speaking of our Annual Meeting, the theme will be “One Voice” as we explore ways to express the advocacy needs of our membership and influence local, regional and national policy around reimbursement, healthcare, affordable housing and more. The common denominator will continue to be our vision of creating a just, caring and compassionate world for all. We will be intentional in lifting up the Three Great Loves initiative of the UCC at the same time.

Creating opportunities to bring our membership together in face to face or web based meetings in addition to our Annual Meeting is a top priority. These gatherings are critical to our work in reminding the wider Church about the healing ministry of the UCC as expressed by our health and human service institutions. Our regional and service sector affinity groups gather all across the country on a regular basis. These meetings usually include local Church pastors and Conference Ministry staff. Recent additions to this work include an affordable housing group and one for child and family services organizations. We are also thrilled to have new energy with the Ohio, S. CA/ Nevada and Indiana/Kentucky members.

CHHSM Membership is always dynamic as we just welcomed United Church Outreach Ministry (UCOM) to be a part of the family. Unfortunately, Joint Neighborhood Ministry in St. Louis was forced to cease operations earlier this year. Also, sadly, Pilgrim Place in Claremont, CA made the decision to withdraw from CHHSM and the relationship to the UCC has been discontinued at this time. Please continue to send me information about the health and human service ministries you come across that might benefit from CHHSM membership. Interestingly, half of the leadership of our member organizations are either ordained (12) or are members of the UCC (44). That connection to the UCC is valuable in our shared ministry. Nearly two-thirds of the leadership of our member organizations are graduates of our leadership formation programs. The focus with these leaders is to maintain the connection to CHHSM and the UCC heritage of their ministry’s founding. This is the “WHY” we do what we do in our membership community. It is sometimes challenging but always rewarding to have the chance to tell the story of the UCC’s core values living as the care values at their ministries!
Our Nollau Institute class for 2017-18 just held their second of three retreats in the last week of September in St. Louis. We are thrilled to have 21 participants in this class that will graduate in March 2018. We will begin recruiting the class of 2018-19 in a few weeks. Anyone who seeks additional discernment and study around servant leadership and faith-based ministry is welcome to attend. We have had local Church pastors, Conference staff, national staff and lay leaders from across the country in addition to our member organizations’ employees. All of the information is available at www.chhsm.org. We have also launched Nollau To You, a one day distillation of this year long program, where we deliver abbreviated content, training and conversation in our member ministry settings. This allows us to deliver our expertise in leadership formation to a larger audience of all levels of team members throughout an organization.

We continue to focus on UCC partnerships and engagement with the national setting. One example of these partnerships is having Mary Paxton, Team Leader of the UCC’s Office of Philanthropy and Stewardship on the CHHSM Board of Directors. We also have recently named two Conference Ministers to appointed seats on our Board. We will also continue to look for ways to expand our partnerships with the Covenanted Ministries and PBUC, UC, CF, CBLF, UCCIB and OPS. In March of 2017 we began meeting with other staff teams of the National UCC setting to see how we might partner in the future. Wider church engagement with our ecumenical partners is also a key to advancing our mission. The Interfaith Roundtable and our UCC related health and welfare ministries are all becoming increasingly connected. At our CHHSM Board meeting in November we will have a meeting with our members and CBLF and CF to look at innovative ways to create new affordable housing apartments without any availability of new HUD money for financing construction.

The CHHSM Board remains committed to the UCC Core Values and how we express them in our daily work as health and human service ministries of the Church. CHHSM was well represented at General Synod in Baltimore with a number of videos to the UCC in response to the call for sharing what a just world looks like in our ministry settings. 14 of our member ministries were present in our shared exhibit hall space and the energy there was incredible. I was extremely proud of the reaction by so many, especially the youth, towards our Resolution on recognition of gun violence as a health emergency issue. There was so much passion and energy that I am hopeful we can begin to have an impact on reversing the powerful lobbying against this important research.

Again, I encourage you to visit www.chhsm.org to look around and to sign up for our monthly electronic newsletter, “Diakonie”. I remain grateful for my call to the ministry of CHHSM and for all of you whose leadership in the UCC and with this board are so vital to shaping the future of our beloved denomination.

Safe travels to all. Peace and Blessings for a great UCC Board meeting experience.

Mike
CHHSM Report to UCCB

Our Mission
Advancing the work of all health and human service ministries of the United Church of Christ in creating a just, caring and compassionate world.

Our Vision
Together, we create a just, caring and compassionate world.

Our Values and Unshakable Beliefs
Covenant: We are bound together in service to others, our relationship to the Church and our members. “I always pray with joy because of your partnership in the gospel from the first day until now, being confident of this, that the One who began a good work in you will carry it on to completion.” (Philippians 1:4-6)

Inclusion: We extend an extravagant welcome to all who serve others, and to those they serve, regardless of their scope of services or size of organization. “There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female: for all are one in Christ Jesus.” (Galatians 3:28)

Stewardship: We are accountable for managing all the resources entrusted to our use to support us, and our member organizations, in achieving our missions. “As each has received a gift, use it to serve one another, as good stewards of God's varied grace.” (1 Peter 4:10)

Courage: We stand together in faith, committed to supporting and promoting our members’ bold and innovative solutions that confront the human injustices and prejudices of our social systems. “Stand firm. Let nothing move you. Always give yourselves fully to the work of God, because you know that your labor is not in vain.” (1 Corinthians 15:58)

Servant Leadership: We develop, inspire and support leaders at all levels who are called to serve others. “Whoever would be great among you must be your servant, and whoever would be first among you must be servant of all.” (Mark 10:44)

Our MVV and the work our member ministries perform are an everyday, living manifestation of the 3 Great Loves initiative of the UCC

Who we are:

Membership organization

- Our own BOD – up to 12 elected and 5 appointed
- We are a NPO under the GTE of the UCC (as are 6 of our member ministries)
- Codified into existence as CHHSM in 1985 in the UCC Constitution (but have existed in some format for 138 years)
- Membership in CHHSM was defined by Executive Council action in 2002 which created the CIP and allows member ministries to be listed in the UCC Yearbook if they are CHHSM members
- All member ministries were founded by UCC ministers, lay people, conferences or churches. The oldest is 166 years old, 5 are more than 150 years old, more than a dozen are more than 100- years old
<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uspiritus</td>
<td>1851</td>
<td>166</td>
</tr>
<tr>
<td>ECH</td>
<td>1858</td>
<td>159</td>
</tr>
<tr>
<td>BCH</td>
<td>1863</td>
<td>154</td>
</tr>
<tr>
<td>PCRC</td>
<td>1867</td>
<td>150</td>
</tr>
<tr>
<td>St Paul’s</td>
<td>1867</td>
<td>150</td>
</tr>
<tr>
<td>UCAN</td>
<td>1869</td>
<td>148</td>
</tr>
<tr>
<td>EHM</td>
<td>1879</td>
<td>138</td>
</tr>
</tbody>
</table>

70 corporate members, 400 communities nationwide in 39 states, employ 60,000 team members, receive 47 MM in church donations, and provide $857 MM in uncompensated charitable care. They are hospitals, AH communities, CCRCs, orgs for DD, CYFS orgs, Shelter care orgs, Foundation

New members: Franklinton Center at Bricks, United Church Outreach Ministries, and Urban Mission Community Partners

Former members: Joint Neighborhood Ministry, PCRC, Pilgrim Place

Thrilled that we are listed in the new UCC statistical profile for the first time!

**Benefits of membership**

- Listing in UCC Yearbook
- Nollau Institute (theology, philosophy and practice of leadership), Nollau To You
- PBUCC/ UCF/ FDM/ CF/ CB&LF/ UCCIB
- CPS
- Website FAP and stories, Diakonie stories, social media
- Meetings/ Networking – AM and affinity groups
- Resources – H&HS Sunday, Age Friendly Congregation curriculum
- Consulting Services – Network and VOT
- Job Board

Many of our organizations are members of other associations. They learn about the whats and hows of their industry. At CHHSM we are the WHY association. We remind people why they do what they do as servant leaders in a faith based ministry. We remind them of their formative heritage and that they are every bit as much the church as the ministries with the steeples.
Our Strategic Plan lays out 6 initiatives:

- Membership Expansion
- Leverage impact of CHHSM Members
- Member involvement and leadership engagement
- Leadership training and program expansion
- Wider Church Engagement; Develop greater collaborations with the UCC and the wider Church
- Advocacy: Make CHHSM a stronger voice for its members

Many Voices → one voice
Investing with a Mission: Performance Beyond the Numbers

Investment that creates a just world for all

United Church Funds supports our clients’ missions and generates outstanding values-aligned investment performance.

Those are the purpose, vision and mission of United Church Funds.

Since we have new Board members at this meeting, in my report today I would like to give a brief description of the work of United Church Funds.

The principal work of UCF is to provide investment management for the national setting of the UCC, conferences, associations, health and human service agencies, educational institutions and local churches and other entities of the United Church of Christ. A few years ago, UCF formed a subsidiary that offers its services to faith-based organizations outside the United Church of Christ.

UCF has been in existence since 1909, and since the mid-1950s has been providing pooled investment funds to the United Church of Christ. Until the mid-1990s, only one fund was available—that fund continues today as our Moderate Balanced Fund. Today, UCF offers 13 separate investment funds, allowing an investor to select a fund that most appropriately matches the risk tolerance of specific to that investor. Most of the investments of the national setting of the United Church of Christ for which this board is responsible, is invested in the Alternatives Balanced Fund with investments also in the Moderate Balanced Fund and the Beyond Fossil Fuels Fund.

UCF and the UCC have a screening policy that eliminates certain investments from its portfolios. This board and the UCF Board adopted new guidelines earlier this year—that new policy will go into effect in January 2018. This new policy provides for a comprehensive method for approaching investment from outright exclusion to exclusion based on certain social or justice factors applied across all investment to investment without restriction to investment that meets a specific social or justice purpose and at the same time provides a financial return.

In the 1980s, the United Church of Christ called for divestment from companies doing business in South Africa. United Church Funds responded to that call and its one investment fund was divested of those companies until apartheid ended in the 1990s. In 2013, the United Church of Christ adopted a resolution calling for divestment—among other strategies—from fossil fuel companies. Among other things, that resolution called on UCF to provide an investment option
that was free of fossil fuel companies by the end of 2014. On November 1, 2014, UCF opened the Beyond Fossil Fuels Fund and a related balanced fund and the UCCB voted to put a modest amount into that fund. Now that the fund has almost three years of experience, we can report that its performance has exceeded that of the moderate balanced fund, which is similar in asset allocation but without restriction of fossil fuel stocks. This will not always be the case, especially when fossil fuel companies outperform the general market.

United Church Funds currently has approximately 1,050 investment clients, most of which are local churches. Total investments are close to $815 million. With global markets performing so well in 2017, returns for UCF’s funds have been very impressive and in the top quartile of a universe of peers. The UCC portfolio from January 1 through September 30 of this year has increased almost 11% or approximately $24 million.

United Church Funds is also trustee of the Brown Endowment for Pastoral Scholarships. This fund provides scholarships to seminarians and for continuing education for ministers. I don’t know if any of you are familiar with this scholarship fund, but I would like to know if any of you have ever received a Brown Scholarship. At the March meeting I will give you more details of this scholarship fund, but today I just want to mention one particular scholarship. Because there were some unused funds at the end of 2016, the Brown Scholarship Committee of UCF approved utilizing part of those unused funds to provide scholarships for 55 ministers in discernment, representing almost every conference of the UCC, to attend General Synod in Baltimore.

Other services United Church Funds provides includes education on investments, endowments and planned giving. We have written resources and also provide workshops on these topics. In the past two years UCF has given emphasis to promotion of Planned Giving and we are currently working with a number of churches and other institutions to establish Planned Giving programs in their settings. One tool we have made available is a Planned Giving microsite that each entity can customize to its particular setting. This microsite will allow access to Planned Giving resources for those wanting to know more about these gifts and a great way for the church to promote Planned Giving.

UCF is also looking at some other important initiatives. With the planned staffing changes in the Covenanted Ministries, we will delay some of these initiatives until a new director of philanthropy and communications is in place.

United Church Funds seeks to be the trusted investment partner with all settings of the United Church of Christ and we welcome any opportunity to meet with you or others from your particular setting of the Church.
BOARD OF DIRECTORS

*NEW MEMBER ORIENTATION
OCTOBER 18, 2017

HILTON GARDEN INN
CLEVELAND DOWNTOWN
(EDISON I ROOM)

UNITED CHURCH OF CHRIST
Thursday, October 19, 2017

9:30 AM – Office of the General Counsel Oversight Committee (Rockefeller)

10:00 AM – 1:00 PM – Registration (Hotel Lobby)

11:30 AM – Executive Committee Working Dinner (Johnson)

12:00 PM – Member/Staff Lunch (Edison II)

1:15 PM – Opening Worship lead by Keith Mills (Armington)
Board of Directors

October 19-21, 2017

Hilton Garden Inn Cleveland Downtown

UNITED CHURCH OF CHRIST
Call to Order
Declaration of a Quorum
Welcome
Greetings: Traci Blackmon, Jim Moos, Cheryl Williams, Heather Kimmel
Approval of the Agenda
Approval of Consent Agenda
Approval of the Minutes of the June, 2017 Board Meeting
   (only members present at the meeting may vote)
Approval of the Minutes of Thirty-first General Synod
Introductions
Opening Remarks by the Chair
Report of the General Minister and President
Diversity: Inclusion and Privilege
Call to Order

Declaration of a Quorum
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.
Welcome!

Frank Bolden – Chair
John C. Dorhauer – GMP
Greetings!

Traci Blackmon
Jim Moos
Cheryl Williams
Heather Kimmel
• Approval of the Agenda
• Approval of the Consent Agenda
• Approval of the Minutes of the June, 2017 Board Meeting
  (only members present at the meeting may vote)
• Approval of the Minutes of the Thirty-first General Synod
What are your expectations for this meeting?
Using just one word, what are your expectations for this meeting?

One Word:

Introductions
Opening Remarks

Frank Bolden - Chair
UNITED CHURCH OF CHRIST
A STATISTICAL PROFILE
WITH REFLECTION/DISCUSSION QUESTIONS FOR CHURCH LEADERS
RESEARCH FROM THE UCC CENTER FOR ANALYTICS, RESEARCH AND DATA (CARD)
QUICK SUMMARY OF UCC STATISTICS

MEMBERSHIP AND PARTICIPATION
CONGREGATIONS: 5,000*
MEMBERS: 880,383
AVERAGE MEMBERSHIP: 177
AVERAGE WORSHIP ATTENDANCE: 71
AVERAGE CONFESSIONS: 3
AVERAGE CONFESSIONS: 3
AVERAGE DEATHS: 4
AVERAGE TRANSFERS IN: 3
AVERAGE TRANSFERS IN: 3
AVERAGE REAFFIRMATIONS: 4
AVERAGE TRANSFERS OUT: 3
AVERAGE CHILD BAPTISMS: 3
AVERAGE ADULT BAPTISMS: 2
CHRISTIAN EDUCATION/FAITH FORMATION PROGRAM: 376%
YOUTH PROGRAM: 22.3%
OPEN AND AFFIRMING: 27.8%
ACCESSIBLE: 84.1%
WEB URL/WEB PRESENCE: 66.1%

RACE/ETHNICITY BY CONGREGATION
WHITE/EURO-AMERICAN: 85.9%
AFRICAN-AMERICAN: 4.7%
ASIAN/PACIFIC ISLANDER: 3.9%
HISPANIC/LATINO: 0.4%
INDIAN NATIVE AMERICAN: 0.5%
BI RACIAL/MULTI-RACIAL AND OTHER: 4.6%

STEWARDSHIP AND FINANCES**
AVERAGE BASIC SUPPORT: $5,600 - 73.9%
AVERAGE SPECIAL SUPPORT: $2,637 - 77.0%***
AVERAGE TOTAL OGCM: $9,218 - 84.5%
AVERAGE ONE GREAT HOUR OF SHARING: $643 - 64.1%
AVERAGE NEIGHBORS IN NEED: $433 - 55.1%
AVERAGE CHRISTMAS FUND: $528 - 50.1%
AVERAGE STRENGTHEN THE CHURCH: $271 - 41.2%
5 FOR 5 CHURCHES: 31.6%
AVERAGE OTHER GIFTS: $11,638
AVERAGE OPERATING EXPENSES: $168,533
AVERAGE TOTAL INCOME: $225,966

* The number of congregations increases to 5,085 if Schedule 1 and 2 congregations are included.
** Calculations on Stewardship and Finances include Schedule 1 and 2 churches. Averages are calculated among giving congregations only and exclude congregations that did not give in that particular category in 2016.
*** Special Support refers to financial gifts for any UCC agency and/or organization. This figure includes funds sent through Conferences and Associations, as well as funds sent directly to UCC-related organizations.
Report of the General Minister and President

John C. Dorhauer - GMP
Diversity, Inclusion and Privilege

Frank Bolden – Chair
Alice Hunt – Vice-chair
Diversity, Inclusion and Privilege

Frank Bolden, Chair
Diversity, Inclusion and Privilege

Presentation
Alice Hunt, Vice-chair
Blue Eye - Brown Eye Experiment
WOMEN AS BOSSES?

LOL
When did you tell your parents you were straight?
so... i see you're wearing the cat ears. again. are you... i mean... is there...

...nevermind.
History will be kind to me for I intend to write it.

Winston Churchill
5:00 PM
Member/Staff Dinner (Edison II)
Marketing Committee Working Dinner (Carter)

(Members of the Marketing Committee will go through the buffet line in the Edison II Room and take their dinner to the Carter room (2nd floor) for a working dinner.)

6:15 PM – Second Business Session
Call to Order

Report on UCCB Performance 2015-2017 Biennium

For the Board’s Consideration

   Thinking through today’s UCC landscape – case study of CT, MA and RI

Focused Board Discussion
Call to Order

Frank Bolden - Chair
We are also fierce supporters of the First Amendment, which not only allows for freedom of expression but also freedom of religion. The right to differ is a fundamental right of this country and of faith, yet that right is not without parameters of accountability. It is the responsibility of university leadership and administration to teach and demonstrate such accountability. Such demonstration does not begin by claiming First Amendment protection for the people who posted the hateful posters, but by using their own authority and First Amendment freedom of speech to open up the dialogue around the harm that can be caused by such rhetoric, and making it clear that the welcome environment espoused by the university extends to every student, faculty, staff and visitor regardless of race, gender, ethnicity, religious affiliation or sexual identity. This is and should always be the first priority.

The First Amendment must not become the cloak under which hateful and harmful rhetoric seeks shelter from critique and confrontation. We must confront such clandestine agendas wherever they rear their ugly heads. President Berkman did not do this. Leadership must not only acknowledge someone else’s First Amendment protection, but also advocate for the right of every student to experience an educational environment that is void of fear. We are hopeful that President Berkman has indeed heard the outrage of both students and community and has indeed adjusted his focus to the fostering of an academic environment whose communal standard would be to always and immediately speak out against such hateful rhetoric.

It is important that we, the church, speak out not only about this particular incident but about an emerging national trend of white supremacists being allowed onto college campuses and public squares to invite violence under the cloak of the First Amendment. Such blatant disregard for the safety and health of students violates the very spirit of the amendment. Freedom of expression, freedom of religion, freedom of the press are, at their core, intended to promote freedom from fear.

Cleveland State University is better than this. The city of Cleveland is better than this. We, as a nation, are better than this. We acknowledge that the posters have been removed from campus, but they were not removed because of their hateful rhetoric. They were removed because school policy was not followed before they were displayed. The United Church of Christ joins the growing chorus of voices demanding that intolerance of all expressions of hatred against individuals for living in the fullness of their being should become the policy of every institution.
Anything less is unacceptable.
Not in our schools.
Not in our city.
Not on our watch.

Signed,
Rev. Michael Schuenemeyer, LGBTQ Executive
Rev. Rita M. Root, General Minister of the Eastern Ohio & Western Reserve Associations, UCC
Rev. Kelly Burd, Pastor, Pilgrim Congregational UCC in Cleveland’s Tremont neighborhood
Rev. Janet Ross, Pastor, Amistad Chapel UCC, downtown Cleveland
This week, hate-filled anti-LGBTQ posters were anonymously placed on some billboards at Cleveland State University. This cowardly act not only expressed disdain for members of our society and students attending Cleveland State, but the posters incited violence by inviting gay and trans students to die through a graphic depiction of a person lynched with their hands tied behind their back. It is appalling to believe the moral fiber of our society has eroded to such depths that anyone would even conceive of such graphics, much less post them in public space at a university. Yet our country’s rising acceptance of intolerance of difference in legislation, political rhetoric, and public protest creates a breeding ground for such acts of cowardice.

Originally Cleveland State University President Ronald Berkman said, in a statement Monday, that while the university is committed to maintaining a welcoming environment, respectful of all individuals, the university would also protect free speech and uphold the First Amendment right to display such violence, even when the message is reprehensible. He has since amended his original statement to acknowledge that he, too, found the posters reprehensible, but maintained the First Amendment right must be protected.

As clergy of the United Church of Christ, with national headquarters in downtown Cleveland, we are committed to the dismantling of all forms of hatred because hate is antithetical to the gospel of Jesus the Christ. We share Mr. Berkman’s commitment to fostering welcoming environments where the full spectrum of sexualities created by God are affirmed.
Report on UCCB Performance
2015-2017 Biennium

Carol Shipley
2015-17 UCCB Assessment Survey Results

28 Responses

Categories

- Board orientation
- Materials
- Conduct of meetings
- Meeting Climate/relations
- Committee Assignments
- Communication and external relations
### Orientation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree or Agree</th>
<th>Neither</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation was offered initially and provided periodically</td>
<td>60.7%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Orientation has been effective in familiarizing me with roles and responsibilities</td>
<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>Board decision-making processes and ground rules for discussions adequately communicated at orientation</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Orientation materials provided have been helpful in understanding</td>
<td>57.1%</td>
<td></td>
</tr>
<tr>
<td>My experience has been reflective of principles, values, and norms articulated during orientation</td>
<td>67.9%</td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>I received sufficient materials that prepared me to make informed decisions on board business items.</td>
<td>92.86% strongly agree or agree</td>
<td></td>
</tr>
<tr>
<td>I received materials with sufficient time for review and planning prior to meetings.</td>
<td>82% strongly agree or agree</td>
<td></td>
</tr>
</tbody>
</table>
# Conduct of meetings

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree or Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting agendas covered all items that required action.</td>
<td>78.6%</td>
<td>17.86%</td>
</tr>
<tr>
<td>Agendas too ambitious given time frame of board meetings</td>
<td>57.1% disagree</td>
<td>10.7% strongly disagree</td>
</tr>
<tr>
<td>Some items could have been left off agenda in order to accomplish work more efficiently or thoroughly</td>
<td>50% disagree</td>
<td>21.4% agree</td>
</tr>
<tr>
<td>I had ability to place items on agenda for consideration</td>
<td>64.3% strongly agree or agree</td>
<td></td>
</tr>
<tr>
<td>Meetings conducted efficiently and effectively Meetings were conducted respectfully with attention to process</td>
<td>82.1% strongly agree or agree</td>
<td>89.3% strongly agree or agree</td>
</tr>
</tbody>
</table>
### Meeting Climate/relations

<table>
<thead>
<tr>
<th>Decision-making processes were transparent &amp; clearly communicated</th>
<th>78.6% strongly agree or agree</th>
<th>17.9% disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each individual was equally accountable to all other members</td>
<td>55.6% strongly agree or agree</td>
<td>18.5% disagree</td>
</tr>
<tr>
<td>There was strong sense of community among members</td>
<td>53.57% agree</td>
<td>22.43% neither 17.86% disagree</td>
</tr>
<tr>
<td></td>
<td>3.57 strongly agree</td>
<td></td>
</tr>
<tr>
<td>Space given for all voices to be heard, including my own</td>
<td>78.6% strongly agree or agree</td>
<td>14.3% disagree</td>
</tr>
<tr>
<td>Space was provided for thoughtful, prayerful discernment during deliberations</td>
<td>71.4% strongly agree or agree</td>
<td>14.3% disagree</td>
</tr>
<tr>
<td>I was comfortable with offering openly dissenting opinions and votes on business items.</td>
<td>78.6% strongly agree or agree</td>
<td></td>
</tr>
</tbody>
</table>
Committee Assignments

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree or Agree</th>
<th>Neither</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was pleased with my committee assignments</td>
<td>67.9%</td>
<td>21.4%</td>
</tr>
<tr>
<td>My committees were diligent &amp; effective carrying out responsibilities</td>
<td>75%</td>
<td>17.9%</td>
</tr>
<tr>
<td>There was sufficient time given to committee meetings in order to accomplish tasks.</td>
<td>71.4%</td>
<td>14.3% each disagree and neither</td>
</tr>
<tr>
<td>I had sufficient opportunities to interact with appropriate staff during committee meetings...</td>
<td>89.3%</td>
<td></td>
</tr>
<tr>
<td>I am pleased with how my committees have reported out to full board, and feel board had adequate opportunity to understand in order to act.</td>
<td>78.6%</td>
<td></td>
</tr>
</tbody>
</table>
## Communication and external relations

<table>
<thead>
<tr>
<th><strong>Individual communications regarding actions and decisions were professional and disseminated in appropriate formats.</strong></th>
<th>89.1% strongly agree or agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal board member communications regarding actions and decisions were timely.</strong></td>
<td>89.3% strongly agree or agree</td>
</tr>
<tr>
<td><strong>Board actions and decisions were disseminated to wider church in appropriate formats</strong></td>
<td>46.4% strongly agree or agree</td>
</tr>
<tr>
<td><strong>Board actions and decisions were disseminated to wider church in timely manner</strong></td>
<td>46.4% strongly agree or agree</td>
</tr>
</tbody>
</table>
### Meeting Climate/relations (cont.)

| Appropriate discretion and confidentiality were maintained for business conducted within executive sessions and for decisions and actions not yet made public. | 78.6% strongly agree or agree |
Thank you!
For the Board’s consideration
Thinking through today’s UCC landscape – case study of CT, MA and RI

Presentation: Kent Siladi
CONFERENCE INITIATIVES ACROSS CONFERENCE BOUNDARIES

(See Presentation by Kent Siladi)
Order of the Day/Recess

Frank Bolden - Chair
Closing Prayer

Darrell Goodwin
Friday, October 20, 2017
7:30 AM – Breakfast (Edison II)
8:20 AM – Opening Meditation lead by Elizabeth Dilley
8:30 AM – Third Business Session (Edison I)
Third Business Session
Friday, October 20, 2017
(8:30 AM – 10:00 AM)

Call to Order
Our Biennium as a Board
New Bylaws Presentation
Report from the Chief Strategic Officer
Report from Executive Minister Jim Moos
Call to Order

Our Biennium as a Board

Frank Bolden - Chair
Using just one word, what are your expectations for this meeting?

One Word:

New Bylaws Presentation

Heather Kimmell – General Counsel
Report of the Chief Strategic Officer

Cheryl Williams
See presentation provided by Cheryl Williams
Report from Executive Minister
Jim Moos
See presentation provided by Jim Moos
10:20 AM – 1:30 PM - New Members and Staff Photos (Back of Edison I)
10:30 AM – 12:00 PM – Committees in Session
   – Development (Harvey’s – 1st floor)
   – Governance (Carter – 2nd floor)
   – Investment & Endowment (Rockefeller – 2nd floor)
12:15 PM – Member/Staff Lunch (Edison II)
12:15 PM – 2:45 PM – Finance and Budget Committee Working Lunch (Rockefeller – 2nd floor)
1:30 PM – 2:30 PM – Committees in Session
   – Governance (Carter – 2nd Floor)
   – Seminarian Support Task Force (Harvey’s)
Fourth Business Session
Friday, October 20, 2017
(3:00 PM – 5:00 PM)

Call to Order

Report from the Governance Committee
Report from the Finance and Budget Committee
Report from the Development Committee
Report from the Marketing Committee
Report from the Investment & Endowment Committee
Call to Order

Frank Bolden - Chair
• The original information related to the Strategic Planning Report was presented to the full Board in March of 2016 and is still available on BoardMax. Please go to the meetings, select past meetings and then “UCC Board of Directors (March-2016)”. The documents related to this report appear in the 4th business session.

• The original information related to the Implementation Task Force was presented to the full Board in March of 2017 and is still available on BoardMax. Please go to the meetings, select past meetings and then “UCC Board of Directors (March-2017)”. The documents related to this report appear in the 3rd business session.
Report from the Governance Committee

Caroline Belsom
The Governance Committee recommends that the United Church of Christ Board of Directors elects Megan Hoxhalli as Chair of the Nominating Committee of the General Synod of the United Church of Christ for a term of two years, concluding with the current biennium and her term as a member of the Nominating Committee.
Governance Committee – Vote 2

The Governance Committee recommends that the United Church of Christ Board of Directors elects Jamie Binegar as Chair of the Credentials Committee of the General Synod of the United Church of Christ for a term of two years, concluding with the current biennium and Jamie Binegar’s term as a member of the Credentials Committee.
The Governance Committee recommends that the United Church of Christ Board of Directors adopts the distribution for Conference Delegates to the Thirty-Second General Synod, totaling 675.
Governance Committee – Vote 4

The Governance Committee recommends that the United Church of Christ Board of Directors receives the 501(c)(3) Group Exemption Policy Implementation Status Report.
Governance Committee – Vote 5

The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the articles of incorporation of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the bylaws of Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ).
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the articles of incorporation of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the bylaws of Local Church Ministries (a Covenanted Ministry of the United Church of Christ).
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the articles of incorporation of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the bylaws of Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

Governance Committee – Vote 10
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the articles of incorporation of United Church of Christ Board corporation.
The Governance Committee recommends that the United Church of Christ Board approve the proposed amendments to the bylaws of the United Church of Christ Board corporation.
Governance Committee – Vote 13

The Governance Committee recommends that the United Church of Christ Board of Directors elects the following people to the Office of Communication, Inc. Board of Directors, each for a term of three years commencing on the date of election and ending upon the election of a successor at the October 2020 meeting the UCC Board of Directors: Marti Weston, Hyo-Jung Kim, and Mike Denton.
The Governance Committee recommends that the United Church of Christ Board of Directors continue to hold as confidential Executive Session Minutes from the dates March 18, 2016; March 19, 2016; and October 20, 2016.
Report from the Finance and Budget Committee

Bob Frieberg
Finance and Budget Committee
VOTES
The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the Clergy Housing Allowance under Section 107 of the Internal Revenue Code and the regulations promulgated thereunder ("Section 107") during calendar year 2018 for each ordained minister in good standing with his or her respective denomination and any other "Minister of the gospel" within the meaning of Section 107, who is in the employ of a Covenanted Ministry of the United Church of Christ) or the United Church of Christ Board Corporation, shall be a sum equal to such employee’s good faith estimate of the amount which will be excludible under Section 107 with respect to the providing of a home by such employee for such year; however, unless and until such employee shall provide in writing the estimate described above, the amount of said Clergy Housing Allowance for such employee shall be a sum equal to one third of such employee’s gross salary compensation.
The Finance and Budget Committee recommends that the United Church of Christ Board of Directors authorize the Pension Boards-United Church of Christ to provide supplementation of small annuities, effective January 1, 2018 based on an income level of $30,798 with three-fourths of that amount ($23,103) as the level applicable in determining supplementation for a deceased member’s surviving spouse/partner.
# Summary of OCWM Allocation for 2018 Budget

**Total OCWM National Basic Support (NBS)** $5,025,000

<table>
<thead>
<tr>
<th>Grants</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants - Ecumenical &amp; Historical Grants</td>
<td>($51,758)</td>
</tr>
<tr>
<td>General Synod Infrastructure</td>
<td>($100,000)</td>
</tr>
<tr>
<td>Racial Constituency Group Grants</td>
<td>($85,500)</td>
</tr>
</tbody>
</table>

**Adjusted NBS Base for Allocation** $4,787,742

<table>
<thead>
<tr>
<th>Allocation at 6.055%</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension Board Allocation</td>
<td>($289,898)</td>
</tr>
</tbody>
</table>

**Net Available for Allocation to OGMP/Ministries** $4,497,844 (a)

<table>
<thead>
<tr>
<th>OCWM Allocation to OGMP and Ministries</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of General Minister &amp; President (OGMP)</td>
<td>($3,032,912)</td>
</tr>
<tr>
<td>Justice and Witness Ministries (JWM)</td>
<td>($1,100,214)</td>
</tr>
<tr>
<td>Local Church Ministries (LCM)</td>
<td>($63,044)</td>
</tr>
<tr>
<td>Wider Church Ministries (WCM)</td>
<td>($301,674)</td>
</tr>
</tbody>
</table>

**Total of Allocation to OGMP/Ministries** ($4,497,844) (a)
# UNITED CHURCH OF CHRIST BOARD

## COMBINED BUDGET

### FOR THE YEAR ENDING DECEMBER 31, 2018

<table>
<thead>
<tr>
<th>Revenues &amp; Support</th>
<th>2017 Approved Budget</th>
<th>2018 Proposed Budget</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCWM-National Basic Support</td>
<td>$5,001,236</td>
<td>$4,735,103</td>
<td>($266,133)</td>
<td>-5.3%</td>
</tr>
<tr>
<td>OCWM-Special Support</td>
<td>3,165,486</td>
<td>3,212,435</td>
<td>46,950</td>
<td>1.5%</td>
</tr>
<tr>
<td>Draw on Investments (4.75%)</td>
<td>8,092,301</td>
<td>8,075,245</td>
<td>($17,056)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Draw on Investments-Hotel (4.75%)</td>
<td>95,877</td>
<td>-</td>
<td>($95,877)</td>
<td>100.0%</td>
</tr>
<tr>
<td>Trusts and Gifts</td>
<td>1,143,025</td>
<td>1,181,825</td>
<td>38,800</td>
<td>3.4%</td>
</tr>
<tr>
<td>Reimbursements</td>
<td>1,186,044</td>
<td>1,304,583</td>
<td>118,549</td>
<td>15.1%</td>
</tr>
<tr>
<td>Resource Sales/Fees</td>
<td>2,217,382</td>
<td>2,130,879</td>
<td>($86,503)</td>
<td>-3.9%</td>
</tr>
<tr>
<td>Other</td>
<td>17,500</td>
<td>17,500</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Support</strong></td>
<td>$20,918,850</td>
<td>$20,717,580</td>
<td>($201,270)</td>
<td>-1.0%</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2017 Approved Budget</th>
<th>2018 Proposed Budget</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$9,426,011</td>
<td>$9,442,877</td>
<td>$16,866</td>
<td>0.2%</td>
</tr>
<tr>
<td>Office Expense &amp; Administration</td>
<td>2,258,371</td>
<td>2,226,196</td>
<td>($32,175)</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Travel</td>
<td>758,107</td>
<td>615,778</td>
<td>($142,329)</td>
<td>-18.8%</td>
</tr>
<tr>
<td>Governance</td>
<td>150,000</td>
<td>103,500</td>
<td>13,500</td>
<td>9.0%</td>
</tr>
<tr>
<td>Overseas Personnel</td>
<td>1,592,424</td>
<td>1,497,736</td>
<td>($94,688)</td>
<td>-5.6%</td>
</tr>
<tr>
<td>Retired Missionaries</td>
<td>385,000</td>
<td>385,000</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Program &amp; Grants</td>
<td>5,275,787</td>
<td>5,221,243</td>
<td>($54,544)</td>
<td>-1.0%</td>
</tr>
<tr>
<td><strong>Total Expenses before Rent and Common Services</strong></td>
<td>$19,845,700</td>
<td>$19,542,330</td>
<td>($303,370)</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Rent - 700 Prospect Corporation/Other</td>
<td>1,073,150</td>
<td>1,057,379</td>
<td>($15,771)</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Common Services/United Church of Christ Resources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Rent - 700 Prospect and Common Services</strong></td>
<td>$1,073,150</td>
<td>$1,057,379</td>
<td>($15,771)</td>
<td>-1.5%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$20,918,850</td>
<td>$20,599,709</td>
<td>($319,141)</td>
<td>-1.5%</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit - Additional Draw Req’d to Balance)</strong></td>
<td>$0</td>
<td>$117,872</td>
<td>$117,872</td>
<td></td>
</tr>
</tbody>
</table>
The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the National Basic Support allocation base of $5,025,000 for 2018 and the funding to the Office of the General Minister & President, the Covenanted Ministries and the Pension Boards allocation as follows: Office of General Minister and President (OGMP) $3,270,170 or 65.08%, Justice and Witness Ministries (JWM) $1,100,214 or 21.89%, Local Church Ministries (LCM) $63,044 or 1.26%, Wider Church Ministries (WCM) $301,674 or 6.00% and The Pension Board $289,898 or 5.77%.
The Finance and Budget Committee recommends that the United Church of Christ Board of Directors approve the proposed 2018 Combined Budget with $20,717,580 in Revenues and $20,599,709 in Expenses.
Report from the Audit Committee

Inez Reid
Report from the Marketing Committee

Darrell Goodwin
Report from the Investment and Endowment Committee

David Nelson
Investment and Endowment Committee

VOTES
The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors approve $267,000 for disbursement from the Haiti Limited Term Endowment Fund for programmatic initiatives ($135,000) and two missionary appointments ($132,000) in Haiti.
The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors designate the Thomas E. Dipko Scholarship Fund for Leadership Development for promoting the mission and vision of the United Church of Christ. Income from the Fund will be used to offset the program and travel costs of meetings that connect the ministries of the national setting with local churches, conferences, and other leaders in the United Church of Christ.
The Investment and Endowment Committee recommends that the United Church of Christ Board of Directors designates the income from the Ruth F. Parker, Virginia Kreyer, and Richard C. Northrup Endowed Funds for the Shaping our Future Campaign. The income from these endowments will be used by the National Setting to fund various Shaping our Future initiatives in addition to offsetting operating expenses associated with this campaign.
5:00 PM – Member/Staff Dinner (Edison II)

5:00 PM – General Synod Program and Planning Committee Working Dinner (Carter)

6:15 PM – Fifth Business Session
Fifth Business Session
Friday, October 20, 2017
(6:15 PM – 8:15 PM)

Report from Executive Minister Traci Blackmon

Executive Session (Board Only)
Report from Executive Minister
Traci Blackmon
Report from Executive Minister
Traci Blackmon
Frontline Faith
Closing Prayer

Yesenia Menendez-Sanchez
Sixth Business Session
Friday, October 20, 2017
(3:00 PM – 5:00 PM)

Call to Order
Report from the Seminarian Support Task Force
Report from General Synod Program & Planning Committee
Report from the Pension Board Executive
Report from the CHHSM Executive
Report from the UCF Executive
Executive Session (Board Members Only) – Strategy Session
Unresolved Business
Other Business
Notice of March 8-10, 2018 Meeting of the UCC Board of Directors
Saturday, October 21, 2017

7:45 AM – Breakfast (Edison II)
9:00 AM – Closing Worship lead by Diane Weible (Armington)
9:30 AM – Sixth Business Session (Edison I)
Call to Order

Frank Bolden - Chair
Report from the Seminarian Support Task Force

Carolyne Call
Report from the General Synod
Program and Planning Committee

Norman Williams - Moderator
(see presentation provided by Norman Williams)
Report from the
Pension Board Executive

Brian Bodager
Pension Board Video Presentation

PB Presentation
Report from the CHHSM Executive

Michael Readinger
Report from the
UCF Executive

Don Hart
Strategy Session

Frank Bolden - Chair
- Communications and relationships with the CCM
- Session with Jim to explain relationship with DOC
- Create space for more generative discussions
- Review process from resolution to action
- How to better engage with local churches
- Report on progress against strategic priorities
- Continue discussion about privilege lead by Alice Hunt
- Earlier conversations about strategy
- Education Sessions good, but more generative discussions and work.
- Alternative meeting formats available for more time for discussions, etc...
- Carve out time at the beginning of meeting for discussion
  
  What’s on your mind as you come to meeting?
  
  End of meeting – How far have we gotten?
- Move more business items into consent agenda? Carve out more time (2-3 hours) for discussion
- Receive talking points prior to the session (time to prepare thoughts and questions)
- Darrell to go through implementation process again. (offer of Darrell’s time)
- Talk about urgency and how the work is to happen
- Hear more about what is happening at National Setting (more written staff reports)
Using just one word, what are your expectations for this meeting?

One Word:

One Word to summarize your feelings about this meeting

Momentum, energy, wondered, challenged, mixed, beginning, curiosity, fun, courage, done, processing, digesting, mixed, thoughtful, pondering, gratitude, healing, determined, wondering, innovative, possibility, understanding, hopeful, continuing, unfinished, modelling, determined, encouraged, grateful
• Unresolved Business
• Other Business
Spring Meeting Dates

Thursday, March 7 – Saturday, March 9, 2019

Cleveland Airport Marriott
Cleveland, Ohio