

Minutes for the Board Meeting of the Tennessee Valley Unitarian Universalist Church, September 19, 2023

Approved

1. Introduction / Chalice Lighting / Covenant

President Eddie Chin convened the meeting with a chalice lighting invoking the light of reason, hope and love. [05:20]

Present (in alphabetical order): Rob Bray, Chris Buice, Betty Bumgarner, Bill Cherry, Eddie Chin, AB Coleman, Denise Coleman, Steve Drevik, Lynn Hixson, Mebbie Jackson, Roy Kersey, Heather Kistner, Maddie Kulpa, Barb Lamm, Catherine Loya, Jeff Mellor, Claudia Pressley, Mary Rogge, Ken Stephenson, Bella Thomas-Wilson.

2. Program Council [06:20]

Barbara Lamm and Betty Bumgarner, Co-Chairs for 2023-24, provided the Board with an overview of the existing Program Council, its groupings and members, their status, duties and relationship to other church entities and personnel. They suggested adopting specific UU standardized nomenclature for these structures and titles. Barbara referred to the display as a work in progress with the persons' names listed, though some images are yet to be posted.

1-Arts and Art Gallery - Ken Moffett, Kate McCullough

2-All-Church Retreats - Natalie Kurylo

- Spring - Natalie Kurylo
- Fall - (no person identified)

3-Congregational Care - Carolyn Rogers

- Caring Table - Wendy Syer
- Caring Network - Carolyn Rogers
- Memorial Service Coordination Team - Cindy Moffett
- Volunteer Assisted Transportation - Community Action Committee Team

4-Fellowship Groups - Chloe Airoidi-Watters

- Alliance - Chloe Airoidi-Watters
- Laughter is Good for the Soul - Chloe Airoidi-Watters
- Sci-Fi Club - Janette Kennedy
- Sing Out - Bob Grimac
- Wednesday Afternoon Gaming Group - Chloe Airoidi-Watters
- Women's Table - Diane Fox

5-Food Ministry - Barbara Lamm

- FISH of Knox County - Claire Meggs
- Little Food Pantry - Barbara Lamm
- Volunteer Ministry Center Meals - Allan Morgan

6-Linda Kraeger Library - Joyce Greene

7-Lifespan Religious Education - Catherine Farmer Loya

- Sunday Morning for Children and Youth - Catherine Loya, Miriam Davis
- Youth Program - Miriam Davis
- Young Adult Group - Catherine Loya
- Adult RE Programming - Mark Mohundro, Catherine Loya

8-Member and Visitor Services - Kaci Clark

- New Member Program - Mark Mohundro
- Let's Connect - Kaci Clark
- Welcoming Congregation - Lynn Hixson

9-Religious Services Hospitality - Lynn Hixson

- Coffee Service - Reid Franks
- Flowers Team - Matthew Blondell
- Greeters - Trevor Palmer
- Ushers - Frony Ward
- Special Events - Lynn Hixson
- Welcome Table - Bill Fields

10-Religious Services Support - Elnora Williams

- Adult Chair - David Asbury
- Music Committee - Barbara Taylor
- Sound Team - Bill Dabbs
- Worship Committee - Elnora Williams

11-Sacred Grounds - Barbara Lamm, Angela Hoffman

- Community Garden - Barbara Lamm
- Garden Club - Carol Villaverde
- Trail Team - Clare and Matt Morter
- Nature Exploration - Angela Hoffman

12-Social Action and Justice - Alice Woody

- Children's Diversity and Justice Library - Miriam Davis, Catherine Loya
- ECC - Green Sanctuary - Mary Rogge
- Family Promise - Alice Woody
- Justice Knox - Polly Murphy, Ruth Horton
- Refugee Support Team - Wendy Syer, Carolyn Rogers

13-Spiritual Connections - Betty Bumgarner

- Personal Beliefs and Commitments/Sundays - Jackie Courtney, Leo Williams
- Personal Beliefs and Commitments/Wednesdays - Betty Bumgarner
- Small Group Ministry - Anne Whitney, Jim Hartsell, Jennifer Fowler

To illustrate the complexity of the chart and varying status of the people on it, Barbara mentioned the category "All-Church Retreats," under which are listed two positions, one for Spring one for Fall and expressed the need for clear terminology to refer to the several entities, All-Church Retreats, Congregational Care, etc. She and Betty were proposing adoption of the standard UU term "Clusters" for these headings and "Group" for the program(s) listed as sub-headings and "Leader" for persons in charge of a Group. Going forward, we would need to be aware of the difference between the definitions (example: committees have charters, teams don't; task forces are not within the Program Council, etc.). Until there is a complete overhaul of terminology, in the above example:

3-Congregational Care - Carolyn Rogers [CLUSTER CHAIR]

- Caring Table [GROUP] - Wendy Syer [TEAM LEADER]
- Caring Network [GROUP] - Carolyn Rogers [TEAM LEADER]
- Memorial Service Coordination Team [GROUP] - Cindy Moffett [TEAM LEADER]
- Volunteer Assisted Transportation - Community Action Committee Team [GROUP]

Carolyn Rogers would be designated “CLUSTER CHAIR” of “Congregational Care” and the persons and activities listed under that heading would have the clearly defined, UUA standard title to refer to them. The activities in the subheadings, Caring Table, Caring Network, Memorial Service Coordination would be called “TEAMS.” In this example, Wendy Syer would be the “TEAM LEADER” of the “Caring Table Group” chaired by Carolyn Rogers, CLUSTER CHAIR.

The CLUSTER CHAIR is a member of the Program Council, but the activities and groupings included under this rubric, Caring Table, Caring Network, etc. and the persons in charge of them need a clear, UUA standard and universally understood set of titles and terms for their roles.

The many persons performing valuable service in these subordinate roles are not on the Program Council. [9:21] Nevertheless, Program Council meetings include all the listed people and areas of responsibility, and it is likely that the group and range of people and activities will expand as we recover from the limitations from COVID. The CLUSTER CHAIRS provide a two-way conduit of information between the Board and the programs they administer. There is a need for CLUSTER CHAIRS to take advantage of the trainings from UUA to perform their duties most effectively. [17:33]

In subsequent discussion, it was clarified that a Board Member and Finance Committee Member must be a member of the Church, but church membership is not necessary for a person to be a member of a GROUP or to serve as a GROUP LEADER. There are many roles that friends of the Church can perform in these areas.

3. Church - Minister - Program Activities [21:20]

Chris surveyed the wide range of activities in which he is engaged and the events taking place in the church and in which the church is participating. Among the items he highlighted were Personal Beliefs and Commitments, Church Potlucks, Adult Education activities, Justice Knox work, Family Promise, Green Sanctuary, Reproductive Rights. He stressed the fact that we are stretching out and taking risks, a positive thing promoting growth. He thanked the Board for its support and participation in these efforts. In addition, he praised the ‘invisible work’ of such people as RE teachers, choir members, landscape workers and gardeners. “We are a 24/7 operation.”

“Sunday September 2 was a great example of how TVUUC is able to pull off more than most churches. We had our regular Sunday Service, Children and Youth Religious Education. I recommend that TVUUC Board members regularly check the church calendar to see the wide variety of church programs and community events our church hosts [Calendar - TN](#). Public Ministry since our last board meeting has included a trip to Nashville to advocate for improved public safety laws in the Governor’s Special Session of the Legislature that resulted in making statewide connection with others advocating these issues. This week on Tuesday I attended the first meeting of the church year with Knoxville Interdenominational Christian Ministers Association (KICMA.) KICMA is a predominantly of African American ministers organization. Rev. Harold Middlebrook invited me to be on the Social Concerns Committee, a genuine lifetime honor. In this role, we meet with the Mayor, the Police Chief, and other community leaders to make things happen. Upcoming Public Ministry includes support for TVUUC’s participation in Knox Pride celebrations including the Pride Interfaith Service - featuring TVUUC’s choir (October 1). Working with the worship committee I’ve lined up some really exciting guest preachers for the Fall including Lóre Stevens the new minister of Foothills Unitarian Universalist Fellowship. I approached Laura Bogle about considering affiliating with TVUUC as a “Community Minister”. This would be TVUUC’s way of blessing her work in the community that will include her activity. On September 6 TVUUC hosted the monthly gathering of Shinn Splints, a ministerial organization that includes UU clergy from Knoxville, Maryville, Farragut, Oak Ridge and Johnson City. This month I will be doing written evaluations of my direct staff reports (Claudia Pressley, Catherine Farmer Loya, David Asbury and Mark Mohundro) as well as a self-evaluation too. Let me end by saying that we are getting an exciting new influx of visitors that includes many families with young children. We are also scheduling a Bring a Friend Sunday for Oct 1. He reminded the Board to review the text of the sample Covenant he had distributed.”

Catherine joined Chris in underscoring the importance of extra volunteers and food to make a success of Bring a Friend Sunday, especially given the importance of September in promoting church growth. [44:55]

4. Minutes of August meeting

Eddie invited Mary to make a motion on acceptance of the minutes of the August Meeting of the Board.

Mary moved, Heather seconded acceptance of the August Board Meetings as distributed. Unanimous. [45:46]

5. Strategic Planning Committee

AB began his discussion of Strategic Planning Committee issues focusing on the question “Why are we recommending what we are recommending?” These recommendations come from the Strategic Planning Committee, which he and Denise have chaired for some time. Their proposals arise from a holistic examination of our organization, termed “Systems Thinking,” examining the organizational components and how they fit together. A piecemeal approach runs the risk of expending energy and resources on aspects which do not produce marked improvement in reaching our goals and achieving our aspirations. After examination, the UUA model for strategic planning appeared to suit our needs quite well. AB and Denise participated in the UUA Leadership Training process and are proposing a plan based on this training and their consulting experience in private industry. The UUA approach emphasized the important basis of a

Healthy Culture in the congregation with strong core values that were well and widely understood and based on a shared vision.

The next step is to forge a path toward taking these values and bringing them to the larger world. Echoing Barbara’s presentation, AB said that the way we can effectively do this is through our **Programs**. [49:47] UUA recommends some programs, but AB came back to Barbara’s presentation of the 55 programs already in effect in our church. Not all of these 55 programs will provide important contributions to achieving our goals, so we must examine our programs to discern which of them most effectively help us realize our goals. [50:52] People have their own talents and needs and the organization has its individual wants and needs. Aligning these two perspectives is the best way to achieve success, because alignment engenders trust, commitment, and innovation. The central task is to foster trust and alignment, and the organization must articulate clear expectations and goals to achieve this end. Clear paths of communication within the organization are essential to give people a sense of predictability and progress toward defined and agreed upon goals. Just as participating in church activities builds relationships and solidarity, a sense of purpose must infuse this growing communal spirit. He illustrated the importance of a sense of purpose with the joke: “What do you get when you cross a Unitarian with a Jehovah’s Witness? — Somebody who knock on your door for no apparent reason.” Communicating our sense of purpose is critical, but we also have to give people a sense of accomplishment and achievement by celebrating our victories. Otherwise, boredom sets in and people fall away. The principal way of measuring achievement in business is financial, the bottom line. That is not a good way to measure development of trust, solidarity and progress in advancing our vision. Measurement and tracking require clear definitions of such terms as “goals,” “stakeholder,” “policy.” Following the UUA model, we identify three pillars of organizational success.

- 1) **Core Values**, articulated by our Senior Minister
- 2) **Covenant**, currently in development under the auspices of the Worship Committee
- 3) **Mission**, the task of the Board in alignment with the will of the Congregation [57:59]

To foster a sense of achievement and progress, tasks require systems-based goals, periodic reporting, particularly of advancement toward completion dates. Many of the ongoing activities in our church reflect the interests of the people carrying them out, but they are not necessarily goal-driven. Consequently, not all of the 55 programs encompassed by the Program Committee need to be tracked with reference to goals. Ongoing projects, e. g. certain task forces, are important for the continued smooth functioning of the organization.

However, the church must also identify for special attention and prioritize projects and initiatives that are related to advancing **Core Values, Covenant, Mission** where progress toward these ends can be measured, where milestones can be identified and progress reported. AB invited input and discussion that can guide his work in sensible fashion. [61:26]

In discussion, AB noted that he had spent very considerable effort in this proposal to develop a structure that ultimately could be applied to a variety of other non-profits. One frustration he expressed was that he was attempting to introduce a more coordinated view of the wide variety of existing initiatives, activities, projects, initiatives, and tasks. Too often, these efforts seemed siloed and lacked communication with one another, to the detriment of their purpose. In this process, he was keenly aware that he did not have the authority to impose this structure, but was inviting input from the Board on the acceptability of his proposal and suggestions for improvement before it could be adopted and implemented. AB made clear that adoption of this new terminology would be a process of transition, not abrupt change. Board discussion revealed that the terminology with wide currency and clear definitions in business organization required concrete examples for Board and Church members not intimately familiar with concepts that seemed abstract and ill-defined to them. The new analysis AB was proposing would ultimately realign and regroup programs with a goal of refocusing church organization more efficiently. In his presentation, he identified the need for differentiating ongoing 'maintenance' pursuits (e. g. kitchen cleanup after potlucks) from goal-oriented pursuits guided by the Core Values, Covenant and Mission of the church. Goal oriented pursuits have the advantage that progress toward these goals can be measured and milestones established. Progress toward milestones is crucial to engendering trust, commitment to the organization, fostering innovation and providing a sound basis for the future. In order to implement these changes, significant by-law revisions will be needed. Terms such as project, committee, team, task force, volunteer team, sprints, some of which have clear industry-wide definitions, do not all appear in our by-laws, though we use them in our current church structure. AB was proposing the definition, dissemination and adoption of standardized terms and ultimate incorporation of them into our by-laws. He noted that some initiatives were undertaken by individuals. As laudable as these are, they are fraught with issues affecting the ability of the individuals to perform them consistently, such as illness, vacation absence, job issues, family emergencies, etc. For this reason, he was advocating integration of individual initiatives into teams. [85:45] The discussion concluded with the Board's general support of AB's presentation and approval of his continued efforts along the lines he has put forth. [94:11]

6. Personnel Committee

Doug Cox reviewed recent work of the Personnel Committee which had focused on examination of job descriptions that are clear, have objectives in concert with our overall mission, and have specific reporting procedures about the activities for each position. A critical aspect is consensus, which is not easily achieved in our diverse organization, since a certain amount of conflict is inevitable in a large and diverse group, but it remains an essential objective. Consensus helps allocating, time, money and resources in the most effective way. Identifying goals and objectives is key to focused progress. With regard to our programs that Barbara outlined, Doug indicated that each of the CLUSTER CHAIRS should be able to state *briefly* just what their group is doing and how it relates to the overall mission of the church, because this will clarify for the group and the church at large how progress is being made constructively and collaboratively. [99:25] Agreeing with this objective, Roy urged clarification and simplification of statements of purpose and objectives to increase understanding and garner support for what we aim to do. Clear, simple, concrete statements foster greater, faster, more tangible results. [102:17] Doug displayed a chart listing each church position and stating the responsibilities of each. For each task, someone has to be responsible and that responsibility must be assigned and understood. If there is no clear responsibility for performance of a task, commitment to the task dissipates and achievement withers. The tasks can, and should be, narrowly defined, so that each individual task can be understood as adding value to the church. "Biting off the whole apple is ineffective." [105:06] Delegation is an important component of organizational structure and Doug outlined for levels of delegation: 1) full autonomy, except in crisis situations, 2) autonomy with periodic reports, 3) partial autonomy with occasional check-ins as needed, 4) tasks with daily check-in. [107:01] Discussion centered on Family Promise as an example of assigning executive staff responsibility. Another example discussed was Sanctuary. Matters like returning

phone calls in response to various subject areas need clear assignment of responsibility and, possibly, delegation to ensure task completion. Currently it seems that Claudia, Michael or Chris answer phones and return calls on an informal basis, but regularization, including even delegation to non-staff persons, is possible topic for improvement, possibly by a chart delineating these responsibilities. [112:33] Possibly another couple hundred tasks exist and are dealt with on such an informal basis. When a petition arrives in our mailbox, who is the 'traffic cop' forwarding it the right place? Once the staff can settle who does what, this can be published in a chart enabling church members to adopt a standardized set of procedures that the congregation will grow comfortable with. Doug's proposal focused on personnel and did not extend to items such as the Program Council deals with. Claudia expressed the view that when she and Chris have defined tasks and responsibilities and assigned them, there will be a domino effect further helping to organize matters further down the chain. [116:10] Once widespread agreement has been achieved, and it seems that there was substantial progress in that direction, the church can begin implementation. [122:25 In response to Ken's query about how we can start, Doug cited discussions with Chris and Catherine centered on movement in that direction for RE as a starting step. [123:09] Bill cited the history of these discussions and called attention to the frustrating circumstance that we have still not managed to come up with a list of Smart Objectives that will help us focus our efforts. [124:56]

7. Financial Report [125:01]

Bill started off by referring to his report of 2022-23 sent out on August 10. We finished the fiscal year with a budget excess of close to \$37k. While it is good that we are not in the red, it raises the cautionary note that our budgeting process needs some improvement. Were there items we could have and would have funded, if our budgeting process had been better? The Finance Committee will be working on improving this procedure. Another matter of interest is ongoing monitoring and managing the budget throughout the year. It appears that already in April or May it was evident that we were likely to be faced with a excess by the end of the year. This could have resulted in putting out the word that some activities that had not been funded, could have been reconsidered in the light of this positive outlook. This was a missed opportunity.

Fundraising came up short over the year, for which reason the Fundraising Task Force has been charged with establishing a charter for a Fundraising Committee, which will be presented at this meeting later. Our balance sheet is healthy and a fair amount of cash in the bank, some of which, it has been decided, can be put into CDs, which now yield enough that this makes financial sense. CDs are a risk-free investment. Bill suggested that the Board could make a decision on spending some of the budget excess. The Board can expend up to \$15k off-budget without congregational approval. Some potential uses for this money and some potential sources for additional funds were mentioned. This presents a wonderful opportunity to address these matters to the benefit of the church. He brought to the Board's attention a large number of restricted funds on the church balance sheet, amounting to about \$200k. It's great to have them, but it is not clear in every case what they are intended for, or who is responsible for their disbursement. The Finance Committee will be asking in appropriate place about these funds to sharpen and clarify the definitions of purpose and responsibilities for these funds. A good place to start is the Sustainability Fund established last year by the Board, so Bill recommends that the Board take on this responsibility.

In discussion, it was made clear that requests for using the excess funds be sent to Eddie as President. Board Members and staff can make suggestions and the Board would be making the decision on these requests. One issue that had been openly discussed was providing a year-end Xmas-type bonus to staff whose remuneration had not been increased as much as had been proposed because of the belief that not enough funds would be available. [131:16] Bill strongly endorsed consideration of this proposal. One advantage of this is that it puts more money in people's pockets without making the commitment to sustain such increases in later years if resources prove inadequate to doing so in the future. Chris noted that we have a history of ultimately taking in more money than is projected from pledges. Ken noted that we had devoted \$50k of the SBA loan to the Sustainability Fund as startup money to provide a buffer between the Endowment and the Operating Budget with the further goal that we devote each year some additional money to the Sustainability Fund to increase its size. [133:59] Bill asked that this intent be put down in writing to give future decision makers proper guidance for disbursement. Disbursement of restricted funds does not require congregational approval. Congregational

approval governs the Operational Budget, not those of the restricted funds. Jeff expressed support of a Christmas-type bonus for staff given our history of not fully achieving salary support at UUA standards. [136:20] AB asked if the staff and Choir needs for additional technology would be eligible for consideration as uses for these excess funds. Answer was Yes. Mary voiced support for bonuses, even if provided before Christmas. Bill described the establishment of a tiered CD system with different interest rates for each maturation date for the CD (6 mos., 9 mos., 12 mos.) allowing flexibility in expending these monies or alternatively conversion of these CDs into others with more favorable interest rates at different maturity dates every three months on the calendar. Claudia reported that the banks provide advance reminders two months before a CD comes due to inform us of the need to make further decision on how to treat these funds. [140:24] Bill added that this no-risk investment strategy yields 5+ percent on the invested funds.

The Fundraising Committee came in for additional discussion at this point. Bill stressed that the Board will right now only be charged with deciding on the basic structure of the Fundraising Committee, not on the detailed decisions that the Committee may make. The Fundraising Committee will be charged with researching and exploring methods of *fundraising* to support the church, NOT stewardship and giving. The Fundraising Committee will present projects (events) to the Board it deems worthy of funding approval and the Board will decide on each individually. The Fundraising Committee will not be charged with implementing these events but will recruit persons to carry them out and overseeing their work. For certain activities this year, the deadlines (such as for the Auction) will already have passed, so these matters will be taken up next year. Others, such as Raise Right, can be worked on in this year. Some fundraising events that have been successful over the years appear to be waning, hence the charge to the committee to look for new more promising opportunities. [144:14]

Ken moved that a Fundraising Committee be established with an appropriate charter to proceed along the lines just outlined. Roy seconded. Motion passed unanimously. [144:54]

8. Religious Education [145:40]

Catherine provided an overview of the RE Program status. We have many new families and children in the program. There are 50 children currently enrolled including approximately 25-30 new children, which involves increased record keeping from both paper enrollments and online enrollments. This huge growth means three things: increased workload for available staff, a **much greater need** for RE volunteers to welcome newcomers, and potentially increased growth in the church community long-term. [151:29] She highlighted the upcoming Wednesday evening potluck a week from today (6-8pm) that also includes a game night providing opportunities for adults and kids to get to know each other in cordial circumstances. Volunteers are encouraged to get in touch directly to pitch in for Sundays or other days. Sign up sheets are also available at the RE table at the entrance. Volunteers are scheduled for a maximum of twice per month. Catherine also announced a revitalization of the Adult RE Program for which additional announcements will be put forward as needed, but there will be programs after the monthly First Sunday Lunch as well and at least a dozen people had participated. Young adult Our Whole Lives program will take place later this year including a field test of a UUA updated OWL curriculum. Fifteen people had attended the Starting Point sessions, a much larger group than in the recent past. New Member Recognition ceremony is envisioned and requires significant preparation. [160:20] Catherine updated the Board on the Children's Diversity Library, which now includes just shy of 2000 books. By coincidence, our holdings in this free library include many titles recently banned by various rightwing movements. She reviewed the innovation of guidelines for communication of adult with children in the RE program, specifically mandating that communications always include at least one additional responsible adult in direct interaction with children in the program. This not only provides protection for the children and adults involved, but also educates children in what safe responsible communication with adults looks like. [166:43] In response to Claudia's question about official communications addressed to young people in the church, 'youth' means 'still in high school' or a legal minor. In response to a question from Lynn, the term of youth members was defined as one year, but renewable. Catherine will look for educational resources concerning communications with youth members. [173:01]

9. Fundraising, Advertising, Financial Matters [173:24]

Ken announced that the first WUOT spots promoting TVUUC had run — 20 spots in random locations for a week at a cost of \$520. Drive time spots are a bit more expensive. He encouraged church members to comprise a TVUUC Team to work during the fundraising drive in October at WUOT that would include acknowledgment of our efforts. He reminded members of the opportunity to donate to WUOT as a pass through donation from TVUUC also raising our profile and helping to buy underwriting. There is also a link on REALM allowing donations under “Advertising” serving the same purpose. He noted that the TVUUC Endowment Committee is considering breaking off as a separate 501c3 organization, which will protect endowment assets from litigation brought against the church. [175:08] Ken endorsed this idea and reminded the Board that Jametta speaking from her experience as an attorney very strongly advocated this step as well. Ken also asked for suggestions of people versed in the issues of liability to inform the Endowment Committee and the Board on these matters. Claudia reported that she had spoken with Will Dunklin and from their discussions some principal assets were (1) the organ and (2) our small art collection. This reorganization would also mean that contributions to the Endowment Fund would go directly to the Fund and not be routed through TVUUC. There are applicable state laws relating to church organizations that would need to be clarified in this process as well. Bill noted that The Mountain had a separate 501c3 with specific charge to promote the activities of The Mountain and that we may need to examine a similar structure. Raise Right was the final topic Ken addressed. If, as he hopes, members have downloaded the Raise Right app, they need to contact Mike Miller or Claudia to get the correct CODE through which purchases made on Raise Right benefit the church. It will also be posted on our website. [180:15]

10. Vote on Four Goals for the Church for this year

Denise and AB spoke on the adoption of Goals for the church previously distributed. Bill asked how these goals, once adopted, will be converted to actionable events. AB answered that after adoption these goals would be announced to the congregation by the Board with the invitation to members to approach the Strategic Planning Committee, Technology Task Force, Personnel Committee, the Sustainable Strategies Team, and so forth with specific steps in furtherance of these goals including responsible persons charged with carrying them out and specific deadlines for individual milestones. [183:03] The Goals are up for approval; the Objectives are derivative of the Goals to and aligned to achieve them. Progress reports will be provided with reference to the Objectives.

Jeff moved, Heather seconded that the Board accept these Four Goals as a first step toward their achievement.

1. Create a **Fast, Focused, and Flexible Structure** to optimize and focus TVUUC's resources on accomplishing its Mission and Shared Vision.
 - Supported by Strategic Planning Committee, Life Span Religious Exploration, Technology Support Team, Sustainable Strategies Team
2. Identify, develop, and grow the necessary human resources essential to TVUUC's growth and influence as driven by its Mission.
 - Supported by the Personnel Committee, Leadership Development Committee, Membership Committee, Sustainable Strategies Team, and Director of Finance and Operations
3. Grow TVUUC's financial resources to provide secure and predictable sources of funds and a reasonable cost structure.
 - Supported by the Finance Committee, Endowment Committee, Stewardship Committee, Treasure, Director of Finance and Operations, and Fund-Raising

Task Force

4. Improve TVUUC's ability and focus to Connect Generations through Common Goals and Initiatives
 - Supported by to Board of Directors, Life Span Religious Exploration, Technology Support Team, Sustainable Strategies Team, Leadership Development Committee

In follow-through, specific Objectives, responsible individuals, assignment to specific Program Council entities and deadlines will be identified to assess and promote further progress. Unanimous. [194:59]

11. Adjournment

Eddie read closing words expanding on the words “Go in Peace” and, thanking everyone for their participation, extinguished the chalice. [200:04]

Respectfully submitted,

Jeff Mellor, Clerk-Secretary