

**MCC Governing Board**  
**August 4 – 7, 2011**  
**Minutes**

Present: Rev. Elder Nancy Wilson (Moderator), Raquel Benitez-Rojas, Liz Bisordi (Treasurer), Rev. Onetta Brooks, Rev. Tony Freeman (Vice Chair), Rev. Dr. Robert Griffin, Bryan Parker, Rev. Dr. Candace Shultis (Clerk)

Not Present: John Hassell

On Thursday, the Governing Board and the Senior Leadership Team met jointly so also present were: Barbara Crabtree, Irma Bauer-Levesque, Rev. Dr. Mona West, Rev. Elder Lillie Brock, Rev. Elder Diane Fisher, Rev. Elder Darlene Garner, Rev. Elder Ken Martin. Barbara Crabtree and Irma Bauer-Levesque continued to meet at various times with the Governing Board throughout our meetings.

We also had our consultant Dan Hotchkiss with us on Thursday and Friday.

**Thursday, August 4, 2011**

The meeting began with worship led by Mona West.

Dan Hotchkiss led the Governing Board and the Senior Leadership Team in a review of best practices for Board and Staff partnership.

The Governing Board met with Dan for an evaluation of the Board and Staff partnership. (The Staff met separately to do a similar process of evaluation.)

The Board and Staff came back together to share those evaluations so that we could have clarity of our roles, could build trust and relationship and understand our mutual accountability through the Moderator. We began a list of ‘New Year’s Resolutions.’

- Clarify Board and Staff boundary expectations
- Develop a response plan for concerns in a timely way
- Let staff know about Board policies
- Create development policy and philosophy

The Senior Leadership Team presented a review of their work relative to the 2011 Governing Board Vision Goals. They discussed how they did this year, what they learned and how that impacts our vision for our work in 2012.

The Governing Board presented an overview of our work on the Open Questions. They discussed what they did, who they invited to be a part of the conversation, what they learned and what their next steps might be.

At the close of the day we passed the following motions:

**MOTION 08.04-07.11.01 – Motion by Tony Freeman, seconded by Bryan Parker to approve a resolution of appreciation for Reverend Dee Dale and Judy Dale for three decades of service to Metropolitan Community Churches.**

**M/S APPROVED**

**MOTION 08.04-07.11.02 – Motion by Onetta Brooks, seconded by Robert Griffin to thank Jennifer Justice and Carlos Chavez for their devoted leadership in nurturing the MCC Young Adult Retreat held in Fort Lauderdale, FL, USA.**

**M/S APPROVED**

**Friday, August 5, 2011**

The meeting began with worship led by Rev. Onetta Brooks and Liz Bisordi.

Dan Hotchkiss then led us in a grounding exercise: African Bible Study. Using Matthew 25: 14-30, read three times, we reflected on a different question during and after each reading.

**MOTION 08.04-07.11.03**

**The Governing Board accepts the resignation of John Hassell as a member of the MCC Governing Board.**

**Made by Liz Bisordi/Bryan Parker  
Unanimous**

The Governing Board continued with a self evaluation and a mutual evaluation of the Moderator-Governing Board partnership.

In the afternoon the Governing Board reviewed the Vision Goals for 2011 and developed the following Vision Goals for 2012:

- Build leadership development into all we do, particularly with young adults.
- Communicate to the world with passion and clarity who we are -- and that “we want to know you!”
- Give priority to churches that demonstrate signs of health and growth.

The Governing Board then worked on identifying the following Open Questions for 2012:

- What is our vision for funding ministry?
- How can our young adults help us to imagine and articulate a future for MCC? (Joel 2: 28 - "And that's just the beginning: After that— "I **will** pour out my Spirit on every kind of people: **Your** sons **will** prophesy, also **your** daughters. **Your** old **men will dream, your young men will** see visions. I'll even pour out my Spirit on the servants, **men** and women both...)
- What is needed to enhance our global ministry and structure?

We thanked Dan Hotchkiss for working with us for the past year.

### **Saturday, August 6, 2011**

The meeting began with worship and sharing led by Rev. Dr. Robert Griffin.

We reordered our agenda and began with fund development, officers and committees.

We shared what we did on Friday around the Vision Goals and Open Questions with Irma Bauer-Levesque and Barbara Crabtree. We began work with Irma on answering the first Open Question.

The questions we have to ask ourselves around Philosophy of Resource Development are:

What monies do we use for what?

Tithes, individual gifts, grants, planned gifts, enterprises, fees for service, capital drives, sponsorships and partnerships

What are our endowment policies in regard to investments (ethics), spending, and gift acceptance?

What is our self image? (Who are we? What are we called to be & do? Who is our neighbor?)

What is our leadership role around funding ministry?

What is our relationship to local churches?

What do we do about rethinking the future of tithes?

Irma led us through a discussion of prior and current year donor numbers. In the past, we have done a poor job at getting donors to repeat. But with the new data base we will have a much better handle to focus on individuals, both thanking them and asking for donors to move to the next level. We will also be able to know who is already connecting with the denomination at events outside of the local church and be able to

reach out to them. We will be trying to do face-to-face solicitation for major (\$2,500 and more) donors this year.

We talked about everyone on the Governing Board assisting Irma on the 2011 year end campaign as each person believed their gifts and abilities best fit. A brainstorming team will meet this month to work with Irma and Nancy joined by Tony Onetta and Bryan to work with Irma on the 2011 annual campaign.

We talked more about our vision for funding ministry (Open Question #1) and our philosophy of resource development (Why do we need the money and what are we going to do with it?):

- As the Senior Leadership Team works on church life and health and creation of Stewardship resources for local churches, we hope to see an increase in the amount of tithe income.
- We will need to make a decision about the tithe percentage and whether we want to stay the percentage in 2012.
- This coming year, individual gifts will be a major focus of the Development Office and the Governing Board is committed to assisting Irma with this.
- We are shifting our grant focus from receiving monies for operations to receiving funds for innovative programming.
- We will develop a strategy around the development of major gifts.
- We will create an ad hoc subcommittee, including someone from the Senior Leadership Team, to look at 'fees for service' and other revenue streams.
- Capital Campaign –positioning and strengthening our base as we look toward 2016 and the 50<sup>th</sup> Anniversary of MCC in 2018.
- Create a policy for receiving planned gifts (by March 2012)

We began the discussion of the election officers (done annually in August). Each person holding the offices for this past year talked about their experience. We also talked about moving to two-year terms in the future.

**MOTION 08.04-07.11.04 by Robert Griffin, seconded by Onetta Brooks of appreciation for the 2011 officers as they took on the tasks and the learning curve for this first year as a Governing Board.**

**M/S APPROVED**

**MOTION 08.04-07.11.05 by Tony Freeman, seconded by Onetta Brooks to elect the following officers for 2012:**

- Vice Chair – Robert Griffin**
- Treasurer – Liz Bisordi**
- Secretary – Bryan Parker**

**M/S APPROVED**

The officers serve as an Executive Committee to the Moderator.

We then moved to conversations about the formation of committees:

Finance Committee – Liz Bisordi (Treasurer), Candace Shultis, Marsha Warren, Onetta Brooks

Investment Committee – In lieu of a separate Investment Committee, Tony Freeman will facilitate appropriate Board decisions.  
(to report back in 60 – 90 days)

**MOTION 08-04-07.11.06 by Tony Freeman, seconded by Liz Bisordi to thank the current interim Investment Committee for their service.**

**M/S APPROVED**

Governance Committee – Onetta Brooks (chair), Bryan Parker, Raquel Benitez-Rojas

Policy Manual – Bryan Parker

International Task Force – Raquel Benitez-Rojas

General Conference Business Meeting– Onetta Brooks

Nominations – Onetta Brooks

Bylaws – Onetta Brooks

Strategic Planning Committee (w/ SLT) – Tony Freeman (chair), Candace Shultis, Robert Griffin

Ad hoc Policy Committee on Revenue Producing Ideas (w. Staff)– Liz Bisordi (chair), Tony Freeman

Ad hoc Annual Audit Committee – Bryan Parker (chair), Marvin Bagwell, Robert Griffin

Planning Team for Generous in Faith and Annual Campaign – Tony Freeman, Onetta Brooks (with an ask for input from Irma)

Ad hoc Communications Committee (web page, webinars, etc.) – Robert Griffin, Nancy Wilson

Executive Compensation Committee – Robert Griffin (chair)

We had a discussion about Finances led by Liz Bisordi especially around reporting and transmittal of tithes from local churches.

Discussion for the Governing Board: What should the role of the Governing Board be regarding churches that are behind in tithes? How can we thank and acknowledge churches that are faithful and consistent? The Finance Committee will bring some recommendations for a Governing Board and Staff policy for churches that are behind in their tithes, sent in no reports, not kept previous agreements with the Moderator, and has not been in communication with the denomination.

What are the principles and parameters we want to set as we look toward creating the 2012 budget? We are at a fork in the road where we have to make a decision either about further cost cutting (we have lost 10 staff positions in the last two years) or how

do we generate more revenue in the future. The Governing Boards role is to see the big picture, set policy, and provide oversight and accountability.

Barbara Crabtree led us in a discussion for preparing the 2012 Budget. We engaged in a discussion of whether we should use some of our investment monies to invest in ourselves.

- What kind of reserve for operating expenses do we want to keep? (6 months of expenses?)
- How do we want to invest in Senior Leadership Team and Staff?
  - Create a plan with parameters
  - Ask for a business plan
- Should we use our funds to invest in churches - in what ways?
  - Need to develop a policy (Tony, Liz)

We began a conversation about the history of compensation for Moderator and for MCC Staff in recent years. The basis's for these discussions were the "temporary" cuts in pay and benefits from 2008 which cannot be restored, and how to express our thanks for the loyalty and dedication of our staff.

**MOTION 08.04-07.11.07 by Robert Griffin, seconded by Liz Bisordi that \$40,000 from the Investments will be made available for the Moderator to give bonuses to the MCC Staff in the fall of 2011 to be divided at her discretion. An additional \$10,000 from the Investments will be given to the Moderator as a bonus in the fall of 2011.**

**M/S APPROVED**

**Sunday, August 7, 2011**

We began with worship led by Bryan Parker and Nancy Wilson.

We continued the discussion from Saturday regarding Moderator and Staff salaries.

**MOTION 08.04-07.11.08 by Tony Freeman, seconded by Robert Griffin that the Governing Board approves a restoration of salary for the Moderator to the 2008 salary level with half the increase in calendar year 2012 and with full restoration by calendar year 2013 as appropriate. Monies will be utilized from the Investments if necessary through 2013.**

**M/S APPROVED**

**MOTION 08.04-07.11.09 by Liz Bisordi, seconded by Robert Griffin that the Governing Board approves a review and appropriate restoration of salaries for the MCC Staff to the 2008 salary level with up to half the increase in calendar year 2012 and completion by December 31, 2013. Monies will be utilized from the Investments if necessary through 2013. The Head of Staff is given authority for such decisions.**

**M/S APPROVED**

**CONSENT AGENDA:**

- Financials for May and June, 2011

**MOTION 08.04-07.11.10 by Robert Griffin, seconded by Tony Freeman to receive the items on the Consent Agenda.**

**M/S APPROVED**

Case for a Capitalization Campaign (Irma Bauer-Levesque): The Governing Board gave feedback to Irma on the Case. A draft of the Case will be made available by September 2011 and finalized by November 2011. We set up a brainstorming team (Bryan, Tony, Onetta, Nancy) to assist her in the development of the year end campaign for 2011.

**Policy Manual (Onetta Brooks)**

- Important to write relevant policies that the Governing Board can agree upon and utilize.
- What's working and not working about the process of writing policy
- Need to approve Policy 12 – Communications
- Need to affirm disposition of Dan Hotchkiss' comments
- What about Compliance Policy?
- Writing Assignments
  - Policy 11 – Financials (Liz/Finance Team)
  - Policy 13 – Governing Board Compliance Oversight (Tony)
  - Policy 18 – Gift Acceptance Policy (Tony/Irma)
  - Policy 21 – Governing Board Grant Policy – Tony
  - Policy 22 – Investment Policy – Tony
  - Policy 23 – Audit Policy – Robert

**MOTION 08.04-07.11.11 by Raquel Benitez-Rojas, seconded by Onetta Brooks to approve Policy 12 – Communications.**

**M/S APPROVED**

Board of Pensions (Barbara Crabtree) – She participated in the annual meeting of the Board of Pensions in April, 2011. They are working on reorganizing themselves. They grappled with the overfunding question, mapped out several options to pursue and are continuing those discussions. They intend to be ready for General Conference 2013 with some options for those in the Plan.

**MOTION 08.04-07.11.12 by Tony Freeman, seconded by Liz Bisordi to accept the annual report of the Board of Pensions, with thanks.**

**M/S APPROVED**

Tithe discussion (Barbara) – We are scheduled to go to a 12% tithe rate in January 2012. This could have approximately a \$80,000 impact to tithe income in 2012.

**MOTION 08.04-07.11.13 by Candace Shultis, seconded by Onetta Brooks that as the Governing Board has the responsibility for the health and vitality of MCC churches and denomination and has been given the authority to look at the tithe structure between General Conferences (UFMCC Bylaw Article V.C.3: Governing Board), the Governing Board votes to keep the tithe rate for churches in 2012 at 12.5% as part of our plan for financial stability and strength.**

**M/S APPROVED**

Preliminary Budget Parameters for 2012 (Barbara Crabtree)

- The 12.5% stability in tithes helps.
- The Governing Board has made some decisions about salary restorations.
- We have an ad hoc committee to work on investing in ourselves and additional revenue streams.
- Some adjustments will be made as we consolidate and move the MCC Offices from Abilene, TX to Sarasota, FL.
- We will set monies aside from the Investment for a six month operating reserve but make other investment monies available for investing in ministry, both individuals and programs, at board discretion.

**MOTION 08.04-07.11.14 by Tony Freeman, seconded by Liz Bisordi to authorize the movement of all our current investment monies into money market interest bearing accounts.**

**M/S APPROVED**

International Task Force (ITF) (Raquel Benitez-Rojas) – Raquel led the Governing Board through the draft report from the International Task Force. Raquel acknowledges the work of Connie Meadows and Marina Laws for the work they have done to support the work of the ITF. The next meeting of the steering committee will be in Toronto Canada 22-25 September.

**MOTION 08.04-07.11.15 by Tony Freeman, seconded by Robert Griffin to refer the first five items on page 4 of the draft report of the International Task Force to the MCC Staff for consideration.**

**M/S APPROVED**

**MOTION 08.04-07.11.16 by Tony Freeman, seconded by Robert Griffin to refer the section of the draft report from the International Task Force entitled ‘Intercultural Partnerships’ to the MCC Senior Leadership Team for consideration and note that it is also received as input to the Governing Board’s Open Question #3.**

**M/S APPROVED**

**MOTION 08.04-07.11.17 by Tony Freeman, seconded by Robert Griffin to refer the section of the draft report from the International Task Force entitled 'Rethinking Networks' to the MCC Senior Leadership Team for consideration and note that it is also received as input to the Governing Board's Open Question #3.**

**M/S APPROVED**

**MOTION 08.04-07.11.18 by Tony Freeman, seconded Candace Shultis to receive the draft report of the International Task Force to its authorizing body the Governing Board. The Governing Board expresses its deep and sincere appreciation to the members of the International Task Force for their work and ministry on behalf of our global denomination. We look forward to continuing this holy conversation as we move toward bringing recommendations to the General Conference in 2013. The Governing Board is grateful for the information received to date and asks to receive regular (monthly) reports as to the progress towards the major tasks and the established deadlines. These reports should include values, recommendations, rationale, and potential budget impact. The Governing Board moves to engage the services of a minimum of two outside consultants to review the recommendations of the International Task Force and provide the Governing Board with a critique.**

**M/S APPROVED**

**Follow Up Items:**

- ✓ Evaluation of the Moderator (Robert Griffin) – This will be completed by October 2011. Tony also suggested that we connect with Don Eastman around the process for a more productive evaluation.
- ✓ Plan for Governing Board webinar on August 18<sup>th</sup>. Robert Griffin will coordinate.
- ✓ Robert and Nancy will draft a Governing Board message from this meeting to MCC.
- ✓ Process for recruiting a new GB Member. Onetta will coordinate.

**Meeting Evaluation:**

- Best:
  - Great to have Dan Hotchkiss with us again
  - Great to have time with the Senior Leadership Team
  - Social and appreciation time (Thursday evening)
  - Better accommodations and food
  - 'We governed' – we accomplished a lot
  - Sharing leadership during meetings
  - We were well prepared by the use of google.docs
  - Great on site staff support
  - We evaluated ourselves – not an ordinary practice of Boards!
  - Frank and honest discussion

- Did our best to listen respectfully to one another
- Did well on meeting 'products'
- Needs Improvement
  - What do we need to better share with the Senior Leadership Team?
  - More time with Irma, better data is coming with new database and staff!
  - Not use our blackberries as much during meetings – disconnecting better with our other responsibilities

**MOTION 08.04-07.11.19 by Robert Griffin, seconded Bryan Parker to adjourn with prayer.**

**M/S APPROVED**

Respectfully submitted,

/signed/ Rev. Dr. Candace R. Shultis, Clerk

**UFMCC BOARD OF PENSIONS USA**  
**AUGUST 2011 UPDATE FOR GOVERNING BOARD**

- Audit Report: The audit of the financial statements of the Defined Benefit Plan and Trust for the year ended December 31, 2010 performed by Jeffrey, Corrigan & Shaw LLP CPA's was recently completed. There were very few 'findings' noted and those so noted were minor and immaterial to the financial statements. The BOP is grateful to Bill Hooper and Tammy Erwin for their consistently diligent work in making significant progress and improvement to our annual audit results.
  
- New Board Member Needed For Term Beginning January 1, 2012: Chuck Phelan will be completing his full term as a BOP member this December 31. Chuck has been a major contributor to our Board in many capacities for the last 12 years. He will receive a personal note of gratitude from each Board member and desk award celebrating his service. Attached to this e-mail is a photo of the award we presented to Bob Pope last year. *We, therefore, are searching for a replacement Board member. Our guidelines dictate that this member must be non-clergy. We will be advertising the Board opening very shortly. Please let me know if any of you would like to recommend someone to our Board. An ad for the position is also attached to this e-mail.*
  
- Plan Restatement: The basic IRS restatement requirements for the Pension Plan were drafted by our attorney, Pat Foley, and approved by the Board at our annual meeting in May, 2011. We decided to take this opportunity to make some improvements to the plan statement. The original plan was designed to reward 10 year participants with the same monthly benefit as longer term participants. The BOP has determined that that is no longer an efficient process since our hope is for younger pastors and those with longer term aspirations to MCC to participate in the pension plan. We are in talks with our pension services provider seeking options available to accommodate this goal within IRS guidelines. They are running some projections with an 'earned monthly benefit' rather than the current stated retirement

benefit to determine the effect our plan balance and overfunded amount.

- Marketing and Public Relations: Pastor Tom Emmett, one of our newest members, is spearheading a project to engage with Constant Contact in an effort to broaden our communications base. Initially we hoped to use Facebook, but Pastor Tom found that it is not conducive for a group as ours is. Jeremiah Nelson, another new member, is developing a brochure to highlight the advantages of the Pension Plan and help us with branding. These changes will be reviewed for legal correctness and compliance.
- Churches in Arrears: Our ongoing efforts to personally contact, counsel and educate individual church board members regarding the pension plan contributions and requirements is making inroads. We are establishing relationships with the churches and slowly improving the past due payments of those churches. We have successfully shortened our list of churches in arrears from 2 pages to just one!
- Investments: As always, our primary purpose is to monitor our investments according to market conditions and make adjustments as we think is necessary with guidance from our investment advisors. We had our quarterly conference call with UBS recently. Our returns continue to keep pace or outperform the market indices. Mindful of our investment policy guidelines, we have been satisfied with those results.