

DRAFT

Unitarian-Universalist Church of Nashua, NH (UUCN)

Meeting of the Board of Trustees

November 08, 2016

Present: Members: David Hudson, Lance Pratt, Mike Wilt, Mary Licking, Rick Spitz (by electronic audio and video connection), Steve Hedges, Brenna Woods, and The Reverend Allison Palm.

Excused: Carol Wagner, Ellen McCormick.

Mary performed the chalice lighting. A check-in was performed. Timekeeper was Lance.

The Reverend Palm gave the Minister's Report (see attached), including the Budget versus Actual Financial statement for November 2016.

A discussion led by David focused on a need for a policy to deal with funds accepted for restricted use. UUCN's lived experience as well as administrative realities are indicators that accepting funds for restricted use in perpetuity is a practice that comes fraught with difficulties for an organization such as ours. A motion carried made by Lance and seconded by Brenna to adopt Policy L (see Policy K attached, which by this motion is to be known as Policy L).

A discussion regarding an update on facilities and visioning by the BoT Planning Committee has been postponed until a meeting when the two members of the Committee, Carol and Ellen, can be present. Attached is the report they submitted.

Pursuant to the BoT's approval of the Safe Congregation Policy at the regularly scheduled meeting for October, 2016, Criminal Offender Record Information (CORI) applications were distributed to BoT members to complete and turn in to the Reverend Palm.

The UUCN has missed making certain payments to the retirement account of the Reverend Palm, payments that UUCN had intended to make per agreements in place. How to go about correcting the situation was a question posed by the Reverend Palm. The consensus of the BoT was that this matter of the payments needs to be corrected as soon as possible and to facilitate that goal, the numbers involved are to be provided to the BoT, say, by e-mail.

David led a discussion regarding the ministry evaluation that the BoT is required to file with the UUA, one for this past year that was just filed, and one that will be required for next year. The BoT was given an opportunity to compare its evaluation with the Reverend Palm's comments. The BoT's evaluation was viewed in the discussion as touching on multiple areas, including much detail, and there was mostly agreement on the assessment level. A lesson learned from this year is that the BoT must start well before the deadline to develop the robust and detailed type of evaluation it is thought the UUA is seeking. The Reverend Palm expressed appreciation about the "care and detail" the BoT put into the ministry evaluation it filed with the UUA regarding ministry service over the previous year.

David led a discussion regarding BoT Amended : v3d2, Investment Strategy of the Invested Funds Committee (see attached). Mike will work on a proposal on how to deal with a fund regarding mental health that UUCN has been entrusted with for many years. Also, the Reverend Palm intends to solicit suggestions from the Pastoral Care Team. It was the consensus of the BoT that the Flower Fund be run as an in perpetuity fund, which is the status quo. A motion carried made by Steve and seconded by Brenna to accept the document.

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Under New Business, Lance led a discussion regarding the appointments to BoT committees, such as the Bylaws Review Committee. Because the UUCN Bylaws were changed last year regarding term length and limits, it is important for the BoT to be aware of how long current members of BoT committees have served in their positions. The BoT asked Lance, as a BoT appointee to the Nominating Committee, to bring a summary of each Bylaws Review Committee position to the BoT for study and possible action.

A Covenantal Check Out was performed. Discussed was what worked well at the meeting, what did not work, whether there are lingering questions or concerns, and how are we working as a group.

Brenna gave the Timekeeper' Report.

The Reverend Palm gave Closing Words.

A motion passed made by Rick and seconded by Brenna to adjourn.

Upcoming issues: 1) required 501c3 revisions that have been approved but not submitted (but is expected to be submitted in September 2016, this month) and 2) IFC policy review a) discuss "IFC Establishment Policy," and b) How do we handle existing mental health fund? (pre-existing donation; May '15 policy proposal).

In the "Parking Lot" (issues for which consideration is to occur at a date yet to be determined): 1) BoT job descriptions & the assessment of the presidential funnel (the pipeline and related issues), and 2) Donation Policy, the discussion of which began in May 2015 but remains unresolved.

Volunteers slated for BoT tasks are named in Lists #1 and #2 below. List #3 below includes upcoming dates of events and List #4 describes attachments to these minutes. Lists #1 through #4:

List #1 Words of Welcome & Church Service Announcements: November 13 Lance, November 20 Brenna, November 27 Rick, December 4 Ellen, December 11 Mary, December 18 David, December 25 Steve, January 1 Mary, January 8 Carol, January 15 Steve, January 22 David, January 29 Ellen, month of February and March 5 & 12 are blank, March 19 Mary.

List #2 Chalice lighting: November 8th – Mary, December 13th – Carol, January 10th – Brenna; Timekeeper schedule: November 8th - Lance December 13th - Brenna, January 10th – blank, February 14th – blank, March 14th – Mary.

List #3 Upcoming Dates: Event Dates Listing:

Tuesday, November 22nd, Nashua Area Interfaith Council Thanksgiving Service at 7 pm, Temple Beth Abraham, Nashua, NH

Tuesday, December 13th, Next BoT meeting at 7 pm, Youth Room

Saturday, March 18, Policy Governance Summit (Leadership Development)

Saturday, April 1, Church Auction

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List #4 Attachments to these minutes: 1) Minister's Report for November 8th, 2016, including the November 2016 Budget versus Actual Financial statement, 2) Policy Regarding Donations of Funds for a Specific Purpose and, on same page, IV: Executive Limitations, Policy K: Acceptance of Restricted Donations (per action of this meeting, the policy letter designation is now Policy L), 3) Planning Committee document entitled Visioning by Carol and Ellen, and 4) BoT Amended: v3d2 (Draft) of Investment Strategy of the UUCN Invested Funds Committee.

Minutes submitted by,

Mary Licking, Clerk,

Unitarian-Universalist Church of Nashua, NH

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
November 8, 2016

1. WITHIN

The Unitarian-Universalist Church of Nashua is a spiritual home where members and friends experience personal transformation by: Participating in varied and meaningful common worship that nurtures, challenges, and inspires; Exploring religious values and discovering individual truths; Joining in fellowship with other members and friends.

- Average Sunday attendance this year: 186
- Children and Youth Faith Formation registration is steady at 60, with an average Sunday attendance of 44.
- The Music Team partnered with the CYFF Team to hold a very successful AREA event focused on music on October 30.
- On October 16, the ROPEs class and the Youth Group went on a field trip together to do a corn maze. Nearly all the ROPEs mentors were able to come as well. Ginger Hedges and Sandra did a fabulous job organizing this big group!
- We are planning two Christmas Eve services again this year, one at 5:30pm and one at 7:30pm. Our hope is to have a choir at both services.
- TUUsdays have continued, with an average attendance of 6.

2. AMONG

The Unitarian-Universalist Church of Nashua is a welcoming religious community for all ages where we live our mission by: Creating a beloved community where we minister to one another; Supporting and respecting one another in our daily lives and our religious journeys; Generously giving of our time, talents, and money; Being good stewards of our church resources in pursuit of our mission.

- Nine people (7 Stewardship Team members, 1 Board member and me) attended a regional Stewardship Workshop on Nov. 6.
- The Shared Ministry Team has agreed to take on hosting 6 after-church conversations about deepening our Covenant of Right Relationship over the course of the rest of this church year
- The staff has identified cultural competency as an area for growth for the congregation. We are looking into how to do some of our own work on this topic, so that we might better lead the congregation in this work.
- The Leadership Development Team and Stewardship Team partnered to host our Fall Leadership Summit on October 29. There was a great group of leaders present who talked about Stewardship, our Operational Plan, and more.
- The staff approved the attached Database Users Policy.
- Sandra, Sherri and I met to begin the work of coming into compliance with our newly approved Safe Congregation Policy. We have begun working our way through the list of tasks and are on track to be in compliance by January 1.

3. BEYOND

The Unitarian-Universalist Church of Nashua is a beacon of liberal religious thought and action, making a positive impact in our neighborhood and in the world by: Promoting our values and programs so that others will hear our voice and have the opportunity to join us; Welcoming people who are seeking a spiritual home and personal transformation; Partnering with other congregations and institutions in advocating for and promoting social justice; Actively participating in regional (Northern New England District) and national (Unitarian Universalist Association) Unitarian Universalist programs and activities.

- We had 38 walkers at the October 30 CROP Walk, which is a Nashua Area Interfaith Council annual event. We also raised over \$3000. Many thanks to our UUCN organizers, Maggie Woolsey and Ellen Barr.
- I attended the first ever New England Region Ministers Retreat Nov. 1-3. It was a rich time with colleagues, learning about worship from Jacqui Lewis, the minister at Middle Collegiate Church in NYC.
- We will be hosting the Nashua Area Interfaith Thanksgiving service on November 22. I hope to get a good turn out of folks from UUCN.
- I have committed to meet with Rabbi Jon Spira-Savett and our two NH candidates for senator on November 10 to talk about how we can move forward together and heal some of the pain and divisiveness of this electoral season. This event is unconfirmed at this point, and may or may not include other faith leaders from Nashua.
- After taking a year off from regular meetings, the Social Justice Team has begun meeting monthly again. They are planning a concerted effort on Black Lives Matter.

4. CHILDREN'S WINTER GARDEN WITH WHITE WING SCHOOL

- Current enrollment is at 63
- The payroll issue has been worked out, and the school has caught up on payments to the church for payroll.
- Finances continue to look good. Our enrollment numbers are now over the threshold where the school will break even for the year.
- The rocks in the playground area have been identified as an issue both by the CWG-WWS Board and the Property Team. Chris is looking into an alternate surface covering solution.

5. FINANCES

As I would continue to expect at this point in the year, expenses are outpacing budget. We are 36% of the way through this year. Income is behind at 26.7%. Expenses are right about on target at 35.4%.

	Actual	Budget	Percentage
INCOME			
Endowment	\$43,978.87	\$133,946.00	32.8%
Fundraisers	\$0	\$11,800.00	0%
Outreach Collections	\$10,680.48	\$35,000.00	30.5%
Pledges	\$83,504.86	\$310,000.00	30.04%
User Fees	\$1974.08	\$6,000.00	32.9%
CWG-WWS Contribution	\$0	\$28,000.00	0%
Other Income	\$351.09	\$800.00	43.9%
TOTAL INCOME	\$140,489.38	\$525,546.00	26.7%
EXPENSES			
<i>Programs</i>			
Music & Worship	\$3,241.23	\$9,800.00	33.07%
Faith Formation	\$1311.11	\$6,350.00	20.65%
Membership	\$385.75	\$3585.00	10.76%
Social Justice	\$9,232.64	\$39,300.00	23.8%
Leadership Development	\$0	\$500.00	0%
Discretionary Funds	\$222.68	\$2,000.00	11.13%
Total Programs	\$14,393.41	\$61,535.00	23.39%
<i>Operations</i>			
Administration	\$11,071.68	\$35,844.00	30.89%
Communications	\$1,328.98	\$3,300.00	40.27%
Stewardship	\$0	\$1,800.00	0%
Denomination	\$21,172.00	\$21,172.00	100%
Property	\$31,927.54	\$85,200.00	37.42%
Total Operations	\$65,500.20	\$147,316.00	44.46%
<i>Staff</i>			
Minister	\$40,753.23	\$123,932.00	32.88%
Director of Faith Formation	\$26,616.00	\$76,719.00	34.69%
Music Director	\$5,223.48	\$16,516.00	31.63%
Membership Coordinator	\$4,993.58	\$15,906.00	31.39%
Church Administrator	\$13,934.50	\$41,783.00	33.35%
Bookkeeper	\$1,804.81	\$4,575.00	39.45%
Sexton	\$10,198.05	\$27,420.00	37.19%
Child Care	\$1,830.76	\$4,468.00	40.97%
Coffee Crew	\$352.94	\$905.00	38.99%
Total Staff	\$105,707.35	\$312,224.00	33.86%
One-Time Expense: DFF Search	\$256.67	\$4,000.00	6.4%
TOTAL EXPENSES	\$185,857.63	\$525,075.00	35.4%
Difference	-\$45,368.25	\$471.00	

6. SCHEDULE

- I am in the pulpit every Sunday between now and Christmas Day
- I will be in the area over Thanksgiving. I have no plans for extra time off this month.

7. REPORT ON OPERATIONAL PLAN (November check-in)

One of the efforts this fall has been to get the Operation Plan into the hands of as many people as we can. This has been facilitated by both the Team Jumpstart in August and the Leadership Summit in late October. The Stewardship Team is talking about using pieces of the Operational Plan to lead their conversations around Stewardship as well.

Here is an update on this year's goals:

WORSHIP & MUSIC

- Implement monthly Body & Soul services and evaluate impact – **in progress, two services done**
- Design and implement Worship Associate training – **done (August 27)**
- Integrate music program into Children's Chapel and Body & Soul – **in progress; musicians at first Body & Soul, and at first two Children's Chapels**
- Implement permanent solution for slides in worship – **done**

FAITH FORMATION

- Evaluate and implement team structures for lifespan faith formation (e.g., two teams with collaboration or one lifespan council) – **in progress, new Adult Faith Formation Team this year**
- Create a plan for a fully developed faith formation program for adults (ages 18+), including the Young Adult Group – **in progress, AFF Team has begun meeting**
- Create a plan for a fully developed faith formation program for children through ROPES – **in progress, CYFF Team has begun conversations**
- Create a plan for a fully developed senior youth group program (including active outreach and service trips) – **in progress; Sandra and Youth Advisors meeting regularly**
- Assess the training and support needs of volunteer staffing for children and youth. – **longer training offered for teachers this Fall; will continue to assess**
- Establish collaboration for AREA events with at least two other teams – **Music AREA sponsored by Music Team; conversations begun about other opportunities for collaboration**
- Hire a permanent Director of Faith Formation – **in progress**

PASTORAL CARE PROGRAM

- Choose and recruit members for a fully-staffed Pastoral Care Team (at least 6 members) – **done; now have 8 members**
- Design and implement training for Pastoral Care Team members – **done (September 11)**
- Develop a list of community resources for referrals – **in progress**
- Clarify role of Pastoral Care Team and create job description – **in progress**

SOCIAL JUSTICE

- Engage more children, youth and their families in providing support for community dinners (e.g., helping cook and serve, making table decorations, providing entertainment) – **CYFF Team is planning to do an AREA connected with Community Dinner**
- Engage the congregation in evaluating the social justice program of the UU Church of Nashua (two-year goal) – **begun conversations about this, but nothing concrete yet**
- Choose one or two main issues to focus on as a congregation for a multi-year commitment (two-year goal) – **beginning to focus in on Black Lives Matter**

MEMBERSHIP & LEADERSHIP DEVELOPMENT

- Host Leadership Summit focused on Policy Governance – **planned for the Spring**
- Clarify role of Leadership Development Team – **on list of goals for LD Team**
- Clarify role of Membership Team and staff accordingly. Clarify relationship with Membership Coordinator. – **Membership Team is beginning the work of clarifying their role**
- Evaluate the existing organizational chart in an effort to efficiently and effectively meet the Mission and Ends of the congregation – **not begun**

DENOMINATIONAL CONNECTIONS

- Host at least one Regional event – **scheduled Youth Advisor Training was canceled; may have the opportunity to host something else**
- Assess Denominational Connections Team and implement changes in structure as determined – **not begun**
- Organize Youth Group trip to General Assembly – **fundraising and conversations about the trip have begun**
- Assess feasibility of a cluster approach to Adult Faith Formation, partnering with UU congregations in Milford and Manchester – **experimenting this year with offering programs across congregations**
- Participate in at least 4 Regional events each year – **have participated in 1 so far**

COMMUNICATIONS & ADMINISTRATION

- Launch new website look – **will be up by January 1, 2017**
- Offer training for Team chairs on new website – **will happen in Spring**
- Redesign weekly newsletter – **in experimentation phase**
- Transition to Quickbooks Online – **transition has happened; still smoothing out kinks**
- Develop internal communications policies and procedures – **in progress**
- Submit recommended Safe Congregations Policy to the Board – **first iteration approved by Board on Oct. 11. Second iteration will be in for approval by Spring**
- Assess and Implement a uniform online evaluation process for all programs – **not begun**

STAFFING PLAN

- Transition Office Administrator position to Church Administrator, with added responsibilities of property management and supervising the Sexton – **done**

- Add hours to Membership Coordinator and Church Administrator positions – **done**
- Assess how staffing adjustments are working and determine best utilization of additional staff hours and training. – **will happen in spring**

FACILITIES IMPROVEMENTS & CAPITAL CAMPAIGN

- Survey, assess, and prioritize possible projects for a facilities improvement plan – **taken on by BoT**
- Create a 20-year maintenance plan – **on agenda for November Property Team meeting**
- Assess list of possible projects with the BoT; establish initial scope of facilities improvement plan – **taken on by BoT**

Attachment: CHURCH DATABASE POLICY

UUCN uses personal data about individuals for the purpose of general church administration, communication and to serve as a resource to support the various ministries of the church. UUCN recognizes the importance of the correct and lawful treatment of personal data. All personal data, whether it is held on paper, electronically or other media, will be subject to the appropriate legal safeguards.

1. Maintaining Confidentiality

UUCN will treat all personal information as private and confidential and not disclose any data to anyone other than the leadership, staff and designated volunteers of the church in order to facilitate the administration and day-to-day ministry of the church.

All UUCN volunteers who have access to personal data will be required to sign a Volunteer Confidentiality Agreement.

There are four exceptional circumstances to the above as permitted by law:

1. Where we are legally compelled to do so.
2. Where there is a duty to the public to disclose.
3. Where disclosure is required to protect an individual's interest.
4. Where disclosure is made at an individual's request or with their consent.

2. Use of Personal Information

UUCN will use personal data for four main purposes:

1. The day-to-day administration of the church; e.g. pastoral care and oversight including calls and visits, maintaining financial records of giving for audit and tax purposes, etc.
2. Contacting members and friends to keep informed of church activities and events.
3. Statistical analysis; gaining a better understanding of church demographics.
4. Generating a Church Pictorial Directory

3. Database Access

Access to information contained in the database is outlined in this section.

1. Access to the database is strictly controlled through the use of passwords, which are selected by the individual.

2. Access is controlled by the Church Administrator and other specified administrators. These are the only people who can grant user permission and set controls for what can/can't be seen by users.
3. People who will have access to the database include UUCN Church Staff, Board of Trustees Officers (President, Vice-President, Treasurer and Clerk), Stewardship Team, Music Team, Auction Team, Outreach Team and office volunteers as specified by UUCN Staff.
4. All access and activity in the database is logged and can be viewed by the database administrators.
5. Subject Access – all individuals who are the subject of personal data held by UUCN are entitled to:
 - Ask what information the church holds about them and why.
 - Be informed how to keep individual information up to date.
 - Able to change own pledge information (amount and how paid)
6. Personal information will not be passed onto any third parties
7. Submission of information to the database is voluntary.
8. The database access list will be reviewed annually by staff to remove volunteers who no longer require access.

If there are any issues related to the confidentiality of any database information, and whether it should be provided to a church leader at their request, the issue should first be addressed to the Minister. If the leader requesting the information is not satisfied by the Minister's decision on disclosure, or the Minister recuses themselves, the issue shall then be resolved by the Board of Trustees. Nothing in this policy shall be construed to require the Minister to divulge any information given to them in confidence by a Member, Friend, Visitor or any other individual.

Staff Approved 10/18/2016

Policy Regarding Donations of Funds for a Specific Purpose

Draft by Mike Wilt 4/10/2015

Funds donated to the church for a specific purpose shall be utilized toward the specified purpose for maximum impact as soon as practicable. If it is not feasible to utilize donated funds in the same fiscal year as the donation the funds may be saved with the church's invested funds until such time as it is feasible to use the funds for their designated purpose. If it is the intention of the donor to provide capital that will generate income for the church in-perpetuity the donation should be designated toward the church endowment.

Rewritten in line with other current board policies

Harry Purkhiser 5/2/2015

IV: Executive Limitations

Policy K: Acceptance of Restricted Donations

With respect to proper stewardship of the Church's assets and respect for donor wishes, the Executive Director shall not fail to ensure that funds donated to the church for a specific purpose are expended toward that purpose for maximum impact as soon as practicable. The Executive Director shall not fail to encourage donors who desire to provide capital that will generate income for the church in-perpetuity to donate to the church's unrestricted endowment.

D R A F T

Visioning Task Force

Goal: To think outside the box, beyond normal limits, with a long-term focus beyond five years in order to identify potential capital improvements and projects.

Examples might include: An underground monorail to connect Parish Hall and White Wing, (that is outside the box), purchasing property for parking, improving/expanding the kitchen, freeing up the White Wing by buying or leasing property for the Children's Winter Garden at White Wing Preschool to give them their own space with a playground and parking, etc., hiring an architectural assessment of expansion and use of the facility.

Possible Task Force Members

- Two board members (one acting as Chair)
- Minister
- Director of Faith Formation
- Church Administrator
- Membership/Volunteer Coordinator
- One Communications Team member (formerly known as PR Committee)
- One Music Team member
- One Property Committee Team member
- One Stewardship Team member
- One Young Adult Group member

Strategies

Interview key church teams:

- Board of Trustees
- Faith Formation Team
- Pastoral Care Team
- Property Committee
- Social Justice Team
- Staff members
- Young Adult Group
- Worship Associates
- Stewardship

Cottage Meetings with Congregants followed by member surveys.

Questions for cottage meetings and surveys should be discussed and developed by the Task Force members.

Timeline

- Form Task Force - by February, 2017
- Divide Task Force into groups and conduct Team interviews - by May/June, 2017
- Analyze results, create plans and questions for Cottage Meetings and Surveys - by September, 2017
- Publicize dates for Cottage Meetings - announce at an early Fall service or event, as well as an email blast. Conduct Cottage Meetings in October.
- Publicize access to online Congregational survey.
- Report on results, November 2017

The recent UUCN Leadership Conference invited participants to come up with a list of - guess what? -

If money were no object, what would you do to improve the building and grounds at UUCN?

Internal(Building) Improvements:

- Refurbish Fellowship Room
- New, improved kitchen and redecorated dining room
- Make the pulpit area more flexible.
- Create a new, moveable organ console made with modern technology, incorporating the same pipes.
- Make the Sanctuary and the White Wing more inviting (e.g. the Natick, Mass., UU Church).
- Add a 3rd level on the White Wing.
- Re-do the White Wing building – Move Children’s Chapel to a new third floor.
- Third floor for Faith Formation and the Youth Room.
- More room for the choir

- New office for new assistant music director
- Move kids from White Wing/Winter Garden school area up a level.
- Dedicated Social Justice room/area
- First-class AV room upstairs (over the dining room) for webinars, movie nights, Super Bowl parties, etc.
- Build a recording studio.
- Resurrect the upstairs projector room in the auditorium.
- Have a computer room for job searching and music.
- Update all meeting rooms/classrooms with modern technology.
- Display UU principles and info about our church in more visible location – in a new lobby that connects the building?
- Engrave our principles in marble in new entryway?
- Develop different power sources, become more energy efficient, and more “green”
- Ceiling fans
- Air-conditioning throughout the entire facility.
- Add showers and laundry facilities for people in the community.

Outside (Grounds) Improvements:

- Fix the front steps
- Better outside lighting (safer and more welcoming)
- “Edible” gardens surrounding the exterior
- Add irrigation to the Lemon Street gardens.
- Improve/expand gardens. Moveable seating.
- Courtyard
- More plantings in the playground area
- Encourage more fun outdoor activities.
- Black Lives Matter flag
- French Hill compound for neighborhood kids

Address parking and improve access to UUCN:

- Buy Margarita's restaurant and lot. Lease the restaurant back to present owners and build an overpass from the parking lot to UUCN.
- Build a parking lot above the cemetery that would protect the cemetery and provide extra parking spaces.
- Build a parking garage with two levels with solar panels on top and electric car charging capability.
- Build a multi-story parking garage on the site of yellow burnt out building across the street (or on the site of the business across from the Lemon Street parking lot), then build a covered walkway that connects to the church.
- Build a moving walkway the from BAE parking lot to church.
- Neighborhood bus to bring people to church
- Bus for people with disabilities
- Build an entrance through the Fellowship Room.
- Get rid of ugly outside area between sanctuary and dining room and connect the two.
- Add a lobby entrance to the church so people could go to the White Wing or the Parish House area without going through the Sanctuary.
- Build an underground "Chunnel" or overhead walkway to give the White Wing access to the kitchen.
- Teleport people here from all over the world.

BoT Amended: v3d2

Investment Strategy of the UUCN Invested Funds Committee

Invested Funds Management Objectives

- Growth of capital when possible with a balanced return* approach
- ~~Preservation of capital~~
- Revenue generation in support of the church operations
- Consider socially responsible investments

Invested Funds Principles

- All decisions and activities will be guided by the UU Seven Principles.
- Investments will only be made in accord with prudent investing practices for non-profit organizations.
- ~~Individual gifts to UUCN will be the principal way capital growth is achieved.~~
- Individual gifts to UUCN will be managed in honor of the expressed wishes of the donor.

Invested Funds Withdrawal Policy

- The IFC will recommend withdrawal of funds for UUCN based on calculations using methods consistent with **the invested funds management objectives and** prudent management industry standards for non-profit organizations.

* balanced return - "A portfolio allocation and management method aimed at balancing risk and return. Although the balanced investment strategy aims to balance risk and return it does carry more risk than those strategies aiming at 'capital preservation' or 'current income.' In other words, the balanced investment strategy is a somewhat aggressive strategy, and is suitable for those investors with a longer time horizon (generally over five years), and have some risk tolerance."

- Investopedia; <http://www.investopedia.com/terms/b/balancedinvestmentstrategy.asp>