

Scripture Union / USA
Meeting of the Board of Directors
May 4-6, 2017
Valley Forge PA

Opening Session - Thursday, May 4, 7-9pm

Present: David Young, Chairman, Jim Bowman, Gordon Haresign, Chris Miller, Tom Riley, John Santiago and Michael Staples, President

Absent: Victor Bonett and Elizabeth Purchase

Chairman's Remarks/Devotional (Hearing God) - We are trying new things/unique - clarity of each session
Devotional - Hearing God - John 10:14-18 *I am the good shepherd. I know my sheep and my sheep know me.....*
The devotional highlighted the importance of hearing God's voice and listening to His voice, the difference in both, and a charge to be good listeners and good sheep.

Exercise for corporate prayer – moving through as a group we will consider four components:

- Adoration
- Confession
- Thanksgiving
- Supplications

Each person prayed as God led to be guided both individually and corporately as we discussed the places needed to process and resolve this weekend.

Essential Questions - Where have we been?

David – The Board should talk factually about where we've been in the last 2 years and how to best support Michael as he steps up as President of SU

Presidents Report – Michael Staples – Report is attached

Where are we now?

Michael – Gave thanks to the Board for their time, prayers, commitment to God, and the ministry. He reported that Whitney sends his love to the board and the ministry. He cited that we need to believe God for Great things this week.

Highlights of his report included

Where we were financially

Where are we going?

Children's outreach

Our goal is to increase children's programs

How do we get here?

- a. Curriculum to be the best
- b. Increased staff
- c. Tell our story (market) more broadly and effectively
- d. Developing a book as a 150th Commemorative Edition
- e. Provide Trainings on our website to equip more people, i.e.; targeted webinars

Where are we going? - Building Capacity (3-6 month window and enough funding available)
Building the infrastructure for growth

Where are we going? - Strengthening Systems, Becoming Debt Free,
Discerning God's Opportunities. – Looking to get through the next year

One year from now

- SU is a ministry that is resourced by people who have a clear sense of call, passion, and commitment to the ministry
- We are debt free and developing new ministry initiatives.
- Having identified core areas of success and staffing accordingly
- Reversed the pattern of core income and sales losses to growth – new marketing approaches, meeting key leaders, hitting the road, talking face to face. Talk about revival in the churches. Tell our story well and tell it in different ways. Board members have incredible contacts to benefit SU

David thanked Michael for his report

Two charges were given to the Board at this time:

- As a board our charge is to affirm and confirm Michael's vision as CEO. What kind of board are we going to be? How will we help Michael to lead?
- We are responsible to discern where we believe God is leading SU. Our job is to guide Michael and the leadership team to move forward to the next place.

We are all stake holders at SU, but we have different roles. Board discernment is meant to help leadership know where to go next.

Focused prayer – Guided prayer to listen to God

- Open reflection
- Affirm and confirm
- Asking God, now what?

David asked the board to write down the things the Lord brought to their minds with the following prompts:

How SU can be effective in the USA?

How can SU reach millions of people, including those who are dying and need to hear God's Word?

What does God want us to do next?

Homework – Chris

Goals help an organization to grow. We must confirm some sort of structure between board and management and we need understood plans for getting to the place we want to be. We must define strategy, direction, and priorities and, erect some parameters.

Goals vs action plan – The board should express ideas and management should execute measureable steps for each goal. An action plan is taking the goals to fruition. We must think about where goals need to be set.

First Draft of Management Goals for Fiscal Year ending 6/30/18

- Management and Board Communications
- Field
- Profitability
- Utilizing the internet

- Population growth
- Bible Ministry
- Communications

Commentary:

- What should the board be saying to Michael on Saturday to provide guidance for them to set goals moving forward?
- Communication between board and staff is very important.
- Goals will be organized into a cohesive order and then given to Michael and his team to execute.
- Discerning as a board where we want to go, giving Michael affirmation and confirmation and direction for future and then set the budget.
- Michael's input is necessary in order to properly prioritize and lump these things together.

At the end of the weekend, the board needs to know, discern, and discover the areas where the ministry is moving and give Michael direction.

Michael feels his presence helps the Board to make decisions that are reasonable, achievable industry standards. The presence of the leadership team is valuable to give input. Possible risk of having staff present is getting too deep into the minutia of daily activity.

Focused Prayer time (Listening to God)

Meeting adjourned at 9:55

Session 2 – Friday, May 5 8:40am

Board Present: David Young, Chairman, Jim Bowman, Gordon Haresign, Chris Miller, Tom Riley, John Santiago

Staff Present: Michael Staples, President, Kim Banta, Blaine Bergey, Donna Roulston, and Janet Morgan via Skype

Devotional - David Young – (Discerning and Deciding God's Direction)

How we hear God?

- Through prayer – our two-way communication with God
- Body of Christ - listening to each other
- Bible

What does hearing God look like practically?

- Ask to hear
- Listen
- Acknowledge what is heard
- Test what is heard with the Body and Bible

Today, as a group, we ask God where he is taking us. David shared values and vision statement with scriptural references. This weekend we want to be discerning and deciding together. We must listen and then share. David opened in prayer and reviewed the agenda for the day

Janet Morgan joined the meeting via skype. She is retiring at the end of the year. The purpose of meeting with Janet is to understand what is happening internationally and understand how other cultures accomplish their ministries. Janet updated us on what's going on around the world, talked about the 150th anniversary, discuss opportunities for planning for the future and discuss new initiatives.

David asked Janet that since the structure changed to community group based, what things are being seen as connected themes? For example, are there Islamic themes? Janet answered that this is a big topic as people want to know how to work with this community. A guide was made a few years ago for working with kids of other faiths. Areas have changed to include a growing number of faiths where before it was largely Christians only.

Question: Since we lose kids at 12 years old, we are now adding a 5th level on Acts. How can we grab kids between 8 and 12 years old and then how we can develop them after they finish our program? How do we disciple the kids and make them leaders? They must be reading the word daily. How can we do all of that? What is our role in this? Janet responded by saying that things are currently being done in New Zealand to deal with this problem. They target and have an active ministry among young people because so many of them are leaving the church. The program is actually called "You're Leaving Us". The program is helpful to explain why the young adults are leaving and what can be done about it. Youth wants to come to SU but not to church.

Janet encouraged SU/USA to first, make sure the staff and the board work together and have a shared vision and to have good relationships with one another. Second, find out what can be learned from what is happening in other countries. Not just for creative programs, but how can the aims of SU be fulfilled in USA? What can we learn and then contribute to other programs around the world? We must look at history to see what has been learned.

David - asked Janet to clarify what hope is from SUI regarding the challenge. How can we not compete with other foundations for contributions and donors?

Janet responded by saying that the problem is not totally fixed but they are working on it. They cannot fund raise in other countries, or solicit foundations and donors without permission from the locals. An infrastructure must be built to support a global movement. Reporting structure for money going into SU/USA must be repaired. It has already been done in the UK. Properly coordinating our efforts is needed.

David – How do the UK and Wales charge other countries? Janet replied that they do not charge. Closing thoughts: Michael thought it was good and that we should take some time to process.

Dreaming Together

Ground rules for daydreaming

- Don't rush to judgement
- Don't put limitations on our dreams
- Hear the Lord together

David began the conversation by posing the thought: We are to ask the Lord what His plan is for SU/USA, what does He wants from us in the next year, and then the coming years.

Michael opened in prayer

Break

David - Used a weeping willow tree illustration to talk about leadership development.

What we are doing right now is bringing up generations on the roadmap to the future. We must continue to focus on what's next and on the global vision of SU.

Chris – Recap of Homework

- Why we have goals
 - The nature of goals, and
 - The importance of goals to board and management
- We need a clear vision of what we want to look like going forward.

Areas to create goals: see Chris's handout – to be discussed on Saturday

Roles of the Board

- Set the guardrails – keep people on the road
- Protect the ministry as it moves forward

The Board is the embodiment of and primary stewards for the movement of Scripture Union in the United States...when the Board gathers, the lamp is lit. The Board possesses and protects the mission for the organization with you, as our President. Vision and Strategic Initiatives will be born both within the Board and the Leadership Team – however the Board needs to endorse new major initiatives. You are charged to emulate and represent an agreed upon vision (direction) and to assemble and equip the team necessary to carry out our important work.

Gordon asked who will draw up a strategic plan for the coming year.

Chris will give suggestions and a template to Michael and leadership on Saturday and they will create specific goals. Michael will be given a lot of leeway for strategic partnerships but if it's outside the budget, he must come and talk with the board. A new strategy should be in place before June of 2018 in dealing with youths.

Gordon asked about summer programs – approx. 150-155 this year
Numbers were not that different from last year to this year because of the loss of staff.

Financial Overview/ Report - Blaine

2017-2018 Budget Proposals

Reports attached

Page 5 – Noted drops in membership and membership renewals

General contributions have dropped some

Michael cited an opportunity to promote and boost gift memberships

Following decisions were made:

For the appeal to use designated funds, having a board approval would be beneficial

Motion – Dissolve the SU Fund and Bible Guide Fund and merge the Website Fund into the Digital Designated Fund. Motion was seconded. All voted in favor. Motion Passed.

New financial reports

Blaine asked the board if they like the style of the new reports. No concerns raised on format.

David is concerned that we are not consistent in our profitability. We are not making anything on curriculum.

Bottom line: we don't sell anything at a loss.

We need to re-evaluate the cost of all materials which includes everything we define for sale and free distribution.

Bible Ministry/Brand Management – Kim

Introduction – The world is no longer doing desktop but rather mobile browsing. Mobilizing our former website was a huge project. Our old website looked like a publishing house. Messaging was confusing.

People had to study the website to understand what was happening. We are a ministry and new mobile is clear in just a few sentences.

We are trying to get to a complete platform for anyone who is looking at it. It can be accessed from anywhere. Our mission statement is listed on home page. We have not had a strategic plan to draw people in but now, this website does show people how to get involved. Every page has a call to action.

Whiteboard is the activator of the website.

Several questions were asked and answered.

We don't capitalize on website traffic. It is surprising that such a small organization has such a large email base.

Analytics: The website will track donations, changes, age groups, demographics, age groups, etc. It will also track what new users will be looking at so that content can be adjusted. The question was asked if we can tell how long people spend on a particular page. Kim stated that the number one page visited is how to read and pray.

We are currently building a proposal with Whiteboard to determine the value.

A question was asked whether graphics and language be changed to attract different ages. Kim replied that they are still in conversation about this with Whiteboard.

Other important items

150th anniversary – A celebration will be held in Pittsburgh on October 1

Michael explained the current plans – Different movements have been encouraged to do their own thing to honor SU. We are creating a booklet with games, etc.

Should we have an Encounter with God Weekend – October, 2017 tied to the celebration for Whitney and the fall board meeting.

Suggestions to honor Whitney

- Board feedback – limited staff time and money
- Celebration without an ask
- Celebrate Encounter with God and Whitney jointly here at headquarters or separately in the Spring of 2018
- Donna offered her home to host a celebration for Whitney
- Next board meeting to be held October 5 – 7, 2017

Saturday Morning Session #4

Board members present: David Young, Jim Bowman, Gordon Haresign, Chris Miller, Tom Riley, and John Santiago.

Staff present: Michael Staples

Devotional – “No drifting or losing our way” using Philippians 3

We must keep our eyes focused. We want to avoid losing our way as Andrew Carnegie's organization did.

In order to stay focused we must:

- Assume that it can happen - mission drift
- Hire for the heart and mission first – less likely to drift
- Distinguish the mission from the means – don't get them confused. Means can change but the mission can't
- Know your stakeholders – Carnegie's advanced funding (don't mix the money up so that it tells us what to do)

Prayer – David

Discussion: Unresolved agenda items from Thursday and Friday

Michael – Event at Donna’s to honor Whitney

John – Field ministry development and expansion

Gordon – Minutes approved from October & February board meetings and conference meeting. Cindy will work with David within the next month to get them organized.

Tom – Pleased with affirming Michaels managerial skills

Chris – Strategic Partnerships issue

David – Strategic Partnerships

Michael – Affirmation of his recommendation that Lisa Mendez be representative of SU in Malaysia

Gordon recommended that we approve the expense money and Lisa’s representation. There were no objections.

The conference call was confirmed for Saturday, June 17, from 8-10am.

Gordon – Recommended that Michael work with Chris on draft of new policies.

Gordon – Announced that he is due to rotate off of the board in October. He turns 80 in June.

Michael - Suggested that Gordon have a year off and come back the following year.

Gordon will be happy to stay on if the board would like him to stay at this time.

David will respond to all board members regarding the appearance of the board moving forward.

Discussion about having an advisory board for continuity using board members past as well as president emeritus took place.

Michael – Asked about board growth and new members attending the meeting in October. This was decided during Executive session.

David thanked Gordon for his many years of service

Meeting adjourned at 12:00pm

Scripture Union
Fall 2017 Board Meeting
October 5 – 7, 2017

Full Board Meeting with Visitors

Board Members Present: Chris Miller, Gordon Haresign, Jim Bowman, John Santiago, Betty Purchase, Jim Bowman, Tom Riley

Staff Present: Michael Staples

Guests: Tim Boling, Roger Green, Jenny, Monika, Janet, Tom, Mildred

Minutes: Cindy MacNeill

Devotion and Prayer – Michael Staples and Gordon Haresign

2 Kings 7:3-9 (Walking in God’s Plan)

...Assessing and Discerning God’s voice in the situations in life

Hearing God’s voice and determining His will

Begins with relationship with God

Knowing God’s character and faithfulness

Knowing yourself

Knowing how he speaks

Knowing how to listen

...Must possess a theology of failure

Bible is not about successful people. Many are failures showing our need for God. Uses flawed people and situations. We can only point to the grace and mercy of God for redemption. God is deeply concerned with the activities of SU.

...Must possess a theology of success

I know the plans I have for you.
Who are our lepers or the people we want in our circle
Must be aware that God is concerned about the lepers and Jesus sought out the lepers
Our failures invite his grace.
Know who we are in Jesus learned from meditating on His word
God is a personal God
SU wants diversity with all its board
God wants us to honor him.
Gordon closed in prayer

Chairman's opening Remarks – Chris Miller

There have been many difficult times in the last 6 months. But SU is now debt free with money in the bank. The Lord has done the work with us at the foot of the cross. We have done our part as fundraisers, cost savers and diligent prayers. We have come a long way.

Important tonight to orient Tim and Mildred

Recognition of Roger Green, Director Emeritus – Betty Purchase

Betty discussed their relationship over the years at various levels.
Roger believes that he was called to be a children's minister. Betty appreciates his ministry. It's what SU is all about. In the past, Roger liked to visit 3 churches per week to help them understand SU and how we could help them. Betty thinks of Roger as a man that is called to Children.

Introduction of Board Members and Visitors – Tom Riley

Tom asked each person to give a snapshot of who they are. Each person gave a short bio and their relationship to SU.

Who We Are (History, Basis of Unity) – Chris Miller

Chris gave a short background on the history of SU

Unison Reading of the Basis of Unity – Betty Purchase

The Board stood and read Statement of Faith together aloud

What We Do – Michael Staples

How We Carry Out Our Missions – Michael Staples (Saturday)

Who Does the Work/Who are the Staff – Michael Staples (Saturday)

- Michael
- Kim
- Blaine
- Hundreds of volunteers who do camps, Prime time and Superkids.

How We Pay for the Work – Sources of Funds – Chris Miller (Saturday discussion)

- Gifts – individuals, churches, large requests
- Memberships and products
- Foundational Gifts

SU does two things - Kids Ministries and Bible Ministry

We enable and encourage believers and seekers to spend time in the word. This is done through the materials produced at SU. The challenge is to make these two things work together. Going forward we want to blend the two as best we can and then put them out on the streets.

Meeting closed at 9:10 in prayer by Tom Riley

Friday, October 6, 2017

Full Board Meeting

Board Present; Chris Miller, Gordon Haresign, Betty Purchase, John Santiago, Tom Riley
Staff: Michael Staples, Kim Banta, Blaine Bergey, Donna Roulston
Guests: Tim Boling, Mildred, Matt, Jenny, Monika, Janet,
Board Member Emeritus: Roger Green,

Opening Prayer (Roger Green)

Devotion from Encounter with God (Miller/Purchase)

Chris – Prayer and Reading from Encounter with God by Chris
1 John 3:11-24 (Scripture)

What is love

Betty Purchase

Love Devine, Love All Excelling sung together

How do we apply the words of the hymns to our lives?

Explore the meaning of love

Our love is to be like Jesus, not greeting card love, couples getting engaged

Love of a kind the world does not know much about

Christian love is directed to everyone we meet like us and unlike us

Selfless, actions not in words

To whom can I show this kind of love? What is the action?

Don't let opportunities pass

Christians need to change the world by simple everyday acts of kindness

We are too distracted to notice what is going on around us and see the needs of others.

The world would know we are Christians by our love.

Element of loving others around the world who are suffering

Every random act can prove to be a sermon

Our model is Jesus; never take our eyes off of him

Love in the home changes the dynamics that transforms the way kids respond to life

Must be intentional and purposefully

The word love has changed radically in our lifetime in our society.

Betty closed in prayer

Approval of Board Minutes from May, 2017 Meeting

A motion was made and seconded to approve the May minutes. All voted in favor and the motion was passed.

President's Report – Michael Staples

One operating assumption – Michael sends out detailed reports with the hope that they will be read before the board meetings and with the hopes that all will come prepared with questions and concerns.

Fiscal year report included in report for annual meeting

Where we are going - Goals

1. Grow children's outreach by expanding in the North East and launching new sites

Put together effective materials to attract people who believe our materials to be dated. Rewrites, new game book for kids, increase staff, marketing, provide trainings on our website.

A new book on Acts coming soon for Superkids.

Our new "Game Book" is offered through the office, online, and through CBD. The cost to produce this book is \$1.67

2. Building Capacity

Infrastructure for growth

Comprehensive Integrative Strategy

The website redesign will integrate donor software and also integrate our financial software and our data management software. This will increase efficiency, effectiveness, capability, and opportunity.

Donna has made a huge investment in this project.

3. Strengthen system

4. Become debt free

5. Discern God's Opportunities – Draw people in locally and nationally into partnerships, products, possibilities, purposeful

One year from now

Committed to seeing SU through transition

Debt free and developing new ministry initiatives

New products: New opportunities for churches – grant put out to foundations to grow the influence of Guardians to the US audience, drive video series NUI from Ireland which is up and running. It is running on RN Media. RN is directing people to SU site.

Marketing discussion is key discussion for the board

Messaging must be clear

Is putting money in social media, digital, face to face, trade shows valuable?

Where to spend our limited budget money

Our mission keeps us centered

Staff

Blaine

Donna

Kim

Trish

Office Volunteer

Sonia

Mary Sutton

Lisa Mendez

Jay Wingo

Donna Prendergast

We will hire one or two more in the near future

SU has graphics on Pinterest, 4 FB pages, a mini page for SU, Superkids, World's largest Bible study, There was a suggestion to post stories that could be shared on FB and reach many more people

Concern for Florida

Michael is letting the ministry stabilize before taking action

Relevance of materials and the decision to produce new materials are being discussed

Sending signals to donors, clients, etc. that SU is alive and well

Building friendly formats for users that are more efficient, less cumbersome

Sales purposes – We are in a better position to earn. Game book margins are higher than large binder.

All materials will go digital. Copies can also be digital downloads.

Biggest competitors – Group Publishing, Sunlight, Cook, and denominational publishing houses

Big Bible Challenge – Used currently by churches and is in inventory

Field Ministry Report - Michael

Financial Report – Blaine Bergey

Audit Report

990 – Was sent thru email

Bill will review the audit in afternoon session regarding governance

Will require a vote at some point

Financial Summary

August 2017

Income Statement

Core income – membership and contributions are stabilizing, sales are dropping which is of concern.

Marketing and digital issue are a cause for the sales drops. Churches tell people to order online for free.

How do we turn digital participants into a feeling of community with us? How can they have a desire to contribute to SU?

Value of having people register online with SU in order to track them for future connections

One issue is with older, aging, clientele – Brand oriented and loyal to the brand. Younger folks are projects oriented.

Michael is working to turn the tide of downward trends to better marketing strategies going forward.

Expenses – There were no huge changes

Break 10:45-11:00am

Reconvene

Guest: Matt Steinruck

Tom Riley – Expense Report Information

Forms will be distributed to help people take advantage of tracking expenses to be reimbursed and also to make contributions.

Brand Management Report – Kim Banta

Kids Game Book has been released

Two more books are coming out in the next two months

Right Now Media reached out to SU Ireland and added NUA to their Bible Studies

NUA – A fresh perspective on Faith – Relate to different aspects of worldview. Great follow up after kids programs. Items for sale are linked to SU's website. Can purchase whole program on USB. Not available yet in print sales.

Target Audience is middle school, high school, and some college students.

World trauma is impacting youth and it is a great opportunity for SU to reach them with the Scriptures

Pinterest, Snapchat, and Twitter are taking the place of FB with youth

Johnny Sommerville and NUA are on Twitter

Development Report – Donna Roulston

Report included – Updates and overview

Appeals – Same schedule for now until October mailing – donor database scenario

Two sets of donors – info looks different to both groups

- Some only want paper – will be losing this audience slowly
- Some through email

Gift memberships will be released in October – 1800 people

Yearend Nov/Dec – Christmas card and calendar with which they can give

Pitch to Older Population – Planned giving – SU partners – special mailing in January to avoid holidays

Marketing Discussion

Matt Steinruck works with Big Picture, Geneva Global. Matt did a digital marketing analysis for SU

Matt's Summary – Looked over the website – reported observations of structural, active things, and messaging to hit proper areas. Looked at how the website fits into the grander marketing strategy direction going forward and looked at digital marketing including social media.

Who is the audience, our market, our strategy?

Things that stood out

Finished product on the website – good but singularly messaged. Are we communicating enough on the Bible side of the ministry? We need to be in agreement as a board on the messaging going forward.

What is the engagement level on Social Media? Need to market more than organically and learn how to reach people better.

Question on the definition of marketing? Getting likes on FB is not getting engagement. Spending money on marketing does not always increase sales. SU Canada has had a surge on written products but not from social media.

Matt – FaceBook likes

Marketing is communication

Goals are important – What are you looking for? What do you want to get out of the marketing?

What is the right mix of stuff to reach the goals?

Content marketing is based on trust. Messaging through social media is a journey to trust. A like is a step on the journey to trust/connection. FB wants to be sure they deliver what is relevant to each person. Likes without continued engagement is not helpful. A company must continue to deliver relevant content to move them along the journey.

Content marketing engine

Creates good content that readers want to read and get them where you want them to go

Analytics of website – what we learned – Kim Banta

We have not yet integrated print market with digital – It is a multi-pronged project

We have strong elements, a presence in social media but, we haven't taken people down the path to engage them in the next step

What do people understand or not understand when they land on our FB page. They may have liked it, visited the website, but then left because the messaging was not in sync. Lack of new products was also a problem.

Analytics showed which pages people liked most. How to read the Bible and pray was the most liked and read page on the website.

How do we combine our marketing strategy of today with the driving engine of the Holy Spirit?

Competition with messaging – We are bombarded on our phone, computer, etc. with messaging from many sources. It is not all fruitful.

Michael encouraged all board members to come to the meeting at the end of October to discuss marketing in detail.

Matt continued to encourage SU to find out who is audience, what do you want to say to them, what is your goal?

Think about brand - Change name - Relevance of content

What blogs, articles, platforms needed, etc. to reach the targeted audience?

A goal is how to mesh two rails and make them synergistic, kids and bible.

Part of changing the name is that it is so well known. Not only a problem in America but around the world as well.

Welcome to Paula George who is a former board member.

Prayer

Lunch

Friday October 6, 2017 - 1:00pm

Full Board Meeting (with visitors)

Board Present: Chris, Gordon, Betty, John and Jim

Guests: Tom, Mildred, Paula, and Roger, Jenny, Monika, Janet

Staff: Michael

2016-2017 Audit Report (Bill Oswald; Morey, Nee, Buck & Oswald)

Bill Oswald – Auditor, completed yearly audit

Presented a list of staff to contact in case of questions or concerns

2 Reports given to board

- Actual Audit
- Report to governance- What we did and who was here

Scope of work

Purpose

Reporting on Financial Statements: Profits, loss

Procedures contain fraud audit

Conforms to GAAP

Reporting on Fraud is done by interviews, questionnaires, looking at past reports, policies regarding paying vendors, deposits, etc. Auditors rely on board to help management with reports accuracy.

Pages one and two are opinions of the auditors which is “Clean” on financials but not necessarily on controls.

Management provides information which is assumed to be correct.
Part of the audit is to understand policies and procedures for accuracy
Also must understand the "Controls" to conduct the audit. Use ECFA as guide
2016 Reported as a good year
Trending shows revenue down a little but program expenses are shifting
Contributions are at 1.2 million, which is the highest in 4 years
Auditors made two small adjustments but they are not significant. Bill vouches that Blaine's reports are accurate.

Two items for discussion

IRS 990 is important and the board is urged to use it as a positive resource
Trend analysis doesn't show debt from 4 years ago. This would have been helpful.
SU has done a great job at reducing expenses and turning things around this year. Looking forward to getting more headway in 2018

Looking for better ways to move forward and will know more in planning session at the end of October.
We will be focused on who we are, what we do, how do we present ourselves in the market place.

High risk areas were not seen in the audit. A few account receivable questions came up but they were minor.
Blaine's integrity is great.

Need internal committee to oversee financials throughout the year. The board should not be involved with this process. Board should not run the day to day operations or micromanage staff.

Oversight for management is welcomed so that they can be shielded from accusation. It should be someone inside the organization.

Executive and Finance committees need a list of things to focus on and look at.

We need more board members to populate our committees. Currently we have 6 board members and would like to have 10.

SU is going to use QB in the near future. Audit trail feature will be helpful at the end of the year and will show anytime a check was changed during the year. Anything that was changed will show up.
One precaution SU takes is that two people open envelopes that contain money

Auditors want to see receipts attached to credit card statements with an approval next to each purchase.

Spot checks are helpful to avoid problems at the end of the year. Bill may be asked to be this person during the year.

Betty would like to resurrect the job description for the audit committee and make changes to reflect updated needs.

ECFA audits every 10 years. If policies and controls are in place, there wouldn't be flags for SU.

Good idea to review ECFA Seven standards to make sure SU is consistent

A motion was made and seconded to accept audit and IRS 990 for the fiscal year ending June 30, 2017. All voted in favor. The motion was passed.

Report from 150th Anniversary Celebration – Michael and Gordon

Janet – well organized, beautiful venue, great night, 11K before the event, new supporters gained, very encouraging

Gordon – Humbled by being the honored Guest for his service in Pittsburgh.

Michael – Half of the proceeds went to SUI and half to USA ministries and programs.

Awareness of SU gave way to a greater understanding of the scope of the ministry

International Report - Betty

Betty deferred the SUI report to Janet, Jenny, and Monika

Janet – Showed pictures to demonstrate what is going on around the world

Nominating Committee Report/Election of Board Officers (Riley)

Presenting to the board for election

Chris - New Chair

Gordon - Vice Chair

Betty – Secretary

John – Treasurer

No second needed for the nomination. All voted in favor. So moved

Meeting adjourned with prayer at 3:15pm

Saturday, October 7, 2017

Meeting opened at 9:05am

Opening Prayer – Gordon

Devotions from Encounter with God – John and Chris

1 John 4:1-6

Fake Religion

How can we tell when a teaching is not genuine? How can we be street smart?

When we know the scripture, the Holy Spirit lets us know when something is not consistent with genuine faith.

If one professes Jesus but does not obey him there is a question about where their allegiance stands

Mission of the gospel keeps us centered

How do we test our genuineness? Character or lack of it, grace of God/humility,

Bible believing, God glorifying, Christ exalting, Spirit led

Spirit identifying with spirit

Not just reading the word but, meditating on it (carving out time to be with God in the Word)

Coupling of discernment and love. Focus on the work of Jesus.

Being unified in prayer is a good measure

We must deliberately choose to live in absolute truth to see what's going on but not participate

Never miss a chance to pray for someone

We build fences around ourselves and others. Be careful when making judgements not build walls.

Run the race remembering the goal and the end of the race. Our philosophy of life must have a philosophy of death. Without a philosophy of death, there is no life.

Chair's remarks

A motion was made and seconded to accept Victor's resignation with regrets and the board thanks Victor for his service and what he will be doing going forward. All voted in favor and the motion was passed.

Chris will send him an email this week with our thanks and support for his work

Field Staff Greetings and Update (Dobson and Mendez)

Mary Sutton – School teacher K-2 in public school. Left teaching to do Superkids. Works in New England. Works with Hope for Worcester, MA

Lisa Mendez – Director for Mid-Atlantic Region – Focused in Philadelphia, Chester. She is working now in the Baltimore area and is excited to see neighborhood kids joining in Superkids. The community is very diverse. Updating Superkids curriculum to making it appealing to churches and kids. Next summer will be using our new Superkids on Acts. Learning for kids is changing rapidly and they are looking at how to best reach them. She will be attending conferences in Atlanta in Malesia where she will be presenting.

Donna Prendergast - Sonia's assistant, teacher, American Baptist Church, loves to work with young people in her church. Highlight for NE region was 39 kids who chose the Lord at a camp in France.

Sonia Dobson – The longest staff member for SU, NE Region from New York to Maine. Many immigrants make it easy to talk about SU. It's a good segue to talk about SU.

Today, Mission Alliance sponsored two Primetime camps. Yankee team did presentation on Primetime. Attending mission conference to talk on SU this week. Asking for prayer for upcoming E100 training projects. Presenting in Connecticut to United Method Churches. Need 5 churches to sponsor 5 Primetime programs in Albany.

Training people to go out and do the work in the cities

Board thanks all Field Staff for their awesome work and is committed to prayer for them.

Strategic Planning Conference Weds., October 25 to Friday October 27 here at Valley Forge

David Jones will be the facilitator

Purpose - How do we want to be identified, what should our products look like, how should they be presented, delivered? Matt Steinruck will attend on Friday to help with messaging. The meeting will be centered around one vision with two parts. Website must reflect this in a way that we retain our clients/donors and yet attract new people. It must be balanced on both sides.

Background on David was offered to help the board feel comfortable with his participation with SU. Cedarstone has 65 employees and is a large company. Many are part time. Tim Boling will be a good sounding board for this as this is his field and area of expertise.

Participants –Need strong board reps. Key management team (Donna, Kim, Blane) should be onsite, people on the ground (field staff – Sonia and Lisa), key donors, past board members. 12 people in total.

Chris and Gordon will attend. Tom is not sure if he can attend, John cannot be here but could skype in

Leader/Facilitator

Desired Outcome – How to get kids and bible together. Messaging and brand conversations are key moving forward. Digital revolution is very important to move forward. We will work on how to turn digital customers into donors or having deeper levels of membership. Informed decisions must be driven by data. The board and staff must come together in unity on the future of SU. We want to know how to do a better job of marketing all around.

Retaining the existing market and reach kids and their parents must remain vibrant!

A question was raised about the goal of the strategic planning meeting – Can be somewhat broad but more focused. We must know what we are heading into and must be on the same page, and be clear on direction of the ministry as far as digital resources are concerned. Michael is not putting all of his eggs in one basket or the other but investigating all options. Michael clarified that digital resources can be useful to churches around the country that can download and print materials or use as a training modality with videos on the website. It is not mean to replace the printed material.

The American market is still a rich market for reading materials produced unlike England which is no longer producing.

Read Psalm 61 aloud – What God does among us in this country, will be felt around the world
Talking about daily Bible guides for kids. Can use England's guides to begin. Exploring all possibilities to reach people.

What is our message? Training, discipleship, evangelism?

11:10am

Executive Board: Chris, Gordon, Tom, Betty, Jim, John

Discussion regarding Thurs/Fri Sessions

Mildred - felt like she was on a spiritual retreat.

A motion was made and seconded to elect Mildred and Tim as members of the board, effective immediately. All voted in favor and the motion was passed.

A motion was made and seconded to invite Phil Curran and David Hinshaw to the February, 2018 board meeting and that they would be allowed to consider membership to the board. All voted in favor and the motion was passed.

The nominating committee will continue to search for board candidates. They will focus on younger candidates who are savvy in the digital world. They will also seek a more diverse board.

Within one year, Chris would like to have 12 board members. It will be easier to set up committees to accomplish tasks and spread the responsibilities around.

Lake Yale Conference Center
39034 County Road 452
Leesburg, FL 34788

Attendees:

President: Dr. Michael Staples
Chairman: Mr. Miller
Vice Chairman: Mr. Haresign
Secretary: Ms. Purchase
Treasurer: Mr. Santiago

Committee Chairpersons:

Children's Ministry	Haresign
Bible Ministry	Purchase
Development	Boling
Finance/Audit	Santiago
International	Purchase
Nominating	Riley
Executive	Miller

Staff:

Staples
Banta
Staples
Bergey
Staples
Staples
Staples

Thursday, February 8, 2018

All in attendance shared their testimonies, which were uplifting and encouraging.

Mr. Haresign opened the meeting with a prayer, followed by Devotions led by Mr. Staples.

Mr. Miller opened the evening session with a few remarks, followed by introduction of Board Members and visitors by Mr. Miller. Mr. Miller shared a bit of history talking about "**Who we are**". Ms. Purchase then did a reading of the "**Basis of Unity**" in unison with all attendees. Dr. Staples talked about "**What We Do and How We Do It**". Mr. Miller shared how we pay for the work and sources of funds. Prior to adjournment, Committee Assignments and Chair Appointments for the upcoming year took place.

Evening session adjourned at 9:00p.m.

Friday, February 9, 2018

All Board Members and Committee Chairpersons were in attendance with the exception of Riley and Boling sending regrets. Guests were Cooke and Holberg and the volunteer recorder, D. Guest.

Chairman Miller began the day at 9:05 a.m. and called the meeting to order.

Mr. Haresign opened with a prayer.

Devotions from “*Encounter With God*” led by Miller and Purchase.

Minutes from October 2017, March 14, 2017, January 2, 2018 meetings were approved.

President’s report, including Field Ministry, Financial, Brand Management and Development Reports were read by Staples.

President’s Goals Proposals for 2018 – 2019 were presented by Dr. Staples. “**Great is Thy Faithfulness**” is the theme for 2018. Dr. Staples talked about how faithfulness builds character and imparts people’s hearts.

Topics discussed: How do we promote Scripture Union and ways we can grow. Ways to accomplish these goals, such as: Tech. ministry, explanation of the program, “**Kindful**”, how it helps the customer follow their giving, etc. how it helps the office track data. One of the benefits is that it costs \$20,000 less than the Raiser’s Edge program. The hidden costs also saved. “**Kindful**” is a new program and website database.

Blaine called by teleconference and mentioned he is not comfortable where we are on cash flow. He did mention the 403(b) is paid up. Bulk sales continue to go down. We need a marketing person to turn this situation around. We are in a healthier place than this time last year.

Dr. Staples presented the 2018 Brand Report. Our Mission Statement and Purpose were read.

NEW MISSION STATEMENT: “We **invite** children into a relationship with Jesus Christ through imaginative programs and outreaches, and **encourage** you, no matter your age, to know Him through Bible reading and prayer, so you can **grow** as a part of a worldwide community of believers.”

Trends in Industry:

1. Bible – FOBA
2. Children and youth side of ministry – collaboration on horizon for future.
3. English language movement – Atlantic Group working on Bible and children engagement.
4. Scripture Union needs to become more recognized in the USA.

CEO Fundraising is Dr. Staples call to service. Budget meeting includes Blaine, Staples and Santiago will take place in March, 2018. The number two person (yet to be chosen) will be included in the proposal.

Friday, February 9, 2018

GOALS:

Dr. Staples needs to look for goals in the following areas:

1. Marketing – Consulting Group
2. Ministry
3. Development costs
4. Staff training
5. Establish new Youth programs
6. Periodicals
7. Facebook
8. Improve Website

WBS (Women’s Bible Society) collects funds in the NYC boroughs. **“Bible Diggers”** is a new children’s program under consideration. Home schooling and Camping Association are all under consideration to promote Scripture Union.

Budget Scheduling and Appeals Schedule – Explore the bottom line of budget increase in relation to database.

“Cedarstone” was introduced to the group and is under consideration for grants, appeals, and increasing digital. Explore possibility of a better brand availability. Discussion of website update was held, and what was to be explained. We need to be specific as to who we forget for our ministry. Using **Cedarstone** will also jumpstart our staff for the future. This proposal is designed to help **Scripture Union** achieve its strategic planning, ministry messaging, communications, and fundraising goals. The first portion of this proposal will be accomplished by Cedarstone’s Strategic Ministry Team and the second part by Cedarstone’s Marketing and Communications Team. The composite work effort to be integrated through senior staff and ongoing interaction with scripture Union leaders and staff.

Upon exploring the cost and expanding the future ministry, five of the Board Members committed to giving \$1,000 each toward this project. Kim Banta, in the office, was called. We are going forward with the move to accept the Cedarstone proposal, including the \$5,000 that has been pledged toward expenses. Motion made and seconded by Haresign and Santiago. Motion approved.

Chairpersons explained Committee Agendas and their roles, responsibilities and future goals. (Minutes of Committee Meetings attached).

Ms. Purchase shared thoughts before we met in committees. Applying Exodus 4:18-31 to our work. What is the example? Do God's will today and tomorrow you will be what God has in store for you. Humility – be a good listener, that is be willing to listen to God's voice.

Children's Ministry

It was affirmed that Haresign be chair of the Field Ministries Committee.

Dr. Staples engages in ministry and Bible. His belief is to have strong outreach with children, finding ways that children get to see ministry through social needs. "**Guardians**" produces Bible related comic books and computer games geared toward children. We are thinking of a sports ministry that would involve Canada. We are also looking at new publications for the children to pick and choose their ministry.

Visitors

Two visitors were introduced: Beverly Cooke and Otto Helberg.

Saturday, February 10, 2018

COMMITTEE REPORTS: 5

INTERNATIONAL – Do we need to maintain an International Committee? Is this of value to you? Dr. Staples voiced maintaining Camp International. Relationships need to be helpful and a service to them.

Scripture Union International – Training?

Questions that need discussion: How do we help National Movements in the world? World Link? Is controlling access to fund raising in the USA needed? Can SU Global help with providing the forms?

FINANCE - Dr. Staples mentioned procedures for safety. Blaine in charge of checks. **Kindful** and **new printer** (would like cost analysis). Monitoring funds is our responsibility.

BIBLE MINISTRY – Encounter, Essential Teen – translated in Spanish.

FIELD MINISTRIES – We presently discontinue programing at 12 years of age. We need to make known who Scripture Union is.

Saturday, February 10, 2018

FINANCE COMMITTEE:

John Santiago was affirmed as committee chair for Finance. Haresign made motion to accept Santiago and Purchase seconded. Finance By-Laws were read. The last quarter has been stable including the bulk sales continuing to decrease.

Concerns were expressed about oversight of the new publishing venture. This would entail the job description of the second person in the office structure.

We are looking forward to **Kindful** Analytics concerning financial data and trends.

Recommendation: We would like an analysis between internal and outsourced costs.

SCRIPTURE UNION BOARD OF DIRECTORS

February 8 – 10, 2018

Saturday, February 10, 2018

BIBLE MINISTRY COMMITTEE

Betty Purchase was affirmed as chair. Motion made by Miller, seconded by Sanatiago. The By-Laws job description for this committee was read.

Encounter, Discovery, Essentials are our present products. We asked about the Spanish language market, home schooling, Camp Association as ways to share the ministry.

Haresign mentioned interest in Essential Study (prayers, Jesus); Promises, Prayers as possible new material. Also book by Dave Glock "In Jesus Footsteps" is available to us. Also, study in Romans.

Digital App for Access Bible Guides, to cost yearly. Question raised – how much do we lose by the "freebies"? A discussion of a Spanish speaking Bible Ministry led to the decision to put this on the Mat committee agenda.

SCRIPTURE UNION BOARD OF DIRECTORS

February 8 – 10, 2018

Saturday, February 10, 2018

INTERNATIONAL COMMITTEE

Betty Purchase, Chair.

Report of highlights on the Global Assembly by Mildred Webber, who attended.

The question of Board interest in: Worldlink info, Scripture Union Global...Do we still need an International Committee?

Conclusion:

Keeping the International Committee was endorsed.

Check with Scripture Union office for National Committee accountability for funding

Help with training – Offer at least

Pro-active interest and conduit for possible SU Global (international) camp.

Encourage Scripture Union Global to create forms to be used by Global National Movements within USA for raising funds.

Saturday, February 10, 2018

FIELD MINISTRIES COMMITTEE

Present: Gordon Haresign, Chair. Mildred Webber, Michael Staples, Nominee: Beverly Cook, and Otto Helberg. Debbie Guest, taking minutes.

Gordon Haresign opened with a prayer.

Dr. Staples stressed Field and Bible are one ministry. We are about evangelism and discipleship. Children are the key.

We talked about finding new ways to reach the children not connected to the church, like innovative ways to reach kids, like NUA and Guardians of Ancora.

Need to work with churches and innovative children's ministries. Partnerships essential.

Revamping existing programs and curriculum and adding new programs such as ACTS.

Concerns:

Need to further disciple children reached through Safer Kid and primetime programs.

Building existing regions, depth and breadth and programs going viral nationwide.

Development of leaders of all levels including volunteer and children beyond 12 years of age, keeping them in the Scripture Family.

Lisa Mendez active in curriculum revamping and development.

Saturday, February 10, 2018

EXECUTIVE SESSION

By-Laws – Amend job description of Board Chairman to include naming of committee chairs. Motion made by Webber, seconded by Santiago. Motion approved.

Section 5.4,c to be changed. Motion made by Haresign, seconded by Santiago.

Discussion of future Class of 2021:

1. Beverly Cooke - Motion made by Santiago, seconded by Haresign. Motion approved.
2. Otto Helberg – Motion made by Webber, seconded by Haresign. Motion approved.

Nominating Committee needs to bring veracity to the Board. Tom Riley will chair. Webber and Cooke will be on the committee. It is suggested that all board members seek possible nominees.

Bethany Center in Lutz, FL is a possible meeting site for the Feb. Board meeting. Dr. Staples and Santiago will investigate.

Dr. Staples should have an evaluation of his position in an annual review, ie., Field Staff – going forward (National Field Director), building leadership team, fund raising is major area to build. Write a job description for #2 (parameters of the position).

May 3-5 Board meeting will be chaired by Haresign, continuing this agenda.

Closing prayer and adjournment.

SCRIPTURE UNION BOARD OF DIRECTORS

February 8 – 10, 2018

Saturday, February 10, 2018

FIELD LEADERSHIP SUCCESSION – We would be in a CRITICAL situation if Sonia left for whatever reason.

FUNDING is always an issue.

RECOMMENDATIONS

Send New York team to Canada this summer to explore Sports Ministry.

Collaboration with Atlantic Region (England, Wales and Canada to consider children's ministry - trend, programs, products and possible incorporation of their programs to fit the USA scenario.

France requested a revisit of English-speaking team (last year highly successful and blessed). Partially funded from New York bequest.

CLOSING PRAYER

Beverly Cooke closed the meeting with a prayer.