



Unitarian Universalist Association

Chief Financial Officer and Treasurer

Boston, MA

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The Unitarian Universalist Association (UUA) seeks a deeply seasoned and highly versatile finance professional to oversee and strategically steward a complex and diversified financial portfolio, and lead and mentor the talented Finance, Information Technology, and Operations/Facilities teams. The diverse UUA financial portfolio consists of a \$50 million annual budget and \$750 million in assets including a \$235 million endowment (about half of which is invested on behalf of participating member congregations and other affiliated organizations), a \$435 million defined contribution retirement plan, and \$47 million in outside trusts and real estate carried at \$33 million. Sources of annual budget funding include the annual fund and other gift income, Beacon Press publishing revenue, lease income, and grant and trust income. The operating budget supports equipping congregations, training leaders, and advancing Unitarian Universalist values.

As an officer and member of the senior leadership team, and reporting to the UUA President, Rev. Dr. Sofia Betancourt, the CFO/ Treasurer will play a critical role in the direction of the organization through thoughtful and ethical financial management and planning, strategic financial vision and guidance, expertise in ESG investment practices, and sound accounting practices in alignment with the UUA values and mission.

About the Unitarian Universalist Association

The Unitarian Universalist Association (UUA) is a progressive religious denomination headquartered in Boston's waterfront Fort Point Innovation District, employing 220 staff members in the Boston area and throughout the country. The UUA is the central organization for the Unitarian Universalist (UU) religious movement in the United States.

The UUA's 1000+ member self-governing congregations are committed to [Seven Principles](#) that include the worth of each person, the need for justice and compassion,



and the right to choose one's own beliefs. The UU faith tradition is diverse and inclusive, having grown from the union of two radical Christian groups: the Universalists, who organized in 1793, and the Unitarians, who organized in 1825. They joined to become the UUA in 1961.

Across the globe, the legacy reaches back centuries to liberal religious pioneers in England, Poland, and Transylvania. Each UU congregation is autonomous—congregational leaders set their own priorities and choose their own ministers and staff. The Congregations vote for the leaders of the UUA, who oversee the central staff and resources. The UUA supports congregations in their work by training ministers, publishing books and the UU World magazine, providing religious education curricula, offering shared services, coordinating social justice activities, and more. UUA's faith community brings to the world a vision of religious freedom, tolerance, equity, and social justice.

The UUA workplace lives the Unitarian Universalist values fully, welcoming and celebrating the identities and lived experiences of every employee, and fostering a community in which staff are valued and supported both personally and professionally. The work environment is diverse with remote and hybrid options available to all, with some employees fully remote and dispersed throughout the country, while others work in a hybrid arrangement enabling them to live and work within a reasonable commuting distance of Boston for periodic in-office needs based on role. The CFO/Treasurer will be expected to be in the Boston office periodically for certain gatherings and routine business and transactional needs. Staff at all levels and across all tenures consistently describe UUA as a close-knit organization that truly values staff and treats them like family. The UUA is unequivocally committed to anti-racism, social justice, equality, and love for all people.

Mission

UUA's mission is to equip congregations for vital ministry, to support and train leaders, both lay and professional, and to advance Unitarian Universalist values in the world.

The Unitarian Universalist Association is a progressive and historic religious denomination. All UUA staff members are expected to perform their job duties in accordance with the UUA's values, principles, and mission. In particular, the following points, drawn from the Seven UU Principles, are of particular importance for the UUA's work environment and staff culture:

- The inherent worth and dignity of every human being: We affirm the need for a human-centered workplace that allows our diverse staff to flourish. We also understand that our wider culture and society oppresses and denies human dignity, and we seek to counter the effects of that oppression in our hiring and workplace culture so that each person feels whole and valued.
- Justice, equity and compassion in human relations, and the goal of world community with peace, liberty, and justice for all: We speak openly and publicly of our support for social and

political issues, including LGBTQ equity, racial justice, climate justice, gender equity, and reproductive justice.

- The interdependent web of existence: We recognize that the liberation of all people is interwoven, and we work to counter patriarchy, white supremacy, colonialism, homophobia, transphobia, environmental exploitation, and other interrelated systems of marginalization.



Leadership

President Rev. Dr. Sofía Betancourt, Ph.D.

Elected in June 2023, The Rev. Dr. Sofía Betancourt is the tenth president of the Unitarian Universalist Association. As president of the Association, she is responsible for administering staff and programs that serve its more than 1,000 member congregations. She also acts as principal spokesperson and minister-at-large for the UUA. Rev. Dr. Sofía Betancourt's twenty-year ministry has included serving as a parish minister, seminary professor, scholar and environmental ethicist, and public theologian. Rooted in her lived identities as a queer, multiracial, AfroLatine first-generation daughter of immigrants from Chile and Panamá, Rev. Dr. Betancourt has already helped Unitarian Universalism live further into its commitments to be a radically welcoming, counter-oppressive, pluralistic faith

movement. In addition to her many years of service as Director of the UUA's Office of Racial and Ethnic Concerns and on many denominational leadership bodies, she also has previous experience with the role of president—in early 2017 she was appointed interim co-president to finish a vacated term, making her the first woman to lead the Unitarian Universalist Association. She most recently served as Resident Scholar and Special Advisor on Justice and Equity at the Unitarian Universalist Service Committee. She holds Ph.D., M.A., and M.Phil. degrees in Religious Ethics and African American Studies from Yale University, an M.Div. from Starr King School for the Ministry, and a B.S. from Cornell University with a concentration in ethnobotany. Rev. Dr. Betancourt is the author of *Ecowomanism at the Panamá Canal: Black Women, Labor, and Environmental Ethics* (2022).

Executive Vice President Carey McDonald

Carey McDonald is the UUA's Executive Vice President, helping to lead the organization in fulfilling its mission and overseeing staff operations. He previously served as the UUA's Outreach Director and as the Director of Youth and Young Adult Ministries and is a former lay member of the UUA Ministerial Fellowship Committee and the Skinner House Books Board. Prior to joining the UUA, Carey worked in educational policy with the Ohio House of Representatives and the Ohio Department of Education. Carey is a seventh-generation Unitarian Universalist and a member of First Parish in Malden, MA. He was active in Columbus as a youth leader in the Ohio Meadville District Youth Adult Committee and with Diverse and Revolutionary UU Multicultural Ministries (DRUUMM). Carey holds a BA in Economics from Pomona College in Claremont, CA, and a Masters in Organizational Leadership from Wheelock College in Boston, MA (now a part of Boston University). He was elected in 2021 as a Malden City Councilor At Large.

UUA Board of Trustees

The UUA Board of Trustees, elected by UU member congregations, embraces shared leadership with Co-Moderators, functional committee and commission structures, and deep engagement from all members. Meeting monthly, the Board serves a traditional fiduciary role, assisted by two members who serve as Co-Financial Advisors who also liaise closely with the CFO/Treasurer and relevant financially related Board appointed committees, advises on UUA policy, vision, and strategy. The Board also appoints officer level roles to the UUA.

The Opportunity

The CFO/Treasurer will provide comprehensive financial leadership ensuring the financial health and effective stewardship of the Association's resources, including expenditure and investment of financial assets and care of physical assets, to advance the mission, aspiration, and values of the UUA. They will oversee an annual budget of \$50 million (including Health Plan) and \$750 million in assets including a \$235 million endowment (about half of which is invested on behalf of participating member congregations and other affiliated organizations), a \$435 million defined contribution retirement plan, and \$47 million in outside trusts.

Reporting to the President, with an indirect reporting relationship to the Executive Vice President and accountability to the Board of Trustees, they will provide excellent management and oversight responsibility for the Finance team, the Operations and Facilities team, and Information Technology Services. The CFO/Treasurer will serve as a member of the Executive Team and help lead the UUA staff to achieve the UUA's mission, values, and aspiration to be an imaginative, liberatory and anti-oppressive organization where people of all backgrounds and identities can thrive. The CFO/Treasurer will provide comprehensive leadership and strategic direction for financial planning, budget preparation and control, and management of endowment and other assets to ensure financial decisions are aligned with UUA mission and values.

Providing direct supervision to the Director of IT, the Director of Operations/Facilities, the Controller, the Assistant Treasurer and the Assistant to the CFO, The CFO/treasurer also oversees the Operations/Facilities team of 6 staff, the IT team of 10 staff, and the Finance team of 7 staff. These dedicated and seasoned professionals play critical roles in the daily functioning of the UUA and in aligning operations with the organization's strategic directions.



Principal Responsibilities of the CFO/Treasurer

- As a key senior staff member and officer of the Association, participate in the development of the Association's goals, objectives, and strategic plans to advance the mission, aspiration, and values of the UUA and analyze financial resources available for those ends.
- Oversee the invested assets of the UUA including the UU Common Endowment Fund (UUCEF), the Unitarian Universalist Organizations Retirement Plan, Unitarian Universalist Organizations Health Plan, outside trusts, split interest agreements, and congregational building loans and guarantees.
- Manage the administration of the UU Common Endowment Fund, working closely with the Investment Committee and investment advisors. Support the UUA's goal of reflecting its values of social justice through Environmental, Social, and Governance (ESG) evaluation in the investment process, including investment screening, ESG portfolio optimization, shareholder advocacy, and direct community investments. Connect with partner organizations and coalitions around ESG goals and represent the UUA at ESG coalition meetings and conferences. Lead quarterly investor calls for organizations invested in the UUCEF and oversee investor communications.
- The CFO/Treasurer will ensure the investment advisors are meeting the quality service needs of the UUA.
- Serve as a voting member of the Investment Committee, Retirement Plan Committee, and the Health Plan Trust Board. Regularly communicate with investment managers, bankers, lawyers, and other professional and congregational representatives. Participate in investment community and maintain banking relationships.
- Supervise the Financial Services Staff Group, including accounting, payroll administration, and cash management functions. Oversees the annual audit process for three legal entities: the UUA (nonprofit corporation), the UUCEF (nonprofit LLC), and the Health Plan (trust). Directly supervise the Controller and the Assistant to the Treasurer.
- Oversee the preparation of the annual budget encompassing the UUA's six business units: Current Operations, General Assembly, Group Insurance Plans, Beacon Press, Congregational Properties and Loan Fund, and the UUCEF. Work with the President and Executive Vice President to ensure financial decisions reflect mission and values, and emerging best practices for equitable organizations. Prepare budget materials for review by senior staff and for presentation to the Board of Trustees. Provide financial oversight of Beacon Press, which operates with its own financial staff, and UUA insurance and benefit plans.
- Direct the overall team management and strategic planning for the staff of Information Technology Services, Conference Planning, and Operations/Facilities Management. Support IT in securing appropriate funding for technology investments.
- Oversee the application process for congregations seeking building loans, guarantees, and grants and makes the final determination on these matters.
- Report on the financial status of the Association to the Board of Trustees, to member

congregations, and to the Association's annual General Assembly. Serve as liaison to the Financial Advisor, the Audit and Risk Committee, and the Association's external auditors. Communicate clear, relevant, and actionable financial information across the organization and to the board and related committees.

- Understand and mitigate key elements of risk and monitor all open legal issues involving the UUA and financial impacts of legal and compliance issues affecting the organization.
- Periodic travel required, primarily to General Assembly, President's Council, and other UU meetings.

Opportunities and Challenges

Strategic Growth of the Common Endowments in Keeping with UUA Mission and Values

In keeping with core UUA principles and mission, the CFO/Treasurer will have the opportunity to engage deeply meaningful ESG (Environmental, Social, Governance) and SRI (Socially Responsible Investment) principles in all investment and asset allocation matters and will work collaboratively with the Board, staff, and investment consultants and managers on strategic investment decisions, shareholder advocacy, and communications. Further, the CFO/Treasurer will play an active role in UUA and shareholder conversations regarding strategic investment direction, in keeping with UUA mission and values.

Financial Systems Efficiency and Effectiveness

The size and deep complexity of UUA's financial portfolio requires modern, nimble, and interconnected technology systems, and associated staff processes, that streamline inputs, reporting, auditing, and sound financial controls. UUA is currently implementing updated financial system products to enhance usability and performance which will be completed in the first quarter of 2024. The CFO/ Treasurer will, with the support of IT, Finance staff, and in collaboration with other units in the UUA, including Stewardship and Development (fundraising), ensure that these technology systems communicate with one another in ways that minimize manual entry and opportunity for error, and maximize efficiency, time saving, accuracy, and flexibility. Additionally, the CFO/Treasurer will ensure that financial policies and processes are efficient and represent best practices to enable sound fiscal management, compliance, productivity, and accurate and timely reporting.

Structure, Training, and Empowerment of Finance Team

The CFO/Treasurer will assess and ensure that the finance organization is adequately resourced and structured to deliver the services and information needed to support the strategic goals and mission of the UUA and that the team is staffed with dedicated and talented subject matter experts to accommodate the broad array of financial needs of the UUA portfolio. Further, they will ensure that financial staff have the proper coaching, skills development, and support to conduct their work in a productive, highly efficient, and empowered manner.

Development and Stewardship of Strategic Multi-Year Budget

The CFO/Treasurer will have the chance to initiate a regular practice of strategic multi-year (3-5 year) budgeting, and financial planning in addition to existing annual forecasting efforts to advance UUA mission and goals and strategic directions.

Oversight and Evaluation of UUA Insurance and Retirement Programs

UUA is fortunate to offer a robust defined contribution retirement program and self-insured health plan option to staff and congregations. UUA's retirement program serves ~4400 members and the insurance programs serve 320 congregations in addition to UUA staff. The CFO/Treasurer will work with colleagues across the UUA to continuously and carefully evaluate alternative programs and options to address rising costs, competing options, staff wellbeing, and financial effectiveness of these programs in service to employees and congregations.

Facilities Management and Capital Assets

In partnership with fellow executive leadership and with the Operations/Facilities team, the CFO/Treasurer will oversee UUA capital assets and provide strategic direction for maintenance, infrastructure, and enhancements as well as leasing and revenue generation matters. The UUA assets include a six-story building in Boston's Seaport Innovation District of which UUA currently occupies three floors and makes available for leasing the remaining three floors.



Qualifications

The successful candidate for CFO/Treasurer will have a deep and broad set of experience strategically and ethically managing complex financial portfolios. Qualifications may be met through lived and professional experiences, volunteer work, and/or formal or informal training.

Desired qualifications include:

- A graduate degree in finance, business, accounting, or related field and/or CPA license is preferred
- Demonstrated experience as a savvy, data informed, and experienced financial leader and manager, with preference for experience gained in a values-based or social impact setting.
- Progressively responsible leadership and management experience as an executive level financial professional with both the technical knowledge and management experience to build relationships, trust and respect with a board, external advisors, and banks, and with the leadership team, preferably in the not-for-profit sector. Similar experience in an organization with assets of comparable or greater value is ideal.
- Evidence of being a strong team leader and collaborator, with a high priority placed on the ability to work with remote teams from a diverse range of backgrounds
- Experience as a manager with excellent supervision and staff development skills who believes there is always more to learn
- Evidence of business modeling and analytical capacity to lead fiscal planning and management of assets with the best interest of organizational goals and operations
- Experience gathering and analyzing financial information and developing actionable, well-reasoned recommendations to the senior leadership.
- The ability to consistently exercise sound judgment, assess risks and complex situations, make tough decisions, and take appropriate action.
- A deep understanding of issues around anti-racism, anti-oppression, and multiculturalism and a demonstrated ability to bring values of equity, inclusion, and innovation to financial and operational functions
- Exceptional communication skills and the ability to connect meaningfully with others.
- A demonstrated ability to translate complex technical and financial information to a broad range of stakeholders with ease and clarity.
- Knowledge of Unitarian Universalism and membership in a Unitarian Universalist congregation, or willingness to become a member, and comfort acting as a public leader of a faith-based institution.
- Work or lived experience with communities of color or indigenous peoples is of value but not required.
- An ability to maintain a periodic presence in the Boston office for business needs.



Compensation & Benefits

The compensation range for this position is \$190,000- \$205,000 with a generous [benefits package](#) designed to support physical, mental, and financial wellness. The normal UUA workweek is 35 hours, and UUA pays 80% contribution towards health insurance premiums, 10% towards retirement (after one year), and has generous paid time-off policies.

About Boston

As the capital city of the Commonwealth of Massachusetts, Boston is a diverse and thriving city on the Massachusetts Bay of the Atlantic Ocean. Originally settled by indigenous Massachusett, Pawtucket, Pokantoket and other native peoples, 6,000 Native American remain in Greater Boston today and are a core part of the cultural fabric of the city. Puritan colonists settled in Boston in 1630 and Boston played a significant role in the American Revolution and many of these historic landmarks are popular tourist and historian destinations today. Comprising fewer than 50 square miles, Boston occupies a

small footprint for a major city and bustling hub of education, industry, nonprofits, professional sports, and arts and culture. Known for its distinct neighborhoods and strong and diverse cultural communities, Boston is home to over 650,000 residents. Fans of urban environments will love the access to the endless amenities of a major city and outdoor enthusiasts will enjoy the many beautiful and historic city walks as well as very easy access to Cape Cod and endless hiking and other outdoor recreational activities throughout breathtaking New England – many of which are within just a few hours of the city center.

Fort Point Neighborhood

Formerly located in the Beacon Hill neighborhood, the Unitarian Universalist Association is now located in a beautiful building in Fort Point in South Boston in the rapidly evolving seaport area, surrounded by the Boston Children’s Museum, the Institute of Contemporary Art, local and global businesses and startups including biotech, hospitality, and many others, in addition to parks and other walkways to enjoy the waterfront views. Named after a former colonial fort that once stood in the neighborhood, Fort Point has evolved from a heavily industrial area to one of Boston’s most desirable neighborhoods with hip lofts, museums, a broad array of trendy restaurants and bars, the Boston Harbor Walk, and the convenience of South Station, one of the city’s major transportation hubs, to connect you to the rest of Boston and far beyond.

Contact

Beth Schaefer and Laurie Casteen of Koya Partners/DSG, the executive search firm that specializes in mission-driven search, have been exclusively retained for this search. To express interest in this role please submit a compelling cover letter and resume by [filling out our Talent Profile](#). All inquiries and discussions will be considered strictly confidential.

Koya Partners is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email NonprofitSearchOps@divsearch.com. If you are selected for an interview, you will receive additional information regarding how to request accommodation for the interview process.

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The UUA is an Equal Opportunity Employer. We are committed to the full inclusion of all qualified individuals. As part of this commitment, the UUA will ensure that persons with disabilities are provided reasonable accommodations. If reasonable accommodation is needed to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Office of Human Resources at (617) 948-4648 or humanresources@uua.org.

About Koya Partners | Diversified Search Group

Koya Partners, a Diversified Search Group company, is the nation's premier search firm dedicated to mission-driven leadership. Since its founding in 2004, Koya has had an exclusive focus on mission-driven clients and was founded on the belief that the right leader can transform an organization and have a deep and measurable impact on our world. Koya works with nonprofits & NGOs, responsible businesses, and social enterprises in local communities and around the world.

Diversified Search Group is consistently recognized by Forbes on its top 10 list of "America's Best Executive Recruiting Firms" and is an industry leader in recruiting transformational leaders for a changing world. The firm is deliberately different in its approach, with best-in-class teams who have decades of experience in cultivating inclusive leaders, understanding the dimensions of diversity, and building equitable teams.

Learn more about Koya Partners | Diversified Search Group via the [firm's website](#).

