## Unitarian Universalist Church of Bloomington, Indiana



Seeking the Spirit, Building Community, Changing the World

# $\label{eq:congregational Meeting Minutes} In approved Congregational Meeting Minutes \\ I une 2^{nd}, 2013$

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Submitted by Von Welch, Secretary. Presented slides are attached.

### **Call to Order**

Call to order by Kathleen Sideli, President, at 4:05pm.

Introduction of Parliamentarian Guy Loftman.

Chalice lighting by Reverends Macklin, Leite, and Child.

Changes to the agenda: Addition of U.U. General Assembly report from Iris Keisling.

### **Special Purposes Fund (SPF) Committee Report**

Lloyd Orr reporting for Karen Jewell, SPF Chair. Purpose of the SPF committee is to manage special contributions to the church, which are not intended for a specific purpose and expenses not covered by the operating budget. These are mainly bequests and memorial funds. Committees with special projects can consider requesting SPF funding.

In the last year, the SPF contributed over \$28,000 to the new 50-year metal roof, which allowed the roof to be purchased without the Church taking on debt. The fund received roughly \$30,000 in bequests. The fund currently has approximately \$149,000 in assets.

### **Executive Minister's Report**

Reverend Macklin reporting, covering pages 20-21 of the annual report. She mentioned a few specific items:

- John Summerlot presented new Organizational Chart.
- The SPF chair will now serve a three-year term instead of one, which will allow the chair a longer tenure to serve after getting experience.
- The End Statements from the Board are used to direct staff, with reports coming back to the Board on how they are applied.

### **Planned Giving Committee**

Libby DeVoe and Margie Schrader reported on this recently formed committee to educate potential donors on leaving bequests to the Church. The Legacy Circle consists of members letting the committee know they have included the Church in their plans. Bequests are managed by the SPF Committee.

### **Solar Panel Update**

With detailed photos Molly O'Donnell reported on the recently installed metal roof and solar panels. The roof's expected lifetime is 50 years and the solar panels, 30 years. Energy savings over time will be considerable.

### **Sabbatical Committee**

Doug Cauble reported for Beth Lodge-Rigal, chair. Ministers accumulate one month per year for sabbatical. Reverend Breeden took his leave at this time in order to fulfill his employment agreement with the church and therefore serve for a full year after his return and prior to his retirement in 2014.

In March, Reverend Barbara Child was contracted to cover select certain ministerial duties for a 9-month period while our Co-Ministers are on sabbatical. She is serving primarily in the Sunday Pulpit regularly over the course of both minister sabbaticals. She will also fulfill select administrative duties during Reverend Macklin's leave.

Pastoral care and other executive/administrative duties will be coordinated with assistance from Reverend Emily Leite, Reverend Emerita, Barbara Carlson, and the church caring committee to ensure smooth day-to-day functioning within our church community. Those seeking assistance should call the church office and will be directed to the Minister on call.

### **Stewardship Update**

Mary Boutain and Jackie Hall reported that pledges surpassed the \$500,000 mark for the first time, with a total of almost \$501,000 as of the morning of the meeting. Over half of pledge units increased their pledges, with an average increase of \$458. There were over 30 new pledges as well. This represented an increase of slightly 7.5% increase.

Going forward, the plan is to have the Stewardship Committee be active year round. The Committee worked with Board on the recent drive, which sent well, and the plan is to continue that collaboration, as well as coordination with the Planned Giving and Communications committees. People interested in participating on the committee should contact Mary or Jackie.

### **General Assembly (GA)**

Iris Keisling reported ten delegates will be going to GA from our Church, plus two alternates and additional attendees.

### **Quorum Report**

John Summerlot reported the meeting successfully achieved quorum with 125 members present.

# Motion for board to approve congregational minutes at a future board meeting

Motioned by Iris Kiesling, and seconded by Becky Wagner. Vote: approved unanimously.

### **Vote on 25% Sunday Plate Recipient**

Ballots were collected at this point, voting on three potential recipients for 25% of the Sunday Plate:

- Volunteers in Medicine (VIM)
- Volunteers in Tutoring Adult Learners (VITAL)
- Circles Initiative

### **Motion: Bylaw Change**

On behalf of the Leadership Cultivation Committee (LCC), Tom Nelson-Laird cochair of LCC, brought a proposed bylaw change to the congregation in order to bring the bylaws into line with current practice. Changes are in [brackets].

Section 5.8

The Leadership Cultivation Committee's membership shall consist of at least one Board member, normally the Vice-President or the President, and three [four] elected members, none of whom shall be members of the Board of Directors. The Leadership Cultivation Committee shall select its own chair. The non-Board committee members shall be elected to overlapping three-year terms, one [to two] member[s] chosen each year. Nominees for the Leadership Cultivation Committee shall be selected by the Leadership Cultivation Committee and elected at the Spring annual meeting. Elected committee members shall not serve two successive elected terms. Paid professional staff members shall not be eligible to serve on the leadership cultivation committee with the exception that a minister shall serve exofficio, non-voting on the Leadership Cultivation Committee.

Vote: Approved unanimously.

### **Motion: Sponsoring congregation for Shari Woodbury**

Von Welch brought forward a request from the Board for the Congregation to sponsor Shari Woodbury in her goal to be an ordained UU minister. The sponsorship is a statement to UU credentialing body that UUCB believes she has promise to become an effective minister, is a required step in her ministerial credentialing process and no other action by the congregation is required or any further commitment is implied.

Motioned by Iris Kiesling and seconded by Connie Loftman. Vote: Approved unanimously.

# Motion: Approve Leadership Cultivation Committee (LCC) slate for Board, LCC, and SPF

Tom Nelson Laird, LCC Co-chair presented the LCC Slate of 2013-15 Board Members:

- Von Welch, Vice-president
- Arzetta Hults Losensky, Treasurer
- Abby Gitlitz, Secretary (serving final year of Von Welch's term).
- Doug Cauble, At-large
- Deb Hutton, At-large

And the LCC Slate for LCC and SPF (2013-16):

- Carol McCord, LCC
- Chris Haynes, SPF

Tom recognized Ann Haynes serving as Co-chair of LCC

Vote: Approved unanimously.

### **Board Report**

### **Board priorities**

Kathy Sideli reported the Board's priorities for the 2012-13 year:

- Creating multi-year plan for sustainable and fair compensation for all staff
- Planning for ministerial transition
- Collaborating with stewardship campaign
- Getting to know staff and their responsibilities
- Supporting executive minister
- Ensuring budget supports UUCB's vision

### **Ministerial Transition**

Kathy Sideli reported that the Board had spent significant time planning the ministerial transition that would occur with Rev. Breeden's retirement and had several consultations with UUA professionals. The Board agreed the congregation will follow UUA and UUMA guidelines, namely hire an Interim Minister to serve for a two-year period after Rev. Breeden retirement in the Summer of 2014. The Interim Minister will be selected in Spring of 2014 to start in the Summer.

### A Quick Look at Interim Ministry

Kathy introduced Rev. Barbara Child, who in addition to serving as a Sabbatical Minister, has recent authored a book on Interim Ministry and previously served as an Interim Minister for a decade.

Barbara described the interim period and discussed that we, as human beings, naturally react to major changes and want to get back to normal as quickly as possible. This is natural but not necessarily wise. Interim Ministry is not just a feature in U.U. congregations, but has been a feature in all mainstream congregations for decades. Congregations need intentional interim ministry to avoid *unintentional* interim ministry – if a congregation doesn't do interim work, then new called ministers often don't stay long. She noted that we are not the same as we were when we called our departing minister.

She stressed that Interim Ministers are not placeholders. They have extensive training from UUA and the Interim Ministry Network (an international, interdenominational organization) in fostering transitions.

The interim transition takes two years – one year of looking back and analyzing the present, then search process in second year.

Q: Who selects the Interim Minister? The Board and Executive Minister Macklin, working with UUA Director of Transitions (Keith Kron), select and hire the Interim Minister.

### Sustainable and Fair Compensation Committee (SFCC) Report

Carol McCord reported on the report from the SFCC. This committee completed its work during 2012-13 and has disbanded. With the announcement of Rev. Breeden's retirement, the committee added Sustainable to its title and mission.

### The report:

- Recommended that the Board reconsider the 'package' approach and instead use a salary and benefits system.
- Analyzed comprehensive data from UUA for Geo Index 2 (using data between a Mid Size III and Large Size I UU church for **ALL** staff positions.)
- Noted a salary shortfall for all UUCB staff that would require 20% increase in our annual budget to address.
- Noted that the UUCB also fell 20% below budgets of comparable sized churches in similar communities.
- Recommended a plan to incrementally adjust staff salaries, starting with ministerial lines in 2013-14 which were most impacted by the compensation study.

Q: If we don't have enough money, will cut back in current staff compensation to pay the interim? Kathy answered that the current ministers are first in line for equity adjustments with the additional revenue from pledges.

A comment was made from the congregation that the Planned Giving and Stewardship committees attended a presentation that stressed that congregations "get what they pay for with Ministry" and that we have been extraordinarily lucky to have the Ministers we do to this point for our provided levels of compensation.

### Treasurer's report and motion to approve 2013-14 budget

John Summerlot reported on behalf of John Lawson, Treasurer. A budget was distributed in hard copy to the congregation and is attached to these minutes.

Motion: We ask the congregation to approve the operating budget for fiscal 2013-14 and allow management and the board to determine how to use any extra funds above the currently projected level of expenses. Motioned by Amy Taylor, seconded by Deb Hutton Vote: Approved unanimously.

Secretary's note: Due to a clerical error by our payroll service, the RE Assistant wages for January-May were charged to the MRE Housing line instead of the RE Assistant wage line. This was corrected after the meeting. The RE Assistant had about \$1,300 left, not \$4,300 as reported.

### **Recognition of retiring board members**

Kathy Sideli recognized the following members departing the Board:

- Carol McCord, Vice President (2010-2013)
- John Lawson, Treasurer (2008-2013)
- John Summerlot, At-large (2011-2013)

### **Special Services award Recipients**

Rev. Macklin presented three Special Services Awards. A brief announcement in Rev. Macklin's words follows. See attachments to these minutes for full announcements for Stephanie Kimball and Amy Taylor.

"Congratulations to Stephanie Kimball, Amy Taylor and the Techno Fab Five who were recipients of our congregation's Outstanding Service Award, presented at the June 2nd congregational meeting. Stephanie is not only an amazing force for caring for our planet and curbing climate change within our congregation, but also beyond, impacting and creating interfaith networks throughout the state of Indiana. Amy's skills, passion and can-do attitude led her to become President of our Heartland Unitarian Universalist District where she helped shepherd the groundbreaking formation of our new MidAmerica UU Region. Our Techno Fab Five--Andy Beargie, Von Welch, Jackie Hall, Steve Krahnke and Diane Port--have worked tirelessly to

integrate exciting technology upgrades for our congregation that we benefit from on a daily basis."

### **Announcement of 25% Sunday Plate Recipient**

John Summerlot reported Circles Initiative is the winner of the vote with 80 votes. He noted that the meeting attendance peaked at 132 members, which might be a record.

### **Minister's Closing Words**

Reverend Mary Ann Macklin recognized how fortunate we are to have Reverend Barbara Child in our pulpit during this sabbatical time as well as Reverend Emily Manvel Leite as our Minister of Religious Education.

For the upcoming UU MidAmerica Regional meeting in April, Bloomington has been invited to host the Southern location for live streaming of meeting.

Reverend Macklin announced a pilot program for next year. Our music program will have a Worship Artist in Residence who will assist and report directly to our Music Director, Susan Swaney. Colleen Haas has agreed to be this year's Worship Artist in Residence for this trial period.

Reverend Macklin has asked Reverend Leite and our religious education program, while Reverend Macklin is on sabbatical this fall, to create ways to celebrate Reverend Breeden's ministry. She suggested that folks take time to meet with and offer their gratitude to Reverend Breeden during this time, because if they wait until last couple of months, schedules will fill up with end of church year events.

She noted that with Reverend Breeden's retirement, the co-ministry will be dissolving. The congregation will be transitioning and so will Rev. Macklin's ministry as well, making it a vulnerable time for her and the congregation. During the transition, it will be a time for learning and introspection – we will all need to be honest, gentle and firm.

### **Adjournment**

Motion to Adjourn by Harlan Lewis, and seconded by Clare Robertson. Vote: approved unanimously.

The meeting adjourned at 5:42pm.



### **UU Church of Bloomington Congregational Meeting**

June 2<sup>nd</sup>, 2013

### Agenda



4:00 Opening

4:05 Special Purposes Funds Report

5:00 Board Reports

4:10 Executive Minister's Report

4:25 Quorum Report

**5:15** Treasurer's Report and Motion to Approve 2013-14 Budget

**4:30** Motion for board to approve congregational minutes at a future board meeting

5:25 Recognition of Retiring Board Members

**4:50** Motion: Approve Leadership Cultivation Slate for Board

5:35 Special Services Award Recipient

**5:45** Announcement of 25% Sunday Plate Recipient

4:31 Vote on 25% Recipient 4:40 Motion: Bylaw Change

5:50 Minister's Closing Words

**4:45** Motion: Sponsoring Congregation for Shari Woodbury

5:55 Motion to Adjourn



### **SPECIAL PURPOSES FUND REPORT**

### Special Purposes Fund Report



- Over \$28,000 contributed toward the new 50 year metal roof.
- \$30,000 received in bequests (Carter and Lynch)
- \$149,000 in assets.







### **PLANNED GIVING COMMITTEE**

Rev. Mary Ann Macklin

**EXECUTIVE MINISTER'S REPORT** 

### **Planned Giving Committee**



- Explanation of the Planned Giving Committee
  - Committee members
  - Purpose
- Overview of recent gifts and how they were used.
- Introduction of Legacy Circle.



Molly O'Donnell

### **SOLAR PANEL UPDATE**

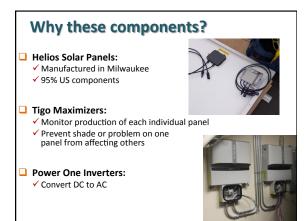
# Solar Panels on our new Metal Roof Installed April 2013

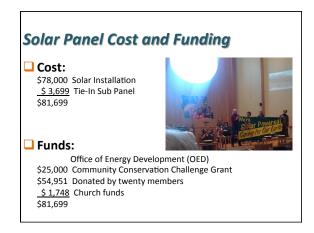


96 Solar Panels

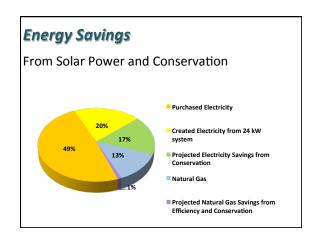


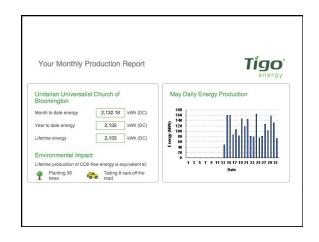


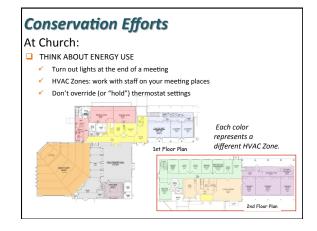


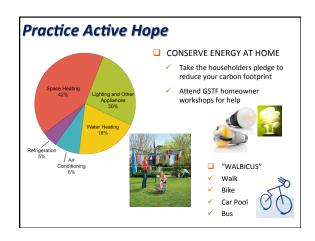






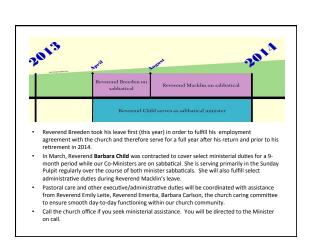


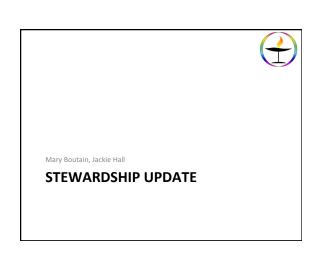




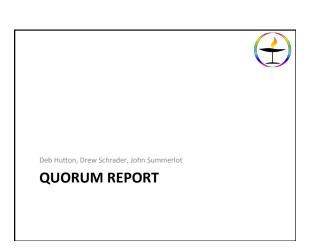














MOTION FOR BOARD TO APPROVE CONGREGATIONAL MINUTES AT A FUTURE BOARD MEETING

Congregation

# VOTE ON 25% SUNDAY PLATE RECIPIENT

### Nominees for 25% of Sunday Plate Fund for 2013-14



- Volunteers in Medicine (VIM)
- Volunteers in Tutoring Adult Learners (VITAL)
- Circles Initiative



Leadership Cultivation Committee

**MOTION: BYLAW CHANGE** 

### Suggested Bylaw 5.8 Change



The Leadership Cultivation Committee's membership shall consist of at least one Board member, normally the Vice-President or the President, and three [four] elected members, none of whom shall be members of the Board of Directors. The Leadership Cultivation Committee shall select its own chair. The non-Board committee members shall be elected to overlapping three-year terms, one [to two] member[s] chosen each year. Nominees for the Leadership Cultivation Committee shall be selected by the Leadership Cultivation Committee and elected at the Spring annual meeting. Elected committee members shall not serve two successive elected terms. Paid professional staff members shall not be eligible to serve on the leadership cultivation committee with the exception that a minister shall serve ex-officio, non-voting on the Leadership Cultivation Committee.



Von Weld

MOTION: SPONSORING CONGREGATION FOR SHARI WOODBURY

# Congregational Sponsorship request by Shari Woodbury



- Statement to UU credentialing body that UUCB believes she has promise to become an effective minister.
- Required step in her ministerial credentialing process.
- Done by congregational vote. No other action required or commitment implied.
- Why do it? UUCB can feel satisfaction in having nurtured a member into professional leadership.



Tom Nelson Laird

MOTION: APPROVE LEADERSHIP CULTIVATION COMMITTEE SLATE FOR BOARD, LCC, AND SPF

### LCC Slate of 2013-15 Board Members



- Von Welch, Vice-president
- Arzetta Hults Losensky, Treasurer
- · Abby Gitlitz, Secretary
  - Final year of Von Welch's term.
- Doug Cauble, At-large
- Deb Hutton, At-large

LCC Slate for LCC and SPF (2013-16)



- · Carol McCord, LCC
- · Chris Haynes, SPF



### **BOARD REPORT**

UU Board of Directors 2012-13



- · Kathleen Sideli, President
- Carol McCord, Vice President
- Von Welch, Secretary
- John Lawson, Treasurer
- Deb Hutton
- Drew Schrader
- John Summerlot

### **UUCB Board Responsibilities**



The Board shall govern with an emphasis on:

- (1) outward vision rather than internal preoccupation,
- (2) encouragement of diversity in viewpoints,
- (3) strategic leadership more than administrative detail,
- (4) clear distinction of Board & Executive Minister roles,
- (5) collective rather than individual decisions,
- (6) the future rather than past or present, and
- (7) pro-activity rather than reactivity.

UU Board Policies, January 20, 2013 olicies2013.pdf



Kathleen Sideli

### **BOARD PRIORITIES 2012-13**

### 2012-13 Board Priorities



- · Creating multi-year plan for sustainable and fair compensation for all staff
- Planning for ministerial transition
- Collaborating with stewardship campaign
- · Getting to know staff and their responsibilities
- · Supporting executive minister
- Ensuring budget supports UUCB's vision



### MINISTERIAL TRANSITION

### Ministerial Transition



### Update on board's progress with the transition:

- Consultations with multiple UUA professionals
- Agreement to follow UUA guidelines
- Decision to hire interim minister
- Fine tuned time-line for interim ministry and search for new minister

2014

Spring Interim Minister Selection Summer Reverend Breeden retires Interim minster arrives

Period for congregational reflection and Fall planning

2015

Spring Search committee selected Fall & Search Committee review of packets,

Winter interviews, references, neutral pulpits

2016

'Candidating' Week (entire congregation Spring

involved)

Summer New minister arrives



Barbara Child

# A QUICK LOOK AT INTERIM MINISTRY

### A Quick Look at Interim Ministry



- · A Minister Leaving Tweaks the Congregational Web
- Natural Reaction Isn't Necessarily Wise
- · Intentional and Unintentional Interim Ministry
- Interim Time as Threshold Between Past and Future
- Interim Ministers Are Analysts, Coaches, Pastors, and Consultants
- Interim Ministers Are Trained Specialists, not Placeholders
- It Takes Two Years



Carol McCord

# SUSTAINABLE AND FAIR COMPENSATION COMMITTEE REPORT

# Sustainable and Fair Compensation Committee



Membership: Chris Haynes, Carol McCord, Ruth Sanders, Kathy Sideli, with Rob Hongen

- Reconsidered 'package' approach; established salary + benefits system
- Analyzed comprehensive data from UUA for Geo Index 2. [Used data between a Mid Size III and Large Size I UU church for ALL staff positions]
- UUCB salary shortfall for all staff (w/this analysis) would require 20% increase in our annual budget to address.
- Looking separately at total budgets of comparable sized churches in similar communities, UUCB also 20% below those congregational budgets.
- Plan to incrementally adjust staff salaries, starting with ministerial lines in 2013-14 which were most impacted by the compensation study.



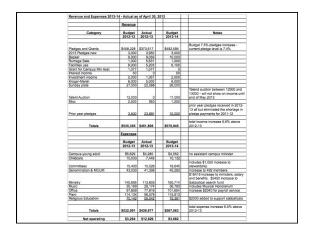
John Summerlot (for John Lawson)

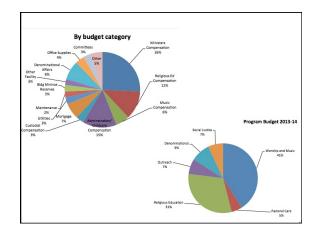
TREASURER'S REPORT AND MOTION TO APPROVE 2013-14 BUDGET

### Treasurer's Report



- Proposed budget is based on financing the spiritual and physical needs of the church and supporting the board visions of being a model employer and outreach.
- Pledges are 88% of the operating budget. The current pledge level is \$492,158, a 7.4% increase over last fiscal year.





### **Budget Increases**



- Substantial increase in salary and benefits to the called ministers.
  - Both are no longer under the packet system for compensation.
  - The current three-year plan is to reach the desired level of compensation for all employees in the 2015-16 budget.
- A small increase for other employees and addition to benefits for other salaried employees.
- · Funds the cost of payroll service.
- Increases sabbatical-search fund to \$6,000.
- Increases funding for stewardship to \$3,000.
- Adds \$1000 for future external audit.
- Funds increased UUA and Heartland dues.

### Budget does not...



- Fund building maintenance and equipment reserve at desired level.
- Add hours to administration assistants and custodial employees.
- Increase sabbatical funding to desired level.
- We are hopeful that additional pledges in the next few weeks will fund some or all of the items that are currently not funded.

### Motion to Approve Budget



 We ask the congregation to approve the operating budget for fiscal 2013-14 and allow management and the board to determine how to use any extra funds above the currently projected level of expenses.

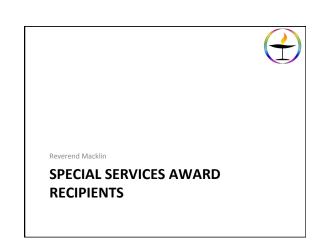


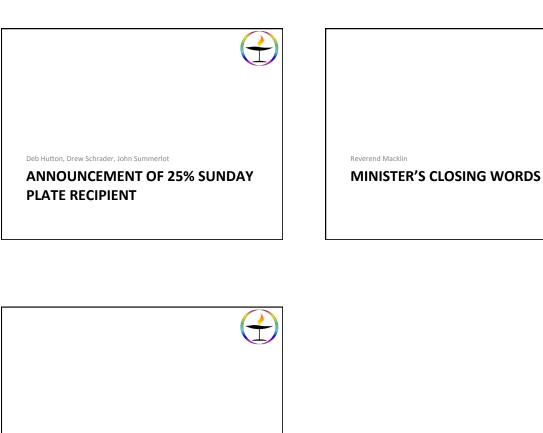
Kathleen Sideli

# RECOGNITION OF RETIRING BOARD MEMBERS

# Retiring Members • Carol McCord, Vice President (2010-2013) • John Lawson, Treasurer (2008-2013) • John Summerlot, At-large (2011-2013)

**MOTION TO ADJOURN** 





10

### Amy Taylor Outstanding Service Award: Above and Beyond 2012-2013 Reverend Mary Ann Macklin

Several years ago, after Amy Taylor finished her service on our Board of Directors, I learned that our Heartland District was looking for an At-Large Board Member and they were interested in someone from our congregation. I thought Amy would be an excellent candidate. While she did have some hesitancy about time commitment, I told her not to worry because it was an At Large position. And now some words from our District Executive on how things unfolded.

### FROM OUR DISTRICT EXECUTIVE, LISA PRESLEY

Amy Taylor joined the Heartland District Board at a very auspicious moment—fresh from her work in your congregation, she came to fill an open slot on the Board. Within months, she had been appointed Vice President, and then shortly after that she ended up stepping into the role of the president when her predecessor needed to step back from district-level work.

Amy's skills, passion and commitment arrived at the right moment. From then on, Heartland was involved in a deep exploration of who it wanted and needed to be, and how we could continue well into the future. Amy was not tied to any one version of either the past or the future, and her openness and flexibility allowed the District to see itself in new and different ways. She looked for what was effective, not what had been done in the past. She looked toward the dreams of how to help congregations best, and saw possibilities that hadn't been seen before.

Once the decision was made to move to a regional structure in the fall of 2011, it was warp speed ahead! Amy helped shepherd the new MidAmerica region forward, participating in way too many conference calls, Skype calls, meetings; drafting way too many documents; reading way too many pages and pages and pages of emails. Yet with grace and a "we can do this attitude," Amy propelled Heartland forward into what will be an amazing partnership with Prairie Star and Central Midwest Districts as MidAmerica "goes live" on July 1<sup>st</sup>.

From what I see, we could not have done this as well without Amy's spirit, dedication, savvy, and guts. Chances are, we couldn't have done it at all without her. Hats off to Amy for the groundbreaking work she has done to change the future of Unitarian Universalism not only in Heartland and MidAmerica, but across the country and the world!

# Stephanie KimballOutstanding Service Award: Above and Beyond 2012-2013 Reverend Mary Ann Macklin Input from: Molly O Donnell and Marcia Veldman

Many of us are aware of Stephanie Kimball as an amazing force for caring for our planet and curbing climate change within our congregation; as the co-chair of the Green Sanctuary Task Force she has organized: 1) the biannual clothing swap since 2006. 2) numerous vegetarian potlucks with presentations and/or movies 3) green giving gift making workshops. 4) Task of the Month 5) Thought for Food. As she continues her work in our congregation, her leadership efforts, as a Unitarian Universalist, have consistently gone beyond our walls. In 2006, she organized two *Step It Up* events in Bloomington that brought together over 300 community members and community leaders to raise awareness of the need to act. In 2007, she facilitated an interfaith *Cut Your Carbon* workshop in the church for people across our city. She quickly went on to serve as an inspired and inspiring co-convener of Earth Care Bloomington, a group of now 21 local congregations whose mission is to "bring Hoosier of faith together to help curb climate change".

In that position, as a Unitarian Universalist, she helped organize numerous city-wide workshops to help congregations and households reduce their energy use and single-handedly dreamed up the *Task of the Month* toolkit and program for congregations. (started here) Affectionately known as "the pizza box", *Task of the Month*'s magic is to break household energy use down into twelve manageable steps and provide comprehensive support for each, and it engages participants with the knowledge that they are making a real difference because other households in their congregation and in congregations across the state are taking these steps too. Indeed, across the state over 140 Hoosier congregations now have their own copy of *Task of the Month*. Partly because, from 2009 through 2011, Stephanie helped dream up and labor into being the statewide group, Hoosier Interfaith Power & Light – H-IPL. And, since 2011, Stephanie has worked to start interfaith creation care groups – H-IPL affiliates – across the state.

After conceiving of an engaging *Creation Care Leadership* workshop, Stephanie has taken it on the road to cities across Indiana. As a direct result, interdenominational creation care groups like Earth Care – groups that she supports and nurtures – now exist in Evansville, eastside Indianapolis, Kokomo, and Muncie. Each of these groups share the vision of bringing Hoosiers of faith together to help curb climate change. Stephanie leads with warmth, humor, vision, creativity and practical guidance. What an amazing and visionary leader – and what an urgently important legacy to leave for her children and all of ours!