Powered by grassroots collaboration throughout the world, UUSC fosters social justice and works toward a world free from oppression. UUSC’s innovative approaches and measurable impact are grounded in the moral belief that all people have inherent power, dignity, and rights.

In partnership with dedicated UUSC members, tireless activists, and inspiring grassroots organizations, UUSC aims to ensure that fundamental human rights are realities for everyone — no matter race, gender, or class. Every day, UUSC takes action to promote economic justice, defend the human right to water, and protect rights at risk during crises.

Challenging Injustice, Advancing Human Rights

Current UUSC Staff and Board

**EXECUTIVE**
- **Tom Andrews** President and Chief Executive Officer

**PROGRAMS, ADVOCACY, and ACTION**
- **Rachel Freed** Vice President and Chief Program Officer
- **Cameron Kirkpatrick** Creative Services and Digital Media Producer
- **Hannah Hafter** Senior Program Leader for Activism
- **Pamela Sparr** Associate Director for Justice Building
- **Paul Langston-Daley** Senior Program Leader for Justice Building
- **Shayna Lewis** Senior Associate for Digital Campaigns
- **Shelly Koo** Associate for Online Content
- **Danielle Fuller-Wimbush** Director of Programs, Research and Partner Support
- **Amber Moulton** Researcher
- **Ines Llorente** Administrative Assistant
- **Jillian Tuck** Senior Program Leader for Rights at Risk
- **Josh Leach** Rights at Risk Program Consultant
- **Leigh Meunier** Assistant for Program and Partner Support
- **Michael Kourabas** Associate Director for Program and Partner Support
- **Philip Hamilton** Associate for Economic Justice
- **Salote Sogo** Senior Program Leader for Environmental Justice & Climate Action
- **Kathleen McTigue** Director of UU College of Social Justice
- **Angela Kelly** Senior Associate for Justice Training
- **Christopher Casuccio** Senior Associate for Immersion Learning Programs
- **Deva Jones** Senior Associate for Service Learning & Volunteer Placements
- **Heather Vickers** Associate for Administration and Enrollment

**FINANCE and ADMINISTRATION**
- **Mack Davidson** Vice President and Chief Financial Officer
- **Carol Cahalane** Director of Finance
- **Giao Doan** Staff Accountant
- **Mohamed Zine-Abidine** Senior Accountant
- **Winnie Chau Nguyen** Accountant
- **Quang Nguyen** Director of Human Resources
- **Adelaide Vonleh** Human Resources Assistant
- **Ethan Adams** Facility and Operations Manager

**DEVELOPMENT**
- **Cassandra Ryan** Vice President and Chief Development Officer
- **Carly Cronon** Associate for Congregational Giving Programs
- **Catrina Vear** Associate for Major Gifts
- **Eric Grignol** eCommerce and Marketing Officer
- **Hannah Moy** Development Department Coordinator
- **Karen Klett** Direct Marketing Officer
- **Katherine Friedman** Associate Director of Development for Major Gifts
- **Marie Williams** Planned Giving and Major Gifts Officer
- **Susan Mosher** Associate for Donor Services
- **David Pattillo** Temporary Development Writer

**BOARD of TRUSTEES**
- **Martha Easter Wells** Chair
- **Rev. Brock Leach** Vice Chair
- **Todd J. Hess** Treasurer
- **Danah Fisher** Secretary
- **Peter Fenn**
- **Rev. Nathan Hollister**
- **Rev. Ned Wight**
- **Ebe Emmons**
- **Karen Kell Hartman**
- **Rev. Dr. Lyssa Jenkens**
- **Rev. Hope Johnson**
- **Ramanujachary Kumanduri**
- **Zaynab Nawaz**
- **Lachonne Walton**

Unitarian Universalist Service Committee
689 Massachusetts Avenue
Cambridge, MA 02139
uusc.org • 617-868-6600 • info@uusc.org
UUSC advances human rights and social justice around the world, partnering with those who confront unjust power structures and mobilizing to challenge oppressive policies. UUSC’s programmatic work – including grants, advocacy, and research – is organized into three areas of focus: economic justice, environmental justice and climate action, and rights at risk.

To fight for economic justice, UUSC develops strategic partnerships and networks, builds movements, and influences local, statewide, and national policy in order to advance workers’ rights.

For years, UUSC has been on the cutting edge of ensuring that the human right to water is recognized in principle and becomes a reality in practice. Our environmental justice work also focuses on combatting the exploitation of natural resources in indigenous communities and protecting and advance the human rights of those that are most affected by and least able to respond to the impacts of climate change.

Finally, UUSC seeks to address the needs of populations on the outer margins of society, who are traditionally excluded from mainstream aid responses and whose rights are most at risk. In situations of forced displacement, natural and man-made disasters, and gross violations of civil and political rights, UUSC works to restore, protect, and advance these rights through programs of social transformation and structural change.
2016 Highlights

Over the past year, UUSC has relentlessly pursued justice and the advancement of human rights. We are proud of the progress we have made alongside our partners.

Refugee Relief

• Provided 550 winterization kits to 372 refugee families in the Greek Islands

• Joined with a grass roots organization to provide free legal aid to 1,117 refugees and psychosocial support to 874 refugees in Serbia

• Provided support for 24 Syrian families to be enrolled in resettlement programs in the United States
Rights at Risk

- Provided assistance to more than 400 people with disabilities following Cyclone Pam in Vanuatu

- Collaborated with grassroots partners to assist more than 23,000 earthquake-affected households in Nepal

- Supported 200 farming families through the creation of a credit union in Myanmar/Burma

Environmental Justice

- UUSC program leader for Environmental Justice and Climate Action represented UUSC and its partners on the Human Right to Water panel at the United Nations High Level Politics Forum on Sustainable Development Goals

- In June 2016, UUSC’s research team released the report: “The Invisible Crisis: Water Unaffordability in the United States”
UU College of Social Justice

- Conducted 15 service learning journeys for over 160 people to Haiti, India, Mexico, and the U.S.
- Engaged 90 youth participants in Activate Justice trainings

Economic Justice

- Provided trainings on human rights and the Zimbabwe constitution, as well as financial literacy trainings, to 708 workers in the informal economy of Zimbabwe
- Carried out human rights and gender equity trainings for 212 informal workers across Malawi
- Provided legal services to 267 refugees and community legal empowerment trainings for 100 more in Tanzania
**UUSC’s Strength is You**

As we reflect on UUSC’s many successes over the past year, we can’t help but feel deep thanks for the people who have joined with us in this great work. You have helped us advance our mission and impact the lives of so many.

*Help us to continue by renewing, or if possible, increasing your support. The challenge of protecting human rights and social justice persists and we need your support more than ever.*

*To learn about other ways you may support UUSC’s programs, please contact the Development Department at 617-868-6600 or development@uusc.org*

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**Thank You to the UU Congregation at Shelter Rock**

UUSC can point to only one partner that has stood alongside us consistently for several decades: the UU Congregation at Shelter Rock (UUCSR) in Manhasset, N.Y.

For 40 years, UUCSR has been the largest funder of UUSC’s work to advance human rights and has provided additional support whenever there’s a disaster.

As UUSC continues to work toward meaningful, effective implementation of human rights and social justice initiatives around the world, we pause to express enormous gratitude to UUCSR for helping to make a world of difference.
# Financial Statements

For the year ended June 30, 2016
(with comparative totals for June 30, 2015)

## Statement of financial position for the years ended June 30

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and equivalents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,065,445</td>
<td>$949,616</td>
</tr>
<tr>
<td>Money market funds and CDs</td>
<td>4,747,640</td>
<td>5,223,818</td>
</tr>
<tr>
<td>Investments</td>
<td>13,618,747</td>
<td>13,586,497</td>
</tr>
<tr>
<td>Accounts and interest receivable</td>
<td>305,745</td>
<td>308,465</td>
</tr>
<tr>
<td>Mission related loan receivable</td>
<td>266,623</td>
<td>313,711</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>4,247,583</td>
<td>5,406,831</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>213,780</td>
<td>231,583</td>
</tr>
<tr>
<td>Debt Service Reserve Fund</td>
<td>119,218</td>
<td>119,079</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>5,826,826</td>
<td>5,758,185</td>
</tr>
<tr>
<td></td>
<td>$30,411,607</td>
<td>$31,897,785</td>
</tr>
</tbody>
</table>

| Liabilities                   |                       |                       |
| Accounts payable and accrued expenses | $407,279         | $475,909              |
| Accrued compensation           | 586,763               | 372,130               |
| Pooled income deferred revenue | 94,054                | 124,997               |
| Bond payable                   | 2,760,313             | 2,847,838             |
| Donor advance — promissory notes | 125,000            | 125,000               |
| Planned giving obligations:    |                       |                       |
| Gift annuities                | 712,885               | 743,259               |
| Trust agreements              | 5,497                 | 50,713                |
| Pooled income                 | 4,691,791             | 4,739,846             |

| Net Assets                    |                       |                       |
| Unrestricted                  | 12,754,130            | 12,921,654            |
| Temporarily restricted         | 7,931,561             | 9,222,291             |
| Permanently restricted         | 5,034,125             | 5,013,994             |
| Total                          | 25,719,816            | 27,157,939            |

| Total Liabilities and Net Assets | $30,411,607 | $31,897,785 |

## Statement of activities for the years ended June 30

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public support and revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$6,715,764</td>
<td>$8,133,079</td>
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<tr>
<td></td>
<td>$3,739,115</td>
<td>$3,739,115</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>(2,290,657)</td>
<td>2,081,509</td>
</tr>
<tr>
<td>Total public support and revenue and net assets released from restriction</td>
<td>$10,454,879</td>
<td>$8,927,258</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>8,133</td>
<td>8,133</td>
</tr>
<tr>
<td>Office space rental</td>
<td>350,359</td>
<td>350,359</td>
</tr>
<tr>
<td>Fundraising</td>
<td>737,173</td>
<td>737,173</td>
</tr>
<tr>
<td>Management</td>
<td>1,026,320</td>
<td>1,026,320</td>
</tr>
<tr>
<td>Total expenses</td>
<td>10,246,931</td>
<td>10,246,931</td>
</tr>
</tbody>
</table>

| Income/(loss) from operations (a) | 207,948      | (383,009) |

| Net nonoperating activities (b) | (375,472) | 2,488,559 |

| Net assets Change in net assets (a+b) | 12,921,654 | 21,055,500 |
| Beginning of the year                |            | 25,052,389 |
| End of year                          | $12,921,654| $27,157,939 |

*Management note on restricted revenue. The 2016 net loss from operations shown above simply reflects that we satisfied more restrictions on previously donated net assets than we received in new restricted net assets during the year. Excluding this accounting of restricted revenue timing, UUSC generated net income from operations of $207,948 for the year.*
Allocation of program services $8,133 (in thousands)

- Environmental Justice: $1,441 (17.7%)
- Economic Justice: $1,434 (17.6%)
- Rights at Risk: $2,311 (28.4%)
- UU College of Social Justice: $700 (8.6%)
- Partner Grants: $1,552 (19.1%)
- Relief Grants: $695 (8.6%)

Total expenses $9,897* (in thousands)

- Environmental Justice: $1,441 (14.6%)
- Economic Justice: $1,434 (14.5%)
- Rights at Risk: $2,311 (23.3%)
- UU College of Social Justice: $700 (7.1%)
- Partner Grants: $1,552 (15.7%)
- Relief Grants: $695 (7%)
- Fundraising: $737 (7.4%)
- Management: $1,027 (10.4%)

* Net of Cambridge office space rental expenses offset by rental income

UUSC Receives Highest Distinction from Charity Navigator
For the fifth consecutive year, UUSC has earned the highest possible rating — four out of four stars — from Charity Navigator, the nation’s largest independent evaluator of nonprofit organizations. The four-star “exceptional” rating is given to nonprofits that demonstrate exemplary fiscal responsibility and a commitment to accountability and transparency.
Challenging injustice, advancing human rights