

# Leadership Succession Committee Resource Book 2016



## First Unitarian

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## ***LSC Resource Book***

This *Resource Book* is intended to assist in your work as a member of the LSC. Our Mission Statement and seven UU principles guide our work. Information is provided about the Committee's operations and its procedures regarding LSC's responsibilities for making nominations for Church Standing Committees. The Book also includes provisions from the By-law excerpts that affect the roles and responsibilities of the LSC. Excerpts from the recently completed *2015-2020 Strategic Plan* relating to leadership development are also included.

## **Our Mission Covenant**

We, the members of First Unitarian, agree to:

- Promote the spiritual, intellectual, and personal growth of each member.
- Minister to each other in an atmosphere of welcome, acceptance, and caring.
- Be a positive force for social, environmental, and economic action.
- Promote the wider understanding of our purposes and principles in the larger community.
- Provide a dynamic religious education program for all ages.

To these ends, we declare our commitment to the health and vitality of this liberal religious community.

## **Our Seven Principles**

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all;
- Respect for the interdependent web of all existence of which we are a part.

## LSC Responsibilities

The LSC is a seven-member, Standing Committee of the Congregation and is responsible for nominating a slate of lay leaders to the Congregation whenever elections are held. Typically, one-half of these committee memberships are vacated each year. The committee also makes recommendations to the Board about any necessary interim appointments to Standing Committees, and appoints members to Task Forces and Councils from a list provided by the Councils or the Board.

The LSC nominates candidates for the following:

- Standing Committees:
  - Board of Directors – nine members plus the President and Treasurer
  - Leadership Succession Committee – seven members
  - Endowment Committee – five members
  - Financial Review Committee – three members
- Moderator – 2 year term with no term limit
- New Senior Minister Search Committee – when needed
- Social Justice Committee members – occasionally, the LSC is requested to suggest replacement members

Nominees to Standing Committee must be members in good standing of the Congregation and are elected by the Congregation at the January annual meeting. All Committee members serve for two-year terms corresponding to the Church fiscal year, with a staggered rotation. A Committee member completing two terms may not be reappointed or reelected until after a one-year lay off.

The Committee consults with the ministers and lay leadership concerning appropriate candidates for Standing Committee positions and presents a slate of nominations to the annual Congregation meeting.

## LSC Covenant

- To recognize that everyone is equal and strive to respect differences;
- To encourage good group process by watching how much time I take to speak and allowing everyone time to speak;
- To avoid cross talk and interrupting speakers;
- To honor the Committee's responsibility to the larger congregation and
- To maintain appropriate confidentiality.

## Identifying Leaders

Improvements to this process are an on-going challenge for LSC members and we share with each other methods that have proved successful. Some of these include:

- Exploring personal connections through Church groups we belong to;
- Promoting leadership opportunities through the e-broadcast and the Messenger
- Participating in Connections Sunday
- Exploring a connection with the Membership Committee
- Consulting with ministers, church leaders (past and present), others

## Connecting with Emerging Leaders

LSC members meet one-to-one with each potential candidate. First, we study the roles and responsibilities as well as the workload and time investments of each committee position. Once we set up a meeting date, this information is sent, in advance, so the potential candidate can bring their questions to the meeting. At the meeting, we collect information about the person's background and skills that match the position as well as their level of interest. This information is then shared with the LSC to make an informed decision about their candidacy.

## Potential 2016 LSC Goals

Each year, the LSC assigns itself additional goals to improve our processes and success. Here are some ideas for this year to be discussed:

- Align LSC tasks with the *Five Year Strategic Plan*. (See page 8 for excerpt)
- Develop a LSC website
- Create an ongoing resource that captures current members' involvement (past and present) including committee membership, task forces, councils, and leadership positions held
- Collect job descriptions for each standing committee to assist in recruiting

## 2016 LSC Members

Name	Phone	Email Address
Michelle Bloodworth	294-4740	<a href="mailto:bloodworth.m@gmail.com">bloodworth.m@gmail.com</a>
Ian Carrillo	323-2749	<a href="mailto:carrillo232@gmail.com">carrillo232@gmail.com</a>
Heather Clark	301-2977	<a href="mailto:clarkslakey@comcast.net">clarkslakey@comcast.net</a>
Jon Eldridge	307-1734	<a href="mailto:jonathan.eldredge@gmail.com">jonathan.eldredge@gmail.com</a>
Sally New	884-4327	<a href="mailto:sallyprn@comcast.net">sallyprn@comcast.net</a>
Benita Terrell	850-8662	<a href="mailto:benita.terrell@earthlink.net">benita.terrell@earthlink.net</a>
Joseph Sadek	839-3803	<a href="mailto:josephsadek26@gmail.com">josephsadek26@gmail.com</a>

## Leadership Succession Committee 2016 Calendar

Typically, the LSC meets in March and its work culminates with the Congregation's annual meeting, which is usually held the third Sunday in January. The calendar below relates to selecting candidates. Interim positions, Task Force and Council appointments are made on an as needed basis.

- March, 2016 – Committee orientation; determine 2016 goals
- April & May, 2016 – Discuss Strategic Plan and leadership development as it aligns with the *Strategic Plan*; work on assigned goals
- June & July, 2016 – identify potential leaders
- August, 2016 - Determine who on current committees will continue on, what positions do we really need to fill; LSC members develop lists of potential leaders to fill positions
- September, 2016
  - Review with ministers and Board President initial list of candidates
  - List of people to contact and who will contact them
- October, 2016
  - What positions still need to be filled
  - Develop list of candidates to contact & who will contact them
  - Chair consults with leadership
- November, 2016
  - Final round of positions to fill
  - Finalize list of people to contact & who will contact them
  - LSC send letter to candidates to confirm nomination, request bios for Messenger, provide January Annual Meeting date for elections
- December, 2016
  - Bios to be submitted by December 15th
  - Prepare LSC annual report to the Congregation;
- January, 2017
  - LSC Chair presents slate of candidates for vote by the Congregation.
  - Report results in *Messenger*.
  - Communicate with new and current LSC member

### 2016 Committee Member Term Limits

All members serve for two-year terms corresponding to the Church fiscal year, with a staggered rotation. A Committee member completing two terms may not be reappointed or reelected to the same committee until after a one-year lay off. In the fall, each Committee member eligible to serve a subsequent year will be asked to declare his or her intent to continue. This will determine what vacancies need be filled by the LSC in January 2017.

## **Elected Board and Committee Members with Terms**

	2012	2013	2014	2015	2016	2017	2015 Notes
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**Board of Directors**

*P = Filled a vacancy – time not counted towards terms*

Larry Alei, President			X	X	X		President in 2016
Linda Suydam, Treas.		X	X	X	X		Terms end
Ken Callahan				X	X		Eligible for 2 <sup>nd</sup> term
Donna Collins				X	X		Eligible for 2 <sup>nd</sup> term
Alisa Cooper de Uribe						X	Continues in 2017
Rick Held				X	X		Eligible for 2 <sup>nd</sup> term
Dimitri Kapelianis			X	X	X	X	Continues in 2017
Martha Ketelle		X	X	X	X		Terms end
Chris Mayo	P	X	X	X	X		Terms end
Gwen Sawyer, V-P			P	X	X		Eligible for 2 <sup>nd</sup> term
Meghan Shattuck, Sec.				P	X	X	Continues in 2017
<b>Endowment Committee</b>							
Nell Sale, Chair		X	X	X	X		Terms end
Sandra McCardell			P	X	X		Eligible for 2 <sup>nd</sup> term
Margo Milleret				X	X		Eligible for 2 <sup>nd</sup> term
Dorothy Reynolds		X	X	X	X		Terms end
Judy Parsons					X	X	Continues in 2017
<b>Finance Review Committee</b>							
Rod Groves		X	X	X	X		Terms end
Angela Merkert				X	X		Eligible for 2 <sup>nd</sup> term
Bruce Newton				X	X		Eligible for 2 <sup>nd</sup> term
<b>Leadership Succession Committee</b>							
Michelle Bloodworth					X	X	Continues in 2017
Ian Carrillo					X	X	Continues in 2017
Heather Clark				X	X		Eligible for send term
Jon Eldredge			X	X	X	X	Continues in 2017
Sally New		X	X	X	X		Terms end
Joseph Sadek				X	X		Eligible for 2 <sup>nd</sup> term

Benita Terrell		X	X	X	X		Terms end
Moderator: Michael McDonald	X	X	X	X	X	X	Continues fin 2017

## 2015 Leadership Succession Committee Annual Report

Geri Knoebel, Chair

Members: Heather Clark, Jon Eldredge, Sally New, Andie Rigler, Joseph Sadek, Benita Terrell

The seven-member Leadership Succession Committee (LSC) is a Standing Committee of the Congregation. The LSC identifies potential leaders within our Church and is responsible for preparing a slate of candidates for elections that are held at our Congregation’s Annual Meeting in January.

The LSC makes recommendations for nominees to fill vacancies on the Board of Directors, Endowment, Finance Review, and Leadership Succession Committees. There are 26 positions on these committees. For the 2016 - 2018 elections, the LSC has developed a slate of 10 nominees. Five are nominees for a second term and five are new nominees for committee vacancies.

The Strategic Planning Task Force has identified volunteer development including leadership as an area of focus, which is a direction that is strongly supported by the LSC.

### 2015 Activities

The LSC is not well known in the Congregation and had been taking steps to increase its visibility. The LSC had a presence on Connections Sundays. Handouts were provided and announcements were made in the eBroadsheet about leadership opportunities in the Church.

The *LSC Resource Book* provides information about the Committee’s operations and procedures and includes provisions from the by-laws that affect its roles and responsibilities. The *Resource Book* also provides continuity in the Committee’s operations and expectations from year to year.

Letters were sent to each nominee to confirm his or her commitment to be a candidate for a leadership position, to inform each of the annual meeting date, and to request a biography for inclusion in the Messenger. This has been established as a regular practice. Next year, the LSC will ask for photos so that members can more easily identify the nominated candidates.

### Challenges

The main LSC challenge is to identify potential leaders without having access to a resource to gain information about member skills and interests such as a database indicating member involvement in Church activities or a leadership development program. The need for such a repository and/or program has been recognized in the 2015-2020 Strategic Plan.

The by-laws state that Board and committee members can serve two consecutive terms before they have to rotate off for at least one year. However, there is no established mechanism for recording members’ terms in office, which complicates LSC’s work (and perhaps the work of other committees).

### Senior Minister Search Committee

The LSC is also responsible for nominating persons to the Senior Minister Search Committee. The Board is currently working on the issues of ministerial succession and the LSC assumes that the Board would develop the charge for this Committee, which would include a timeline for the LSC to conduct its nominations.

## Strategic Plan Areas Related to Volunteer Development

Whole report can be found at: [http://www.uuabq.org/SPTF\\_Draft\\_Report.pdf](http://www.uuabq.org/SPTF_Draft_Report.pdf)

## Mission and Vision

The five-year vision described by this strategic plan is to strengthen the effectiveness and reach of several key areas that serve our church, its mission, and our congregation -- Religious Education, Social Bonds, and Social Justice -- and two focus areas that provide a foundation in service of the church as a whole -- Communication Technology and Volunteer Development.

First Unitarian has enjoyed a sustained period of growth: since the development of our last strategic plan in 2010, we have added members, staff, and a new sanctuary. These are successes to celebrate. However, conversations with the various communities consulted by the Strategic Planning Task Force also revealed the sense that First Unitarian is now faced with the challenges and opportunities commensurate with being a large congregation, as defined by the Unitarian Universalist Association of Congregations, while still often relying on the structures and processes developed for a mid-sized church. There is a desire to integrate new members, start new groups, strengthen existing programs, and, going forward, develop more intentional ways of organizing our many groups and communicating with each other. This may include developing overarching, systematic structures and processes. In this sense, the five-year plan developed by the task force has an emphasis on strengthening what we already do rather than on embarking upon many new strategic directions.

It is also worth noting the extent to which this strategic plan is consistent with our mission covenant at First Unitarian. All three of the programmatic focus areas identified in the plan correspond with an element of our mission covenant. Specifically:

***Social Bonds:*** *Enriching the opportunities for meaningful personal connections within a large church.*

Corresponds with Church **Mission Covenant:** “Minister to each other in an atmosphere of welcome, acceptance, and caring.”

***Religious Education:*** *Supporting the faith development of youth and adults and nurturing their bond to the UU faith through RE Programs.*

Corresponds with Mission Covenant: Provide a dynamic religious education program for all ages.

***Social Justice:*** *Taking action in the broader community to make the world a better place.*

Corresponds with Mission Covenant: “Be a positive force for social, environmental, and economic action.”

These three of the programmatic areas are ends to be achieved in their own right, while two of the focus areas were “foundational,” i.e. the means to achieve other ends. Those foundations areas are volunteer development and communication technology.

## Strategic Directions for Foundational Efforts

### *Volunteer Development Vision*

Developing skills and leadership in people is as important as building capacity to do the work needed for church programs and administration. First Unitarian will create a systematic approach to skills and leadership development and will train each program to recruit, educate, and manage volunteers.

While volunteer recognition events are important, the goal should be that volunteering has intrinsic rewards in making intergenerational connections (RE), wider acquaintances and friendships (Social Bonds), and greater awareness and contributions to the larger community (Social Justice). Successful volunteers should be pleased with their own development and their contribution to the health of their church.

### *Volunteer Development*

Because the church is built on its shared ministry, and has the staff and financial limitations of any church, First Unitarian runs on volunteers. Much of the work is under the radar, done by people who sign up and show up regularly to tend to their assigned tasks.

The Leadership Succession Committee seeks individuals to fill specific leadership roles as positions open on the Board or standing committees of the church. These leaders often bring experience and skills from employment or community activities that have prepared them to be Board officers, financial chair people, or committee heads. The LEAD (Leadership Enrichment And Development) Team, chaired by the Membership Development staff person, helps to develop leadership skills and support the efforts of the heads of the church's programmatic groups (Covenant groups, Extended Families, Earthweb, Wednesday Potluck, etc.).

Between the quiet workers and the experienced leaders are the many people who might like to volunteer if given some training and encouragement. Many church members expressed a desire to be more intentional in leadership and volunteer development over the next five years.

Many of our existing groups, such as After School Tutoring and Covenant Groups, provide excellent models for volunteer orientation, instruction, and management. These models could be used as guides in developing the training for other volunteer opportunities.

### *Recommendations*

- I. Develop intentional volunteer training and management to support church programs and enhance individual skills.

*The LEAD Team supports our long-standing leaders and helps raise new ones from our congregation. But not every member wants to be developed into a leader; many would prefer to volunteer their time and energy to First Unitarian without the obligation of leadership. Therefore, we need to enhance our intentional volunteer training in the dual beliefs that our church thrives when it has a vibrant pool of volunteer talent to draw upon and that service to a greater good is valuable for the spiritual development of volunteers.*

### Potential Actions

- a. Leverage the Membership Development and LEAD Team to coordinate “train the trainers” workshops.
- b. Target trainings to the skills needed for particular roles. Develop mentors to guide new programs and orient new volunteers over time.
- c. Document training procedures and materials online.

II. Extend knowledge and training throughout the church.

*Like most churches, we are good at training volunteers and leaders in the short-term, but there is no overarching, systematic, intentional skills training or leadership development. Particularly as leaders change over time, and new generations become integrated in all aspects of the church, there should be a system for continually building skills and developing leaders.*

Potential Actions

- a. Create a systematic approach to church-wide training, leadership development, and generational leadership succession; and provide oversight.
- b. Ask those who attend outside learning opportunities – General Assembly, College of Social Justice, etc.) to return and “multiply” their experiences by sharing with others in the church.
- c. Cultivate the ability to conduct occasional services and program activities in Spanish.

## By-Laws Excerpts Applicable to the Work of the LSC

### Standing Committees of the Congregation

#### Article 1 Section 04

To accomplish its business efficiently, the Congregation elects certain Standing Committees.

- The Congregation at the annual meeting elects members of Standing Committees. All Standing Committee members must be members in good standing of the Congregation.
- All members serve for two-year terms corresponding to the Church fiscal year, with a staggered rotation. A Committee member completing two terms may not be reappointed or reelected until after one year off of the Committee.
- The Board, in conversation with the Leadership Succession Committee, may appoint interim members when vacancies occur.
- Each Committee chooses its own chair with the exception of the Board, which is chaired by the President of the Congregation.
- Each Standing Committee submits a written report to the Congregation at the Annual Meeting, and may report orally as appropriate. Between Annual Meetings, Standing Committees report to the Board as requested by the Board.
- All meetings of Standing Committees must conform to the Open Meetings Provisions of the Bylaws (Article 1 Section 07c).
- The Board may recommend to the Congregation the removal of any chair or member of a Standing Committee.

#### **(a) The Leadership Succession Committee**

The Leadership Succession Committee (LSC) shall consist of seven members. The Committee shall consult with the ministers and lay leadership concerning appropriate candidates for elected Standing Committee positions and provide a slate of nominations to the Congregation whenever elections are held. In addition, the LSC will make recommendations to the Board about any necessary interim appointments to Standing Committees. The LSC will also appoint members to Councils from a list provided by the Councils or the Board. When a new Senior Minister is to be chosen, the LSC nominates the members of the Search Committee.

#### **(b) The Financial Review Committee**

The Financial Review Committee shall consist of three persons who have not been involved in Church finances or the Board for at least two years. They may do a full review of the Church's financial health and procedures or may select one portion of the financial area to review, in accordance with their policies found in the *Church Policy Manual*. The Financial Review Committee submits a written report to the Congregation at every Annual Meeting. All financial reviews shall be available for Church members' inspection.

#### **(c) The Endowment Committee**

The Endowment Committee shall consist of five members elected by the Congregation. The Endowment Committee is charged with recommending and overseeing distributions from the Endowment Fund, and ensuring appropriate checks and balances for the long-term maintenance of the Endowment Fund. It shall promote the growth of the Endowment Fund, encourage and accept gifts to

the Endowment Fund, and ensure that all gifts are acknowledged, honored, and properly recorded for posterity in accordance with the policies of the Church. The Committee may recommend to the Board policies for gift acceptance and distribution. The Committee shall provide quarterly reports to the Board of Directors and submit a written report to the Congregation at each Annual Meeting.

## Congregational Meetings (Article 1 Section 05)

### (a) The Moderator

All meetings of the Congregation shall be conducted by a Moderator who is not a member of the Board of Directors but is a member in good standing of the Church. The Moderator shall be elected by the members at the Annual Meeting of the Congregation. The Moderator shall serve for a two-year term, and may be reelected for successive terms without term limit. The Moderator may appoint a Parliamentarian who is not a member of the Board of Directors.

## Board of Directors Responsibilities

### Composition of the Board (Article 2 Section 01)

#### (a) Composition of the Board

The Board of Directors shall be composed of 9 members elected in staggered fashion for two-year terms. Two additional Board members shall be the President and Treasurer.

- A Board member must be a Member in good standing of the Church.
- The Senior Minister shall serve as an ex-officio, non-voting member of the Board.
- The Board annually shall select from its membership a Vice President and a Secretary.

#### (b) Board Tenure, Vacancies and Removal

The members of the Board shall take office immediately upon election following adjournment of the Annual meeting.

- A Board member completing two terms may not be reelected until after one year off the Board.
- Vacancy of any office due to death, resignation, or other cause shall be filled by the Board by appointment with the input of the Leadership Succession Committee.
- A member of the Board may be removed for cause by an affirmative vote of eight or more Board members.

## Officers Elected by the Congregation (Article 2 Section 02)

*Note: The Congregation elects President and Treasurer. The Board elects the Vice-President and the Secretary.*

### (a) President

The President shall:

- preside at meetings of the Board of Directors;
- see that orders and resolutions of the Board are carried into effect;
- have general powers and duties of supervision and management usually exercised by the Board chairperson of a Unitarian Universalist Church;

- have been a member in good standing of the Church for a minimum of the preceding two years at the time of the election;
- have signatory power on all (non-financial) legal instruments pertaining to the Church.

**(d) Treasurer**

The Treasurer shall:

- Communicate financial information, questions, and decisions among the Staff, Board, Congregation, and other Church bodies concerned with finance;
- Have signatory authority on checking and other financial accounts.

**(e) Tenure of Officers of the Board**

The positions of the President, Vice President, Treasurer, and Secretary constitute the officers of the Board and are one-year terms. The officers may be reelected to consecutive terms, provided that they do not exceed the term limits set forth for all Board members.

**Board Meetings**

The Board of Directors shall meet at least once a month. A quorum shall be a majority of the current-voting members.

- Adoption of a motion or resolution requires the affirmative vote of a majority of the Board members present at a meeting at which a quorum is present.
- Board meetings are subject to the Open Meetings provisions of these Bylaws (Article 1 Section 07c).
- The Board may meet in executive session to discuss personnel matters, or issues of a confidential personal nature, or to receive legal advice. Any action taken during the executive session shall be reported in the minutes of the meeting.
- When action is required before a meeting is feasible, the President may poll the Board by email. If 4 or more Board members object to voting before a full discussion, the motion will fail.

**Duties and Responsibilities (Article 2 Section 04)**

**(a) Strategic Leadership and Direction**

The Board of Directors is responsible for the long term strategic planning for the Church, including but not limited to:

- Visioning needs for future facilities and programs;
- Functioning as a governance body for the Church;
- Establishing policies to implement bylaws and governance provisions;
- Setting annual governance objectives;
- Planning for fundraising to meet future needs; and
- Initiating task force actions to address identified long term needs.

**(b) Operations and Policy** The business, property, and affairs of the Church shall be managed by the Board of Directors acting collectively on behalf of, and for the benefit of, the Congregation in accordance with:

- ☐ The congregation’s Mission Covenant,
- ☐ €Applicable Law,
- ☐ €The congregation’s bylaws,
- ☐ €The congregation’s approved budget,

- ☐ €Prudence in regards to the physical and emotional safety of participants,
- ☐ €Prudence in regards to the congregation's physical and reputational assets.

The Board will operate primarily by making policy. Board Policies may be initiated by the Board, and suggested policies may be brought to the Board by any person, group, or team. Board Policy is created by majority vote and added to the 'Congregation and Board Policy Manual' which is maintained on the church website."

The Board, through its president or other designee will be in contact with members of each standing committee, initiate its first meeting of the year if necessary, and remain in contact with the chair throughout the year.

### **(c) Finances and Budget**

The Board is responsible to the Congregation for the safety and good stewardship of the Congregation's financial resources. It acts primarily by setting priorities and enacting policy. The Board shall:

- Establish budget priorities for the ensuing year;
- Recommend the budget for the ensuing year to the Congregation;
- Set parameters for Staff discretion in budget management; and
- Review financial reports.

The Board shall encourage the work of the Financial Review Committee.

### **(d) Risk management**

The Board will see to it that the Church has adequate protection to protect its financial health in the case of property damage, malfeasance or the mishandling of funds, or liability claim, including liability claims against Staff and volunteers performing their functions or duties.

### **(e) Bylaw Review**

The Board is responsible for acting in accordance with the Bylaws and recommending bylaw changes for the Congregation's review and action.

### **(f) Ministry Goal Setting and Review**

Each year, the Board shall work with the Senior Minister to develop goals and priorities for the ministry of the Church. These goals will be reviewed by the Board and the Senior Minister's performance will be evaluated by the Board on a yearly basis.

## Board of Directors – Additional Information

### Principles of Board Operations

Approved by the Board September 20, 2011

1. Board members should:
  - Be and remain members in good standing of the church.
  - Attend most board and congregational meetings.
  - Keep appropriate confidences.
  - Be able to keep the good of the whole church in mind (not just a pet program).
  - Follow through on assignments.
  - Be generous givers of time and/or money to the church. Share opinions freely during discussion and speak with one voice when a decision is made.
  - Identify conflicts of interest and recuse themselves from discussion and votes involving those conflicts.
2. The Board will govern with an emphasis on:
  - Outward vision rather than internal preoccupation.
  - Encouragement of diversity of viewpoints.
  - Strategic leadership more than administrative detail.
  - Keeping a clear distinction of Board and staff roles.
  - Collective rather than individual decisions.
  - Future rather than past or present orientation.
  - Proactivity rather than reactivity.
3. The Board will govern through the following church documents:
  - By-laws.
  - Mission Covenant.
  - Healthy Congregation Policy.
  - Strategic Program Plan. [Work in progress.]
  - Policy Manual. [Of which this is a part.]
4. Board governance activities will include:
  - Staying in touch with the congregation through regular opportunities to discuss the church's mission and ministry vision.
  - Clearly communicating decisions and directions to the congregation.
  - Keeping the latest version of all of the above documents on the church website.

### 2016 First Unitarian Board Goals

#### Rev.1, 2/25/2016

#### Note:

- RACI stands for roles in running a project; who is Responsible, who is Accountable (the buck stops here), who needs to be Consulted, and who needs to be Informed.
- 1) A new Board task force will help to come up with a plan to flesh out the social bonds portion of the strategic plan, working with the ministers and the new Membership director.
    - a) First BOD report-out: May'16

- b) R=Donna/Martha/New Membership Director, A=Board, C=Other stakeholders as defined by R, I=The board strategic planning subteam (the GIST) and the congregation
- 2) Finish the policy revision effort (Policies 3-8). Obtain BOD approvals, design & implement a communication plan to inform the congregation of the changes.
    - a) First BOD report-out: Mar'16
    - b) R = policy committee (Gwen is BOD rep), A = Board, C = various teams, I = Congregation
  - 3) Ministerial Transition Task Force. Incorporate the latest guidance for the core scenario timeline (sequence, timing and content of letters), and develop flow chart/decision tree for multiple scenarios. Letters ready by 12/1/2016.
    - a) First BOD report-out: July'16
    - b) R= Martha/Steve/Christine, A= Board, C= MTT Rep or other coach, and other churches, I= Angela
  - 4) Increase visibility of the board and its work (continue Coffee with the Board, decide what/when to add):
    - a) First BOD report-out: Apr'16
    - b) R= Rick and Alisa, A=Board, C=TBD, I=congregation
  - 5) Give extra support to the Radical Generosity Committee during chair (DK) sabbatical, which is H2'2016. Have a sabbatical coverage plan for the RGC chair role by end of April 2016.
    - a) First BOD report-out: March'16
    - b) R= Gwen/Angela, A= Board, C= Radical Generosity Team, I= Board
  - 6) Encourage and report progress on the Strategic Plan areas to the congregation. Deliverable is periodic progress updates to the BOD and web site.
    - a) First BOD report-out: Mar'16
    - b) R=Martha, A=MK/CM/AH, C=strat plnng. Progress owners, I=congregation
  7. Complete the property / equipment analysis (space usage, replacement/upgrade wish list, depreciation schedule), and incorporate the implications into the Ops budget and capital plans
    - a. First BOD report-out: Apr'16
    - b. R=Jake Barkdoll, A=buildings and grounds & Ops teams, C=BOD (Larry is BOD rep), I=congregation
  8. (Tabled for now) We have interest in RE in the 21st century (brainstormed: various visions such as camps, garden, chickens, video games, RE stewardship)
    - a. R=Alisa, to convey the Board's continuing support for the RE team and their future planning efforts.

## Endowment Committee

### Endowment Committee Membership and Responsibilities

The Endowment Committee consists of five members elected by the Congregation. The Endowment Committee is charged with recommending and overseeing distributions from the Endowment Fund, and ensuring appropriate checks and balances for the long-term maintenance of the Endowment Fund. It shall promote the growth of the Endowment Fund, encourage and accept gifts to the Endowment Fund, and ensure that all gifts are acknowledged, honored, and properly recorded for posterity in accordance with the policies of the Church. The Committee may recommend to the Board policies for gift

acceptance and distribution. The Committee shall provide quarterly reports to the Board of Directors and submit a written report to the Congregation at each Annual Meeting.

The Endowment Committee is responsible for:

- Recommending and overseeing distributions from the Endowment Fund.
- Ensuring appropriate checks and balances for the long-term maintenance of the Endowment Fund;
- Promoting the growth of the Endowment Fund;
- Encouraging and accepting gifts to the Endowment Fund;
- Ensuring that all gifts are acknowledged, honored, and properly recorded for posterity in accordance with the Policies of the Church; and
- Recommending to the Board Policies for gift acceptance and distribution.

### **Committee Accountability**

The Endowment Committee meets at least quarterly, and reports Fund contributions, investment results, and Committee activities at year-end through the Congregation's annual report and quarterly through the *Messenger*.

The First Unitarian Board of Directors ("the Board") or its president may request investment reports for distribution to the Board. The board president may also request the chair or other member(s) of the Endowment Fund Committee to report directly at an assembled meeting of the board. The Board representative to the Committee will report Endowment Committee activities quarterly to the Board.

### **Finance Review Committee**

The Financial Review Committee shall consist of three persons who have not been involved in Church finances or the Board for at least two years. They may do a full review of the Church's financial health and procedures or may select one portion of the financial area to review, in accordance with their policies found in the Church Policy Manual. The Financial Review Committee submits a written report to the Congregation at every Annual Meeting. All financial reviews shall be available for Church members' inspection.

### **Social Justice Council**

The Social Justice Council at First Unitarian is a nine member, Board appointed committee which fosters and supports programs and activities that provide opportunities to "walk the talk" of our covenant.

The mission of the Social Justice Council of First Unitarian is "to strengthen and promote social justice work that meets immediate needs and promotes systemic change. The Council will do this by leading and educating the congregation, supporting its efforts and providing resources."

At monthly meeting the council members report on specific goal accomplishments and coordinate efforts by all justice groups within the church in advertising, educating and raising funds. There are over 20 team/committees/organizations within the church that are a part of the justice circle.