

Board Colleagues

Attached is the draft Board Orientation Manual. Please recall that you received one of these when you first joined the Board. Hopefully it was helpful in your process of getting productively involved with our Board work.

It's time to prepare an updated version for new Board members. Please review this draft. I've made / noted some of the obvious changes, but need your input to make this accurate and complete. Yes, there will be changes that we can't anticipate at this time. The new Board will make many organizational decisions when they / we first meet. I hope to send an updated manual to all those who have been nominated for Board positions not long after our April meeting.

So, please send me corrections and updates or speak with me when we meet in April.

See you all very soon,

Lew

UUA Board Orientation Manual

UUA Board of Trustees



Orientation Manual

~~October ?? 2011~~ 2013

This publication was created by the
UUA Board' Best Practices Committee.
Updates by an ad hoc committee of the UUA Board:
~~Joan Lund, Erik David Carlson,~~ Lew Phinney
Last updated – ~~October ?? 2013~~

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1. Introduction

This UUA Board Orientation Manual is intended to give you, a new or prospective member of the UUA Board of Trustees, a general introduction to service on the Board. It will outline what to expect and what will be expected of you. This manual forms the basis of new Board member orientation, which ~~is~~ will be held each prior to our October meeting, but you will find it helpful to review this manual before that orientation.

This manual will not answer every question you may have about service on the UUA Board, and there are many additional resources that are available to you. If you have questions, you should start by consulting your Board mentor, your Working Group leader, the relevant Committee chair, or the Moderator.

This manual is a “living” document. It is under continual revision as Board work and situations change, this document must also change.

This manual and the Board orientation itself are the responsibility of the UUA Board 2nd Vice-Moderator and the Board’s Welcoming Committee (who knows if that committee of the 2nd vice will exist by the time we meet). If you have questions, comments, or corrections to this manual, please consult the members of that committee:

~~Joan Lund~~
~~Elizabeth Greene~~
Lew Phinney

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2. Basic Information

GETTING STARTED AS A NEW TRUSTEE

Serving on the UUA Board is a significant commitment and you are encouraged to exercise self-care when starting out in your role as UUA Trustee. Every new Board member takes time to get up to speed with the work of the Board and you are not expected to “hit the ground running” at the first meeting. Make sure to take the time to grow into your role as Trustee.

MENTORS

As a new trustee you will be assigned a mentor to help you with your introduction to your new role. This mentor will typically be a member of the Board Working Group to which you are assigned. Feel free to ask any question that comes up.

ORIENTATION IN-PERSON

Each new trustee will be expected to ~~join an attend the~~ orientation session ~~during prior to the their~~ October first full Board meeting. Typically this will precede the actual Board meeting, and may require your early arrival at the meeting. This will entail:

- ✚ Review of contents of this manual
- ✚ Review of Policies (It would be beneficial for you to quickly review the policies, with particular attention to Section 3 that deals with the Board’s responsibilities, before the orientation.)

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- ✚ Meet with Executive Vice President to review any Board/staff relationship questions ([expect changes to be announced](#))
- ✚ Meet with Ministries and Congregational Support Vice President ([changes here](#))
- ✚ Review of the Board's anti-racist, anti-oppression, multi-cultural focus and approach. (AR/AO/MC)
- ✚ Orientation to Policy Governance® and the way that structure is employed in the UUA.
- ✚ Meet with the Financial Advisor to review his/her role, and to review the purpose of the Audit Committee
- ✚ ~~Engaging with district and congregational residents~~

POLICIES AND PROCEDURES MANUAL

The Board Policies and Procedures Manual has been replaced by [Section 3 of the UUA Policies](#). A discussion of the Policies and how they are implemented will be included in your orientation, but please read Section 3 closely. It covers much of how we work as a Board.

UUA DIRECTORY

The [UUA Directory](#) is no longer printed, but is available on-line. You may download it if you wish, but keep in mind the on-line version is being continually updated as changes are reported.

~~YOUTH TRUSTEE, YOUTH OBSERVER~~

~~The Board currently has one Youth Trustee, with full voting rights and privileges. The Youth Trustee is elected by the delegates of General Assembly to a two-year term in odd-numbered years. Under the Board restructuring bylaws changes approved in 2011, the Youth Trustee position will be eliminated effective in 2013.~~

~~The Board also has one Youth Observer, who is elected annually to a one-year term by the Youth Caucus at General Assembly. The Observer cannot vote, but in all other respects serves as a trustee; but must be 14 to 20 years of age at the time of her/his election.~~

~~Both the Youth Trustee and Youth Observer have their expenses reimbursed just as the other Trustees do.~~

~~The Youth Trustee position is documented in the Association By-Laws. The Observer position is established by policy [3.6.3](#).~~

~~[Needs an update.](#)~~

UUA DISTRICTS

~~Information about the districts and district boundaries can be found [at uua.org](#). Note that at this editing of this document, the on-line page had not been updated. At their 2011 annual meeting, the Thomas Jefferson District changed its name to Southeast District.~~

LIST OF COMMITTEES

The following list of committees is divided into committees that are made up exclusively of UUA Board members, those that are elected by General Assembly and those that are appointed by the UUA Board.

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In addition, the names of committees and task forces that are appointed by the Moderator and by the Staff are also included here.

All of these appointments are recommended by the Board's Committee on Committees (CoC) and approved by the Board of Trustees.

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Board Working Groups

- ✚ Governance
- ✚ Communications
- ✚ Linkage

Board-Only Committees

(Comprised only of Board members)

- ✚ Right Relations Team [\(update title\)](#)
- ✚ Committee for Annual Award for Distinguished Service to the Cause of Unitarian Universalism
- ✚ Committee on Committees (COC)
- ✚ Executive Committee
- ✚ Finance Committee
- ✚ Coordinating Committee (Working Group & Committee Chairs)

Elected Committees (elected by GA delegates)

- ✚ Board of Review
- ✚ Commission on Appraisal
- ✚ Commission on Social Witness
- ✚ General Assembly Planning Committee
- ✚ Nominating Committee
- ✚ Presidential Search Committee

Board Appointed Committees

These appointments are recommended by the Committee on Committees (CoC) and then reviewed and approved by the Board of Trustees.

- ✚ Audit Committee
- ✚ Election Campaign Practices Committee
- ✚ Employee Benefits Trust
- ✚ Investment Committee
- ✚ Journey Towards Wholeness Transformation Committee
- ✚ Ministerial Fellowship Committee

- ✚ Moderator Nominating Committee
- ✚ Open UUA Committee
- ✚ Panel on Theological Education
- ✚ Regional Subcommittees on Candidacy (RSCC)
- ✚ Retirement Plan Committee
- ✚ Socially Responsible Investing Committee
- ✚ UU-UN Representatives
- ✚ UUA Funding Panels
- ✚ [Appointments Committee](#)

Moderator Appointed Task Forces

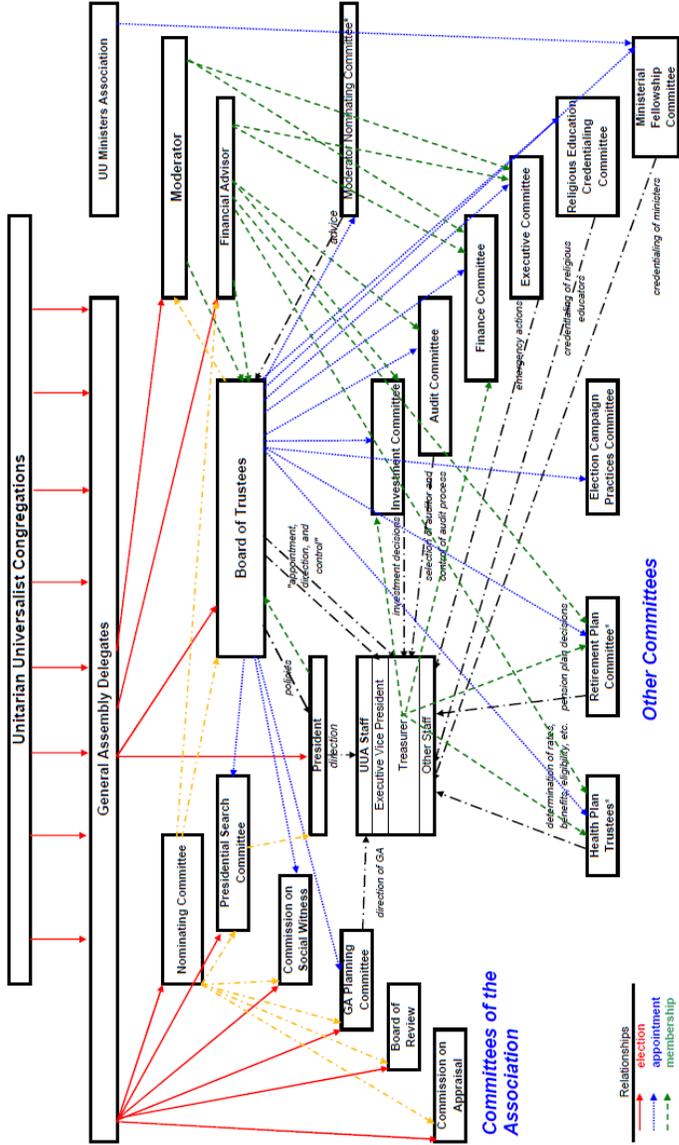
- ✚ None at this time

Staff Appointed Committees and Task Forces

- ✚ Ministerial Scholarship Committee
- ✚ Holdeen India Program Board
- ✚ Curriculum Advisory Committee
- ✚ Skinner House Board
- ✚ Family Matters Task Force (FMTF)
- ✚ Safe Congregations Team
- ✚ Pilot Project for New Ministers
- ✚ Borden Sermon Awards Committee
- ✚ Diversity of Ministry Team (DOMT)
- ✚ Creating Safe Congregations-New Edition Team
- ✚ Public Witness Team
- ✚ Large Congregations Team
- ✚ UU Scholars
- ✚ Regional Subcommittees on Candidacy (RSCC) Evaluation Panel
- ✚ Beacon Preaching Award Committee
- ✚ Compensation and Employment Practices Committee
- ✚ Beacon press Advisory Committee
- ✚ Congregational Properties and Loan Committee
- ✚ Donor Advised Fund Advisory Panel
- ✚ Annual Program Fund Committee

UUA ORGANIZATIONAL CHART

Unitarian Universalist Association Governance Organizational Chart (as of July 2013)



Committees of the Board of Trustees

Shown: All committees and similar groups created or given authority by the bylaws, rules, or board action
 *Committees with an asterisk following their name were created by board action; others are from bylaws or rules.

Not shown: Board committees, working groups, etc., that advise the board and help it do its work
 Staff-appointed committees that advise the president and staff

revised June 2011

3. Expectations of Board Members

As Board members, we take seriously our responsibilities toward our association of congregations and toward our fellow Board members. The following is a list of expectations of Board members.

STANDARDS OF ETHICAL CONDUCT

All Board members are expected to meet basic standards of ethical conduct. These include (but are not limited to):

- ✚ Following through on commitments ([and/or](#) asking for help),
- ✚ Abstaining from votes in which you might have a financial or other personal interest (adherence to the established [Conflict of Interest policy](#)),
- ✚ Behaving at all times in a way that reflects positively on the reputation of the Board and the UUA.

[Policy 3.3, Board and Board Member Code of Conduct: UUA Governance Manual](#) outlines in more detail what is expected concerning ethical conduct as well as other expectations of Board members.

BOARD "STATEMENT OF CALL"

In 2005, the UUA Board adopted the following "Statement of Call." Please review this statement because at our Oct 2011 meeting we will work together to bring it up to date.

We, the Board of Trustees of the Unitarian Universalist Association, are called to lead our Association of faith communities through a web of independence and interdependence to

Deeper spiritual awareness and nurture,
Ways and means for living our faith in the world,
The promise that the many might become and be one.

We do this by:

Being a faith community,
Telling our Unitarian and Universalist stories so that our tradition lives,
Acknowledging the primacy of congregations and fostering their health
Developing professional and lay leadership
Being an agency of change through frequent re-examination and renewal of our vision, mission and ministry
Listening to, mirroring and helping make concrete hopes and dreams in the larger Unitarian Universalist movement
Aligning our patterns of organization and behavior with a vision of right relations based on trust, generosity and hospitality
Being prudent stewards of our human and financial resources
Collaborating with other Unitarian Universalist entities
Participating in diverse multicultural partnerships
Acting with humility in every respect.

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BOARD MISSION AND COVENANT

In the fall of 2003, the Board adopted the following Mission statement and Covenant describing how we will do our work together.

Board of Trustees Mission and Covenant
Unitarian Universalist Association
Autumn, 2003

Mission: We come together as a spiritual community of religious leaders – committed to anti-oppression, antiracism and multiculturalism – to focus and direct the resources of the Unitarian Universalist Association toward the health, growth and transformation of our congregations, our movement and our world.

Covenant: We covenant with one another to work together in faith, with hope and love, all the while upholding the spirit and promoting the values of our Unitarian Universalist Principles and Purposes.

To these ends we agree to:

Presume good faith and stay in relationship even in disagreement or conflict by:

- Welcoming the diverse perspectives and styles each of us brings,
- Being honest and direct with each other,
- Being supportive of leadership,
- Actively listening to each other,
- Asking questions, rather than making assumptions, about suspicions or concerns,
- Speaking out when something is of serious concern,
- Working collaboratively with each other/moderator/president/staff,
- Respecting each others' different places on the Journey Toward Wholeness,
- Practicing confession and forgiveness.

Maintain accountability by:

- Being prepared,
- Following through on commitments,
- Being responsible for self-care,
- Being attentive to managing the energy level and spiritual tenor of BOT meeting,
- Taking ownership of BOT decisions,
- Renegotiating agreements when we think it will benefit the work,
- Respecting boundaries around notes and confidentiality,
- Exercising/encouraging individual/collective power to further the good for our Association and our Congregations
- Viewing BOT work through anti-oppression lenses.

Practice process by:

- Being respectful of BOT time and mindfully present when doing BOT business
- Focusing on policy issues, not management
- Working toward balance between inclusive process/closure on substantial matters
- Minimizing side comments and making an effort not to interrupt
- Avoiding repeating established points
- Not redoing the work of working groups and committees
- Making our working group and committee processes transparent.

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ROLE AND EXPECTATIONS OF A UUA TRUSTEE

In April 2003, the Board adopted the following description of the role and expectations of a UUA Trustee.

Our central role as Trustees is to:

- ✦ Set policy for the UUA
- ✦ Work closely with the Administration
- ✦ Oversee financial affairs
- ✦ Do long-range planning and attend to the welfare of the institution
- ✦ Do our work through an anti-racist, anti-oppression lens

We hold ourselves to the expectations that we will:

- ✦ Speak with one voice to and for the Association
- ✦ Voice concerns in Board discussions respectfully
- ✦ Rise above disagreements and move on, not undermining the Board's position
- ✦ Model our Unitarian Universalist Purposes and Principles
- ✦ Relate with candor and trust, always striving to be in right relationship

In addition, District Trustees are expected to:

- ✦ Serve as a communication link between the UUA and their district and its congregations
- ✦ Communicate with their District congregations, Board, and staff, via district newsletter, email, visits, etc.
- ✦ Be informed by their district but be accountable to all the congregations of the UUA
- ✦ Where required by their District bylaws and rules, serve on or attend District Board meetings
- ✦ Be an active presence in the District. (Districts are encouraged to determine reasonable district roles and expectations so that the Trustee is most effective and the job manageable for a broader spectrum of candidates.)

SPEAKING WITH ONE VOICE

"The Board speaks with One Voice." Speaking with one voice implies that you have had reasonable opportunity to participate in the debate of the issues and opportunities before the committee or Board. You may have disagreed with the Board's decision, and you may say so publicly. However, once the Board makes a policy decision, and even if you do not fully support the Board's position, we are each asked to do our best to help implement that policy in the spirit of moving our organization ahead in accordance with our democratic principles.

If you find you cannot in good conscience do this, then please consult the Moderator or First Vice-Moderator.

4. Meetings

Board meetings are opportunities to conduct the business of the association. Some of that is done formally, but much of it is done in small groups, committees or working groups. It's also an opportunity

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to listen to the views of others and to carefully consider what is really the best course of action for the benefit of the Association.

Policy Governance®

The Board has adopted the approach to governance conceived by John and Miriam Carver called Policy Governance® (PG). You'll have an opportunity to learn much more during your Governance orientation, but there are several benefits to the PG approach:

It has forced us as a Board to carefully examine our responsibilities – what we can do, what we should do, and what we should not do. Some of this responsibility is what is required by law, some is our responsibility to our congregations, staff, related organizations, etc. Much of this is outlined in our "[Sources of Authority and Accountability.](#)"

It has helped us define our role as a Board. For example, our role is to determine policy for the Association. Our role is not to implement that policy; that role belongs to the staff. Previously, these relationships were ill-defined, which led to confusion, frustration and duplication of effort.

PG has helped the Board establish a structure for accountability. You'll learn much more about this at your governance orientation.

There is a great deal of written material available about PG, but if you want to read about it before orientation, read *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations* by John & Miriam Carver, Jossey-Bass, 2006

PENDING CHANGES

Over the years there have been many efforts to reorganize the UUA Board. At General Assembly, 2011, the Assembly voted to make some major changes in how nominees for Board positions are selected and to limit the number of Board positions. This reorganization has mandated a careful examination of expectations of Board members. A smaller Board will focus on determining policy and Board members will not be expected to attend various related committee meetings as a liaison or as a full participant. [The board that will assume their positions in June 13 will be the first board to function under the organization adopted in 2011. Expect some refocusing, reorganization as we adapt to new roles and new expectations.](#)

The Board will, over the next few election cycles, become more diverse in an attempt to realize the broad spectrum of diversity that the Board and the Association committed itself to many years ago.

Expect change. The Board is not static. Expect to be asked to lead in the effort to change our Association to make it more democratic, more open, more reflective of our principles.

ATTENDANCE AT BOARD MEETINGS

The Board meets together just four times per year and our time together is precious. Please make sure to attend every Board meeting unless extraordinary circumstances prevent you from doing so. The dates of upcoming Board meetings for the next several years are included in each set of Board minutes and you're encouraged to reserve these dates on your personal calendar.

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MONTHLY "VIRTUAL" BOARD MEETINGS

Over the past two years, the Board has been having "virtual" meetings except in months in which we meet face-to-face. These meetings are at 8:00 pm (Eastern time) the fourth Thursday of each month. If the fourth Thursday is a holiday (Thanksgiving, for example) we will meet on the third Thursday.

Mark your calendar and hold these times open. The Moderator will let us all know if one of those times won't be used. Prior to each virtual meeting, you will be provided a call-in number and code as well as a web address for the meeting so that you can watch on your computer screen information that the convener ~~wishes to share~~represents. Each meeting will have at least 30 participants; therefore, it's important to be recognized by the moderator before you speak.

BOARD MEETING AGENDAS

All Board members should be familiar with all topics that will be under consideration at each Board meeting. Therefore, please thoroughly study your Board Agenda (colloquially known as "the packet"). You will receive an e-mail telling you where to go on the UUA web site to download the packet. There will be updates to the packet posted. These are important, too.

FAMILIARITY WITH UUA BYLAWS, POLICIES AND PROCEDURES

Members of the Board are asked to be familiar with the UUA bylaws, policies and procedures and consult them when appropriate. These documents guide many of the processes we follow. You are encouraged to have an up-to-date copy of the UUA bylaws, policies and rules and to bring them with you to Board meetings. By-laws are available on the UUA.ORG web site. There will also be a copy available at Pickett and Eliot for Board use.

BEING RECOGNIZED: USE OF ORANGE CARDS & MICROPHONES

Because Board meetings typically involve about thirty people sitting around a large table plus many observers and guests, it is critical that we follow procedures that allow our deliberations to proceed as smoothly as possible. Board members are each given an orange card, which you must raise if you wish to speak. The Secretary keeps track of requests to speak, and notifies the Moderator of those wishing to speak. The Moderator recognizes speakers in the order in which they raised their cards. Because of the limited time we have together, please exercise care when considering whether to speak -- if your view has been expressed by another Board member, indicate your agreement in an appropriate non-verbal manner.

To make it possible for everyone to hear and to maintain an audio record of Board meetings, please use the microphones, which are distributed around the Board table.

COMMITTEE AND WORKING GROUP ASSIGNMENTS

Board members are typically asked to serve in various roles, including serving on Board-only committees (for example, Finance Committee, Right Relations, etc.) and/or as the Board liaison to one or more other committees (for example, GA Planning Committee, Panel on Theological Education). In addition, every Board member serves on one of the four Board working groups.

These appointments are worked out by the Committee on Committees. They work to take advantage of your experience and acknowledge your interests, while they also try to bring new insights to committee

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work. In addition they work to help develop new Board leadership over time, so that we will always have experienced persons in key roles. You will typically receive new assignments every two years, as new members join the Board.

OPEN MEETINGS

The UUA is committed to openness in all of our meetings and interaction. Rules adopted by the General Assembly direct that we,

“...provide advance notice of dates and locations of regular business meetings, and make agendas, reports and minutes available promptly; provide avenues for comment on issues on the meetings’ agendas; accommodate observers at regular business meetings, with the exception of executive sessions.”

Please be familiar with these procedures, and help insure appropriate application throughout our work.

ANTI-RACISM ANTI-OPPRESSION AND MULTI-CULTURALISM TRAINING

The Board has a long-standing commitment to make progress toward the Board becoming a more anti-racist, anti-oppressive, multicultural institution. To maintain this progress, all Board members are expected to complete anti-racism training as quickly as possible after they join the Board. Anti-racism training is normally scheduled for new Board members and others assuming key positions immediately following each General Assembly.

VERIFYING MINUTES OF MEETINGS

The official minutes of each Board meeting are taken by the Executive Vice President of the UUA. To expedite the process of approval of the minutes, the Executive VP e-mails a draft copy of the minutes to all Board members within five days of the close of the meeting. Please check the minutes for accuracy and return comments to Executive VP.

Comment [L1]: Expect a change here

Comment [L2]: Here too

EXECUTIVE SESSIONS

The Board occasionally meets in Executive Session to consider items of business such as personnel or legal issues and committee appointments. Discussions that take place in Executive Session must be treated confidentially. However, motions may be made in regular session regarding actions taken in Executive Session. These motions are included in the minutes and may be reported to our constituents. Please recall the paragraph on **Open Meetings** above. We limit executive sessions to times when we need confidentiality (i.e. committee assignments), as described in Section 3.1.9.E of the Governance Manual.

PROCESS OBSERVATION

To ensure that the Board is working effectively and is viewing its work through an anti-racist, anti-oppressive, multicultural lens, a Trustee is asked to serve as process observer at each session of our Board meetings. This observer monitors the Board's process throughout its meeting. At the close of business, the process observer reports on notable moments when the process went well or not so well, attempting to help make this a learning process.

5. Communications

REPORTING ON BOARD ACTIONS

As part of your role as Trustee, you will likely want or need to report on Board actions to stakeholders. When you report on Board actions, make sure you are acting as an ambassador from the entire Board. If you disagreed with a Board action, it's important to report that action in a way that shows respect for the Board as a whole, even if you report your disagreement with that action. Also see **Speaking with One Voice** earlier in this manual.

USE OF EMAIL

As part of your service on the Board, you are expected to maintain an email account and will be given a uua.org email alias to your email account (for example, Juanita Smith might have an email alias of jsmith@uua.org). This process will result in all email sent to you at jsmith@uua.org being forwarded to your native or everyday email address, e.g. JuanitaSmith@earthlink.net.

Because much Board work is carried out via email, it's important to take care in using email appropriately. Keep in mind that email may not be the appropriate method of communication in all cases. For example, some sensitive issues (for example, a personnel issue or a conflict) might be better handled with a phone call or face-to-face meeting.

Note that Trustee skill levels in using email varies widely, so please take care so that you reach everyone you wish with your email communications and that you do not reach persons with whom you do not wish to communicate. Note that a "reply all" selection might inadvertently include such persons.

EMAIL CONVERSATIONS WITHIN THE BOARD AND/OR WITH STAFF

By practice, when the Board wishes to explore an issue or topic in an informal discernment process, we will address the mail only to Board@uua.org

This allows the Board to do issue clarification and policy development, for example, without unnecessarily disturbing or interrupting staff, and it helps all of us to maintain greater clarity about Board and staff roles and responsibilities.

Note that the board@uua.org email list includes senior staff (President and Exec. Vice President, and others), and is in no way a private or confidential list. By sending only to board@uua.org, we are informing staff that they do not need to respond. They are welcome at any time to provide clarifying information or to express an opinion, but this is not expected by the Board. If on the other hand, we specifically address members of the staff senior leadership, we are intentionally including them in the conversation, with an expectation that they will participate as appropriate.

OUTSIDE COMMUNICATIONS ADDRESSED TO ENTIRE BOARD

Occasionally, Trustees will receive mail from an outside party addressed to the entire Board, or to another large group of recipients. Individual Board members do not respond to these emails.

If a response seems necessary, it's the Secretary's role to write a response on behalf of the entire Board. Feel free to consult with the Secretary on the content of the response. There may be occasions when a reply by the Secretary is not called for --- for example, when a letter is merely copied to the Board and not specifically addressed to the Board. If in doubt, please confer with the Secretary.

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In addition to the Secretary replying, the Trustee from the district where the letter originated might feel it necessary to reply personally to the letter. For example, if the letter was sent by a prominent lay leader, minister, or other staff member in your district, you may feel that it would maintain good relations within your district to reply personally.

EMAIL LISTS

Many Trustees find it valuable to join selected UUA email lists as a way of staying in touch with current topics. You may do so via [this page](#) on UUA.ORG. For example, joining lists related to your Working Group and Committee assignments is probably an obvious step to take.

Many Trustees also employ district email lists as tools to stay in touch with district leadership. If your district does not have a district leader's email list, you may wish to ask for help in establishing such a list. Your District Executive can probably help you with this, or you can find instructions on UUA.ORG.

LIST OF ACRONYMS AND TERMS

As with most organizations, we have many acronyms. Please use them judiciously, or not at all. When writing or speaking, particularly to visitors, spell out acronyms the first time you use them. For example, not everyone is familiar with the Church of the Larger Fellowship (CLF). Your next sentence might describe the kinds of services that the CLF provides to its members.

Rather than trying to list all the acronyms you might encounter as a member of the Board, please see the large UUA acronym list at <http://www.uua.org/directory/a-z/8945.shtml> for a list of acronyms and definitions of terms.

ACCESS TO CONGREGATIONAL FINANCIAL SUPPORT RECORDS

As a Trustee, you may request records of congregational giving to the Annual Program Fund. They can provide you with reports showing giving levels, membership numbers, and congregational budgets for the prior decade. Many Trustees like to have this information in hand when they visit or are otherwise working with a congregation.

6. Board Meeting Logistics

Among the first questions people have about UUA Board meetings concerns the culture of Board meetings: How am I supposed to dress? What are accommodations like? What do people do when the Board is not formally convened?

To begin addressing these questions, it's important to understand that there are three types of Board meetings: those that happen before and after General Assembly each June, those that happen in October and April at the UUA in Boston, and January meetings that are usually held at some other appropriate location.

It's also important to understand that the Board culture is in constant state of change based on individuals joining and leaving the Board, the specific work of the Board at any one time, the interaction of committees and working groups, etc. Expect change.

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MEETINGS AT GENERAL ASSEMBLY

In accordance with UUA bylaws and rules, the Board meets on three days at the time of General Assembly (GA). Much of the work of the Board is done on the two days before GA begins, but there is also a brief meeting on the morning after GA ends. At this meeting at the end of GA, the Board takes actions that could not be taken until a vote of the GA delegates as well as reacting to and evaluating aspects of GA.

As a new Board member, you are welcome to attend the Board meetings that are held the days before GA begins. However, you are considered an observer at that meeting and do not have the right to vote. At the meeting held the day after GA ends, you are an elected member of the Board and have full voting rights.

COMPUTER AND EMAIL FACILITIES AT GA

In addition to the “Cyber Cafe” computer room, which is open to all registrants at GA, there is typically a room available for UUA staff use where you may be able to do your email, and might be able to arrange for some printing needs during GA. Most often it is the room used by UUA Web staff to oversee the live video feeds of GA activities, press releases, etc. so we must minimize our impact on their work by being quiet, and not ganging up in that room. Check with the Board Assistant for the availability and location at each GA.

If you can't get to the Cyber Cafe or the Web Staff room, try a local print/copy business (UPS, Kinko's, etc.) or use the business center in your hotel. You may put these costs on your expense report.

DRESS OR ATTIRE AT GA

Dress at GA, is typically fairly casual, with a wide diversity of formality/informality (suits and dresses to jeans and sneakers). However, there are other events at GA (for example, the Service of the Living Tradition and the Opening and Closing Ceremonies) where Board members tend to dress up. Also, some Board members tend to dress a bit more formally than usual during plenary sessions, especially at sessions where they are expecting to speak.

MEETINGS IN BOSTON

The Board meets on three long weekends during the church year: in October, January, and April. The October and April meetings are held at the UUA in Boston and Board members are provided accommodations at the Pickett-Eliot houses, which are adjacent to the UUA offices.

Usually, the January meeting is held at some location away from Boston. As details vary based on meeting location and available facilities, watch for details in advance of January meetings.

ACCOMMODATIONS

Pickett-Eliot is an interconnected set of two brownstone buildings on Beacon Hill that are directly behind the UUA headquarters at 25 Beacon Street. In addition to kitchen, dining, living, and meeting spaces on the first floor, there are bed & breakfast-style rooms on the four floors above. Most rooms are doubles, but there are some single rooms. Most rooms have toilet and shower facilities inside the room.

~~You will be assigned a room and a roommate (if you are assigned to a double room) for each meeting.~~ You can make special requests (for example, to be assigned a specific roommate, to have a single room,

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to have one of the two rooms on the first floor if you have mobility problems) and UUA staff will try to accommodate your request.

If your spouse or partner travels to Boston with you, she or he can share a room with you, provided that you pay the cost of the extra person's room and Board. Several Board members have enjoyed bringing their spouses. The spouses have enjoyed the opportunity to sightsee while the Board meets [or to sit in on meetings to more fully understand the work of the Board](#).

TYPICAL BOSTON BOARD MEETING SCHEDULE

Most Board meetings in Boston follow this basic schedule:

Thursday - Committees

Most committees meet on Thursday. Some will meet all day, others will meet only in the afternoon. Watch for meeting times and agenda when planning your travel.

Friday – Working Groups

Working groups meet on Friday.

Saturday & Sunday – Full Board Meeting

Full Board meeting - Sunday afternoon sessions usually end by 3 p.m.

Expect informal meetings over lunch or dinner or evenings.

The October meeting includes (in odd-numbered years only) a full Board retreat all day on Thursday. Also, new Board member orientation takes place on the day before the start of the Board meeting or retreat (Wednesday in odd-numbered years and Thursday in even-numbered years).

Therefore, your arrival day/time will vary depending on the committees you are assigned to and other events.

DRESS OR ATTIRE AT REGULAR BOARD MEETINGS

There is no dress code! However, most of us tend to dress a bit more nicely on Saturdays and Sundays when the full Board meets in formal session and we expect visitors and observers.

WORSHIP AT BOSTON BOARD MEETINGS

It is our custom to conduct worship service on Sunday morning for the Trustees, staff and guests. You will all have the opportunity to lead a service if you wish to do so.

FORMAL, INFORMAL, AND CASUAL MEETINGS AT NIGHT

An important part of Board culture is the need to connect with others, to transact business, to discuss issues relating to the UU movement, or to simply socialize together. At night, you will find many different conversations going on in the rooms of Pickett Eliot– some are formal meetings, some are informal philosophical discussions, and some are just social conversations. In addition, some groups of Board members enjoy singing together or watching a movie or sporting event on TV. It's important to

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recognize that the Board is a community that enjoys its time together and tries to make the most of it. If you play a portable musical instrument, please consider bringing it!

And it's OK to go to bed at a reasonable hour, as well – remember self care.

OPEN AND CLOSED COMMITTEE MEETINGS

During the Board weekends, many different committees and task forces arrange to meet to transact their business. A small few of these meetings are closed; invitees only (Committee on Committees). Most meetings are open to anyone interested. In keeping with the spirit of the Open UUA Resolution, the expectation is that the meetings are open unless there is a solid reason that the meeting should not be open. It is generally left to the discretion of the convener to decide if a meeting or gathering is to be closed. If you are interested in sitting in on a meeting and aren't sure if you'll be welcome, check with the chair or convener.

MEALS AT PICKETT-ELIOT

Most meals are provided at Pickett Eliot, starting at Thursday night dinner. Lunches and dinners are typically catered and breakfasts are self-serve, with a wide array of breakfast items available. At all meals, please remember to bring your dirty dishes and trash into the kitchen. Put recyclable materials in the recycling container.

Please make sure to notify the Executive Vice-President's and Board's Assistant of any dietary needs you may have. And please respect the dietary needs of others when filling your plate (that is, if you did not request a vegetarian dinner, please don't eat the vegetarian's entree!).

Some meals (occasionally dinner on Saturday) are not provided at Pickett Eliot. On these free evenings, you will be reimbursed for meal expenses. Typically, small groups of Board members use this occasion to visit various restaurants in the area.

COMPUTERS AND PCs IN PICKETT ELIOT

Although most Board members bring their own computers, there are three PCs located in the basement of the Pickett side of Pickett Eliot (down the steps off the lower kitchen). These PCs are connected to a printer/copier/fax machine and have Internet connections.

PRINTING AND COPYING

While you are in Boston, you may use the basement computers (PC's) in Pickett & Eliot as you will. The printer there also has a COPY function.

If you need help, or have higher volume printing and copying needs, contact the Board Assistant for help. The Board Assistant can arrange for or perform higher volume work on your behalf.

THE "CLOSET" AT PICKETT ELIOT

The Board has set policy that money from the UUA budget cannot be used for the purchase of alcoholic beverages at any time. Accordingly, individual Board members contribute money to stock a locked closet (near the Pickett Eliot living room) with wine and liquor, as well as snacks and attractive non-alcoholic alternatives. During the Sunday Board meeting, an envelope is passed around and Board members are asked to voluntarily contribute money based on their use of "closet" refreshments during the weekend.

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APPRECIATION FOR PICKETT ELIOT STAFF

During the Sunday Board meeting, an envelope is passed around and Board members are given the opportunity to contribute monetary tips to thank the Pickett Eliot staff for their help during these intense weekends.

7. Getting to Board Meetings

An important part of attending meetings of the UUA Board is actually getting to the meetings! Though a few Board members live close enough to Boston that they can drive or take public transportation to the meetings, most Board members need to purchase plane tickets and need to get to Pickett Eliot from Boston's Logan Airport. As a Board member, you will be reimbursed for all your travel expenses to and from Boston.

BUYING TRANSPORTATION TICKETS

The UUA works regularly with a travel agent (Ron Rajewski of Great International Travel – 617-559-5522, or outside of MA 800-498-4881, ron.rajewski@protravelinc.com). You may find it most convenient to buy your tickets through them, since the purchase will be billed directly to the UUA, without requiring you to get reimbursed.

You also have the option of buying your tickets via other means and getting reimbursed. Note that you can get reimbursed in advance of the meeting for your travel expenses (that is, you don't need to wait until after the meeting, when you submit your full travel expense report).

You may find that you need a full day's travel to get to and/or from Boston. If your travel plans make it necessary, you are welcome to stay an extra night at Pickett Eliot before and/or after the Board meets.

TRAVEL EXPENSES

The Board has adopted a policy on travel, which is included in the [Travel, Meal, and Expense Guidelines](#). Basically, you will be reimbursed for your expenses for getting to Board meetings, but there are limitations. Please review the policy.

Special Situations for GA Accommodations and Expenses

Seated Board members (not newly elected) will be reimbursed for GA registration, hotel accommodations, meals, and travel for the entirety of GA.

Because newly elected Board members do not take office until the Board meeting on the day after GA ends, these Board members will be reimbursed only for travel, hotel accommodations and meals on that one day, and not for GA registration. However, if a full day's travel is necessary to get to and from the post-GA meeting, you can be reimbursed for the additional hotel and meal expenses. If you come early or stay late (for example, for Ministers' Days or for sightseeing), you will not be reimbursed for hotel and meal expenses on those additional days.

You may share your room with a spouse or partner, but you must pay any additional expense for the additional guest). You are entitled to reimbursement for only your own food and travel expenses. You are encouraged to share a room with a fellow Board member, to reduce UUA expenses.

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HOW TO GET TO PICKETT-ELIOT FROM THE AIRPORT

Taxi from Logan Airport

On arrival at Boston's Logan Airport, you will need to get to Pickett Eliot House on Beacon Hill. The easiest (and most expensive) way to get there is to take a taxi – just tell the driver that you want to go to 6 Mt. Vernon Place (across from 4 Joy Street). Cost is typically around \$25-30 one way. You will be reimbursed for your cab ride.

Note that because Board members often leave on Sunday at around the same time, you may be able to share a taxi to the airport.

MBTA – Public Transit from Logan Airport

As an inexpensive alternative to taking a taxi, please consider taking Mass Bay Public Transit, or the “T”, for which the fare is \$2 or less.

From the airport there are two options. In both cases, look for signs to determine exactly where to Board:

T – BLUE LINE TO GREEN LINE

From the baggage claim level of the airport, Board the Massport free shuttle bus to the Airport T station (on the Blue Line) and ride inbound to Government Center station. At Government Center, change to the Green Line and ride one stop to Park Street.

T – SILVER LINE TO RED LINE

From the baggage claim level of the airport, Board a Silver Line bus (along its route it will turn in to a subway trolley bus). Ride the Silver Line to the South Station (end of the line). At South Station Board the Red Line (inbound) toward Alewife. Ride to the second stop, Park Street.

If you use the Silver Line to return to the airport, be sure to check that your bus goes to the airport.



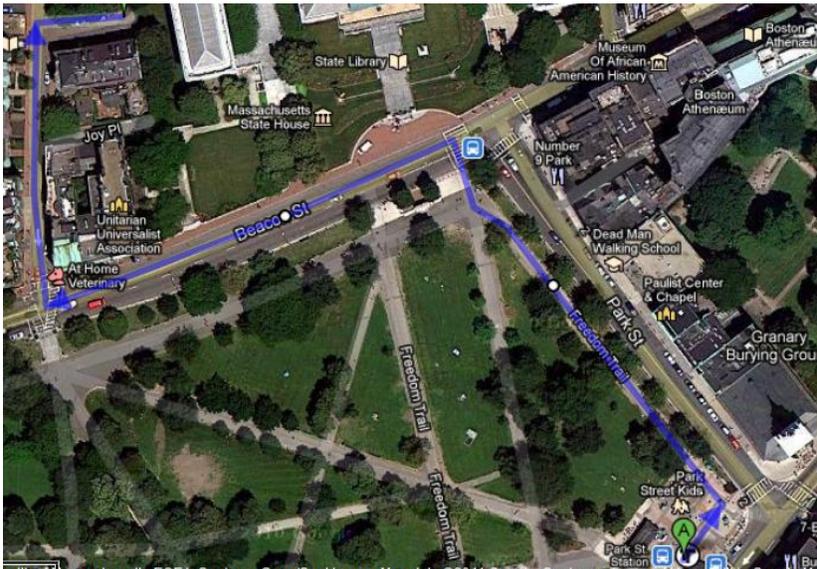
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Walking From Park Street Station

Exit the Park Street station and walk uphill (Northwest) across Boston Common toward the golden dome of the Massachusetts State House. Cross Beacon Street and, when you get to the State House side of the street, turn left and walk down Beacon Street. UUA headquarters is the first building on the right next to the State House grounds, but you will likely want to continue to Pickett-Eliot House, which is directly behind the UUA.

To get to Picket-Eliot House, turn right on the next street (Joy Street) and take another right down the second alley (Mt. Vernon Place). Picket-Eliot is the last door on the right. During your first visit, you will be issued a key card that will allow access to Picket-Eliot and to 25 Beacon Street. Until you have your card, ring the bell.

Google Maps estimates that the walk is three tenths of a mile, and takes seven minutes. Note that Google Maps takes you around the park. It's shorter and more pleasant to take the diagonal through the park, ~~although this route is closed due to park reconstruction work as of Fall 2011.~~



DRIVING TO 25 BEACON & PICKETT-ELIOT

People who live close enough to Boston typically drive to Board meetings. There is no parking at the UUA, but you can park in the garage under the Boston Common. The entrance to the Boston Common garage is on Charles Street between Boylston and Beacon Streets. You will be reimbursed for your parking fee and mileage.

WHAT TO DO IF SOMETHING GOES WRONG IN TRANSIT

There is always the chance that something will go wrong during your trip – late flight or missed connection. If a problem will delay your arrival in Boston, you should notify the Board Assistant (617-948-4303), the rest of the Board can be notified.

8. General Financial Issues

BOOKS FROM BEACON PRESS AND SKINNER HOUSE

It's important for Board members to be aware of the publications that the UUA releases through Beacon Press (for general public interest) and Skinner House (for UU interest). Therefore, you can request a single complimentary copy of new Beacon Press books. You will typically be provided an order form for these books when they become available. In addition to reading them for personal knowledge, some Trustees use a Beacon book as an acknowledgment of some special event or accomplishment within their district, so feel free to order any book which will be of use to you.

In addition, new Skinner House publications are mailed to you automatically at no charge to you.

CONTRIBUTION EXPECTATIONS

Because of the high-profile role of the Board in financial matters, Board members are encouraged to model stewardship and generosity by contributing to Friends of the UUA and other funding campaigns. Giving generously (within your means, of course), is one of the special privileges of being a Board member!

In addition, in your role as "ambassador" for the UUA, you should keep in mind the importance of using a vocabulary of generosity (e.g. not dues, or requirements or responsibility) when communicating with congregations and congregational leaders on giving to the UUA.

9. Budget Process

OVERVIEW

To provide for maximum financial oversight and planning, the Board, Finance Committee, and UUA Administration use a multi-year budget cycle. This means that during each fiscal year, we review budgets both for the current fiscal year as well as the next fiscal year. Each fiscal year's budgets include five operating budget "segments" (current operations, Beacon Press, General Assembly, the endowment, and the congregational loan fund) as well as a capital budget. The UUA's fiscal year runs from July 1 to June 30.

At each Board meeting, the Finance Committee meets to review the budgets, both to analyze the status of the current fiscal year's budgets and to monitor the preparation of the next fiscal year's budgets. In April, the Finance Committee presents to the Board the budgets for the next fiscal year (which the Board votes to approve) and for the following fiscal year (which the Board votes to receive). The next fiscal year's budgets then must be approved by the General Assembly.

Typically, the following budget-related events happen at the quarterly Board meetings:

October: Finance Committee conducts final analysis of the prior year's budgets and initial analysis of first quarter (July-September) of current year's budgets. Administration prepares and Finance Committee begins review of next fiscal year's budgets.

January: Finance Committee analyzes through second quarter (October-December) of current year's budgets.

Comment [L3]: Finance Committee may go away after GA. If so, this para needs a redraft.

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April: Finance Committee analyzes through third quarter (January-March) of current year's budgets. Board votes to approve next fiscal year's budgets and to receive the following fiscal year's budgets.

June (General Assembly): Finance Committee analyzes through fourth quarter (April-June) of current year's budgets.

SATURDAY NIGHT BUDGET FORUM

The Finance Committee recognizes the importance of giving Board members as much opportunity to study the budget and ask questions before they are asked to approve it. Therefore, at meetings where the Board will be approving the budget, the Finance Committee typically distributes the budget at the Saturday session of the Board meeting and then hosts an open forum for questions, comments, and concerns on Saturday night. The budget is then approved by the Board at its Sunday session. To be as well-informed as you can be about budget issues, you're encouraged to attend this budget forum.

10. Trustee Relationships to Staff

ASSISTANT TO EXECUTIVE VICE PRESIDENT

The Assistant to the Executive Vice President coordinates many of the logistical details of each Board meeting and can be a very helpful resource to you, before, during, and after Board meetings. This staff member helps with printing needs during meetings, arranging lodging and meals, and countless other tasks. Please make sure to respect the limits of the Assistant's time. The Assistant can be reached at firstinitiallastname@uua.org and (617) 948-4303.

STAFF AND BOARD ROLES IN SETTING AND IMPLEMENTING POLICY

The Board understands that its role is to set policy for the UUA and that the staff's role is to implement those policies. It's important for Board members to recognize the boundaries in the Board/Staff relationship. Similarly, the staff will avoid making broad policy decisions that should be handled by the Board.

HOW TO BRING AN ISSUE TO A STAFF MEMBER

Most Board members will have little direct interaction with members of the staff. You are cautioned to not make statements that could be interpreted as direction to staff members. Direction of staff members comes from us through four senior staff members: the President, Executive Vice-President, Vice President for Ministries and Congregational Support, and the Treasurer.

As a general rule, it's acceptable to go to a staff member to seek an answer to a simple question; however, if your question will take extensive time or research, work through one of the senior staff members identified earlier. If your question is a complex problem that could involve Board and staff or the relationship between the Board and the staff, or you're not sure how or where to direct your question, work through the Moderator or the UUA Secretary.

CLOSING

May your time on the UUA Board be challenging, interesting and highly rewarding. Work with your colleagues to make it so for all of us.