

**To: UUA Board**

**From: John Blevins, for the Governance Working Group**

**Date: 19 Dec 2008**

**Re: Governance Work during our Jan 2009 Board meeting**

### **Thursday Jan 15<sup>th</sup>: Keeping the END in mind**

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During this day we will work with Unity Consultants Louise Wolfgramm and Laura Park to develop our ENDS policies. Gini and the Governance Working Group are pushing the Unity team to do whatever it takes to get our Ends developed on this day. So I expect they will be challenging us. It's not their fault! They're working under orders!

We'd like to suggest **casual dress** for this day as well, to move us toward a "retreat" environment as much as we can in the restricted space of #25.

You'll find a rich package of information in this agenda packet to get your mind re-engaged in this work before you arrive in Boston. I think that your homework will make the accomplishment of our goals more likely, and more satisfying to you as well.

Thanks in advance for your best efforts and support to get through this deep work!

On Thursday evening, we will have **our forum with Peter Morales and Laurel Hallman**, and I suspect we will have some governance related questions also! Paul Rickter will be moderating this, as it has taken on more of the appearance of a forum than just a discussion or round table.

Paul Rickter has also asked Peter & Laurel to provide us with written responses to a question about their **vision for the UUA**. Our intent is that their replies will be available to help us shape our ENDS policies. Their responses will be available before you arrive in Boston.

### **Friday Jan 16<sup>th</sup>, morning: Policy Work**

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In the morning we will go over the **Exec Limitations Policies** that have been awaiting our review for some months now. You can find them in the October 2008 Board Agenda Packet, at:  
[http://uua.org/documents/boardtrustees/governancewg/080922\\_policy\\_issues\\_package2.pdf](http://uua.org/documents/boardtrustees/governancewg/080922_policy_issues_package2.pdf)

We also now have the policy items that you **delegated to the Finance Committee** last Spring ready for your full board review and adoption also. Their recommendations will be in an Appendix to this packet.

We may have a few additional policies ready for your review as well. They are still under development by various WG's or individuals.

**It will be very helpful to the full Board if you have reviewed these proposals before your arrival in Boston.**

All policies under review will be available and displayed on screen at the meeting.

### **Friday Jan 16<sup>th</sup>, afternoon: Monitoring; new Meeting Agenda model**

On Friday afternoon, we are bringing consultant Susan Stratton back to us, to work with us on preparing for **processing staff monitoring reports**. Any pre-work for this will arrive later by email, or be delivered in Boston.

We will also talk about the **work flow** as we receive reports from staff monthly, beginning in August, 2009, so that we and staff can better manage the work load through the year. We want to answer questions like these: What are your responsibilities? When are you to do your review? What do you do with the results of your individual review in advance of the Board meeting?

And finally, we will spend a little time looking at a **proposed Agenda** for our meetings beginning in October, 2009, as we make the formal shift to Policy Governance.

Safe travels, and I'll see you in Boston!

John Blevins

### **Package Contents which follow:**

1. Sinkford and Montgomery Staff Mission (page 3)
2. Sinkford Report to Board, April 2008 (excerpts, pages 3-4)
3. Unity Consulting Prep Materials, (pages 4-22) which includes:
  - a. Homework assignments (pages 4-6)
  - b. Policies adopted to date (Values, Global END, Moral Ownership) (on page 7)
  - c. Updated analysis of AI work at GA 2008 (pages 8-22)
4. Finance Polices for Review and Adoption (pages 23-25)
5. Future Standing Meeting Agenda, for review and adoption (pages 26-27)

## Resource material for our ENDS work

### Bill Sinkford's and Kay Montgomery's Mission for the staff, from the UUA Staff Report, dated June 2008

Document found at [http://www.uua.org/documents/uua/080625\\_annualreport.pdf](http://www.uua.org/documents/uua/080625_annualreport.pdf)  
From page 2:

#### **"The Association's mission for the staff is to:**

1. Support the health and vitality of Unitarian Universalist congregations as they minister in their communities.
2. Open the doors of Unitarian Universalism to people who yearn for liberal religious community.
3. Be a respected voice for liberal religious values."

### And from Bill Sinkford's report to the Board, on April 20, 2008:

The full report can be found at:

[http://www.uua.org/documents/president/080420\\_boardreport.pdf](http://www.uua.org/documents/president/080420_boardreport.pdf)

Some excerpts which spoke to me (*and I suggest you re-read the entire report, and draw out your own..*)

"I have been preaching about the need for UUism to move in from the margins and assume our rightful place in the center of the discourse in the public square. Our broad and inclusive theology positions us, ideally, to invite the many voices of faith together, not for an argument, but to articulate the central moral message of all the world's great faith traditions, as we struggle to create the Beloved Community."

"More and more, I hear people talk about the UUA of Congregations, not the top-down, Boston-based UUA." ...

"Youth Ministry". No one used that language 7 years ago, not even me."

"Excellence in Ministry". It was language that was so threatening to ministers that conversations were simply shut down. Today it is the language that I hear most often as I travel. "Vision, Mission and Ministry" is informing not only the work of the Board, but our community as well. ... "For too long, too many of our best and brightest felt that they needed to keep the larger community at arms length, lest the health of their ministry be compromised by a national conversation which was inadequate and too small by half."

"...our advertising, with its tag line "Nurture the Spirit. Help Heal the World" has been embraced so widely in our community."

“...worship is more centered and centering, more celebratory and profound than I observed just a few years ago.”

“Music, and our musical vocabulary has broadened.”

“Even in our work on race, we’re making progress. And I believe that the language of reverence, and its handmaidens, humility and gratitude, offer our best hope for white UUs to understand privilege. It is a window through which we must look.”

“We are talking less about the what of the specific practices and habits we have known (and loved), and more about the “why” we gather as we do.”

## Unity Consulting’s Preparation Materials

### Re: Preparation for Writing ENDS at January 2009 Board Meeting

In January, we’ll continue our work writing ENDS for the UUA. This means we’ll continue the process of articulating the nested bowls of the reality you want to create for the UUA. You began last January 2008 when you articulated the bowl that holds everything else: the values that will guide all the actions of the UUA. We’ve put these values on page 3 but you’ll remember that they are wonder, connection, and transformation. Then in October 2008, you decided to whom your work was accountable: your moral ownership, which is also on page 3. You also articulated the bowl nested inside your values: your Global END. We’ve also put this on page 3: Grounded in our covenantal tradition, the UUA will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.

**Our work in January is to articulate the bowls nested inside of the Global END: the ENDS we call vision and strategic direction.** The vision ENDS will further articulate what difference the UUA is making and for whom, at a finer level of detail than the Global END, and focused on the next five years. The strategic direction ENDS will articulate the indicators that your vision is being realized, indicators you’d like to see realized in five years. To help you prepare to write these ENDS, **we’d like you to do two things:**

1. **Review the data that will help you write the vision and strategic direction ENDS**, including:
  - a. Open Space data analysis we sent before the October meeting. This material is found as part of Appendix Package #1 to the October 2008 Board Agenda, at

[http://uua.org/documents/boardtrustees/governancewg/080922\\_policy\\_issues\\_package1.pdf](http://uua.org/documents/boardtrustees/governancewg/080922_policy_issues_package1.pdf)

- b. **New** analysis of the Appreciative Inquiry (AI) data we're sending with this packet (included below).
  - c. Bill Sinkford's April 2008 report to the Board, which is all about vision and strategic direction ENDS. See also his mission for the UUA staff which is at the beginning of the June 2008 Staff Summary Annual Report. (included above)
  - d. What you've heard from our Presidential candidates: Laurel Hallman and Peter Morales
  - e. Any formal and informal linkage you've done as a trustee
  - f. What you know about the moral imperatives imbedded in our heritage and history
  - g. What's in your bones as a committed UU
2. **Reflect again** on what difference the UUA should be making and for whom, this time focused on the next five years. See the reflection exercise on page 2. ***Please write down your thoughts in response to this exercise before the Board meeting.*** We'll also give you a little time to update your thoughts during the Board meeting itself.

We're looking forward to working with you again in January. Please let us know what questions, comments or concerns you have.

**Louise Wolfgramm and Laura Park, Unity Consulting**

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**UUA Board of Trustees – ENDS Work - Personal Reflection Exercise**  
**To Do Before Your Arrival at the January 2009 Board Meeting**

Imagine 5 years have passed. Imagine the most powerful results from all the ideas you've heard from the AI at GA, from Open Space, from Laurel Hallman and Peter Morales, from Bill Sinkford, from your informal linkage as a trustee, from what you know about the moral imperatives imbedded in our heritage and history, and from what's in your bones as a committed UU have been realized.

- What difference is UUism making?
- For whom? Think about the differences UUism is making *within* UU people, *among* UU people, and *beyond* UUs in the world.
- Write down words and phrases that describe how lives are being changed and in what way.

Make sure to write about changes in all three categories of ***within, among and beyond***.

Do this in advance of the Board meeting, and then during the Board meeting we'll take time for you to update your thoughts with what you've heard during the Board meeting.

## Background: Policies Written So Far

### **Values**

- Wonder
- Connection
- Transformation

### **Global END**

Grounded in our covenantal tradition, the UUA will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.

### **Moral Ownership**

Our owners are:

- Our member congregations
- Generations of Unitarian Universalists
- The highest ideals of Unitarianism, Universalism, and Unitarian Universalism
- The vision of beloved community
- The spirit of life and love or the holy

## Analysis of Appreciative Inquiry (AI) data from GA 2008

As revised and updated in December 2008, by Laura Park of Unity Consulting

### Overview of this Document

This document contains data from the Appreciative Inquiry (AI) at GA 2008, organized by theme to help inform you as you write vision and strategic direction ENDS at the Board meeting in January 2009. During the Appreciative Inquiry at the 2008 GA, small groups of participants answered the following question:

*Imagine a future where the best of Unitarian Universalism in your stories is fully alive, fully realized. What possibilities do your stories and wishes open up for Unitarian Universalism to make a difference in the future? Make your possibilities:*

- *Desired (if you got it, would you still want it?)*
- *Bold, provocative (is it a stretch that would attract others?)*
- *Affirmative (is it stated as if it's happening now?)*
- *Grounded (do you have current examples that make this a real possibility for the future?)*

As with the Open Space data in October 2008, I organized the responses to this question into three categories we've found useful for ENDS in religious organizations:

- Within (what are we trying to create within our moral owners?)
- Among (what are we trying to create among our moral owners?)
- Beyond (what are we trying to create beyond our organization, out in the world as a whole?)

I divided these categories further as themes emerged:

#### Within

- Spiritual Growth. . .for Everyone (includes Life-Span Faith Development)
- Knowing and Articulating UUism
- Worship Experience
- Peace

## Among

- Importance of Youth and Young Adults (and multi-generational too)
- AR/AO/MC
- Growth
- Radical Hospitality
- Support for Excellence
- Connections
- How We Are Together
- Sustainability
- Shared Ministry
- Everyone Can Find a UU Community
- Congregational Autonomy

## Beyond

- Public knows and values what UUism is and what UUs do
- UUs Consistently Lead
- UUism as a Model
- UUs Make an Identifiable Difference
- UUs Make Partnerships for Change
- Our Faith and Values in Action
- Church as Part of Community

Although I didn't alter any of the statements as I organized them, sometimes groups' responses had statements that belonged in more than one category, so I separated them into the appropriate themes. If you'd like to see responses in their original context, please go to

<http://www.uua.org/events/generalassembly/2008/commonthreads/115694.shtml>  
and click on the link "Three Questions, with Participant Answers."

Laura Park, Unity Consulting, 12/12/2008

## Responses about *Within*

### **Spiritual Growth. . .for Everyone (includes Life-Span Faith Development)**

- We grow deeper in our spirituality, as well as growing in numbers.
- More growth opportunities
- Small group ministries (circles) can change us individually if not the world and make us more significant efforts.
- Growth with respect
- Interpersonal growth along with growth in numbers
- That our congregations will transform us.
- That congregations will make noticeable differences in people's lives.
- We have deep spirituality
- Our congregations nurture our spirits through opening our hearts and create connections that inspire bold and effective actions to help heal the world.
- There are resources that support deep spiritual development
- Differences are focused in a few areas, and grounded in our spiritual depth and experience
- Where people explore a rich variety of spiritual growth with support
- We are growing in richly supported multiple paths where spiritual fulfillment thrives. All ages and stages are nurtured spiritually. Barriers to the full development of every person are eliminated.
- We are growing in our personal, spiritual and communal lives
- UUs are bigger, numerically and individually and spiritually
- A spiritual community that is deep, thoughtful, compassionate, generous and attractive to large numbers of people.
- We envision a faith movement where:
  - \* We learned courage
  - \* We deepened our commitment and increased our passion
- Through curricular development (lifespan) we develop congregations that move beyond squabbling to a strong identity as pluralistic yet unified faith communities
- Our congregations are truly lifespan faith communities—learning/worshipping
- Explicit programming for life-span faith development

## **Responses about *Within (con'd)***

- UUism = A place where people of ≠ ages can experience a thoughtful spirituality in all stages of life.
- A facilitation of learning in order to achieve mission and values
- We are growing in richly supported multiple paths where spiritual fulfillment thrives. All ages and stages are nurtured spiritually. Barriers to the full development of every person are eliminated.
- Openness to educational programs for all ages including other religions
- Communicating in non-violent, respectful ways and teaching that to all children!

## **Knowing and Articulating UUism**

- UUs know what UUism is—what is our core and our rich tradition?
- We work to articulate our core so that we may share it (after we own it).
- Unified denominational identity.
- Empower UUs at all levels to explain who we are in whatever language our listener is comfortable with so that we can effect real change
- We envision: Children grounded in the UU tradition
- UUs proudly embrace this tradition as a liberal faith tradition with teachings
- We are a whole and integrated movement that engages with other movements
- We are unabashedly religious, radically accepting and clearly spiritual.
- Ongoing evaluation of our UU religion
- We would all call ourselves Unitarian Universalists
- Members live our faith unapologetically in a humble and open way
- Having a name that reflects what we are today and not just our history

## **Worship Experience**

- Greater variety in worship services—more emotional, musical, experiential
- UUs have multiple forums for spiritual engagement—small groups, public, witness, nontraditional worship
- We work to realize non-verbal communication such as music as a unifier.
- Mature aesthetic (in space, language, etc)YES!
- Expand the worship experience to include more heart-connection and community
- Continuing music programs and in-service hymns, chants, traditional and progressive songs
- Less cerebral, more emotional-based (heart-based) Sunday morning worship
- Affecting people during major life changing periods or events (such as Coming of Age ceremonies, dealing with bereavement, connecting social justice activism and daily life)

- Church services and RE programs are diverse and are different formats but reflective of shared values (ex. Soulful Sundown services would include elders participating)

### **Responses about *Within* (con'd)**

#### **Peace**

- We're the place in town where our neighbors find peacemakers
- Becoming a "peace church"—being peaceful within our churches and working for peace in the world!!

<b>Responses about <i>Among</i></b>
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#### **Importance of Youth and Young Adults (and multi-generational too)**

- Also reaching Into UUs. "If youth were involved in and on the board would you want them?" Yes. . . Youth of the NOW are becoming more open "loud & outspoken" as a voice in the UU world.
- So much more programming for our children and youth—mutual learning and relationships.
- Appeal more to youth and enthuse them about UUism (opportunities to meet other youth is not enough—it's an excuse to have fun) in congregations, in districts, at conferences (spiritual UUism)
- Safer schools for youth
- "Creating community for youth based on spiritual UUism and safety"
- Productive, supportive and strong youth and young adult ministry at all levels—congregational, district and denominational
- Larger emphasis on bridging and welcoming of youth into young adult programs
- Multi-generational; meet needs of elders/younger people
- Shared, integrated leadership—all ages are welcome
- Youth are fully integrated in leadership and decision-making
- Nurture our children to be equal partners in the faith community (congregation)
- Retention of youth in their transition into young adulthood
- OUR WISHES Strong Multigenerational ministries
- Active engaging programming for children, youth and young adults. This includes a place in governance
- A well-funded campus ministry in every church near a higher education institution
- We envision: UU children grow up and stay
- We envision: No trouble recruiting RE teachers/more teachers volunteer than needed
- Intergenerational activities are common and pervasive

- Cultural shifts that have occurred would honor and prioritize youth empowerment, anti-ageism issues (anti-racism, etc.)
- We have been spending more on youth empowerment
- Programming for youth that is provocative for youth and adults and transformative

## Responses about *Among* (con'd)

- A youth community that is open and accepting to all and a vital part of the decision making process of the UUA and individual districts
- Congregations will have more youth programs
- Our youth are unleashed, energetic and strongly identified as UUs to continue to transform the denomination and the world
- Student ministry—lay leadership critical
- Better websites or no one young will join
- Youth plays a major role in congregations and activities and conferences
- Youth empowerment within the denomination to stay and better transition programs for college and young, working adults
- Involve children/youth in social justice work along with adults (trips to New Orleans, Habitat for Humanity)

## AR/AO/MC

- UU congregations are diverse (racial and socio-economic)
- Leadership that comes in many forms (people of color, GLBTQ, women, etc.) and when it is a reality we will still want it and be enriched by it.
- Every UU congregation is a Welcoming Congregation where each member is free to marry whomever they please.
- Shared, integrated leadership—all ages are welcome
- That UUs will have already “Woven the Fabric of Diversity”—that we wouldn’t need that curriculum. Wouldn’t need to go thru the process of becoming “Welcoming”—we would just truly welcome All.
- We look totally different from each other (not homogenous but unique)
  - \* Anti-racism
  - \* Multi-culturalism
  - \* Anti-oppressionare issues that youth can raise consciousness on
- UUism is more diverse (racial, ethnic, the ways we love, class, age, physical condition, theism, non-theism, and theology)
- Broad diversity of membership that reflects society as a whole (more cultural and class diversity, etc.)
- We are scrupulous in educating our professional leadership regarding conquering oppression
- Support for those who are unable to attend GA. Make GA more accessible. Less complicated scholarship process.
- We are even better at providing a spiritual home for everyone—especially more racial and ethnic diversity.

- Cultural shift in the structure of UU throughout the UUA and UU congregations that values and empowers youth, innovation, people of color—ministering to everyone

### **Responses about *Among* (con'd)**

#### **Growth**

- Double in size because people are drawn to us.
- More radical growth through both outreach and retention (through generations)
- We envision: Church grows
- Our numbers and diversity have increased (doubling our #s every 5 years?!)
- More UUs in the world: Growth of congregations
- ½ million adult and children members
- Global expansion and congregational growth
- We are an association that represents 25% of the US population
- Growth in overall numbers (including more congregations)
- Growth? YES. . .to a bit of concern in translation. Important to “name” the fears around authenticity. Concern about media influence
- Each UU bring in one person/year—each year.
- UUs are bigger, numerically and individually and spiritually

#### **Radical Hospitality**

- Every UU congregation has an ethic of abundance—we have everything we need
- That we live in a culture of abundance rather than scarcity; with spirit of generosity; radical hospitality
- Help all groups to be warm and welcoming
- Everyone who finds us feels welcome and feels nurtured by our radical hospitality
- Desired: Healthy congregations that welcome long-term visitors and seekers as they grow spiritually and find their religious home (even if it's not with us.)  
Bold: all seekers

Affirmative: helping find a home

Grounded: BYOT, Development of spiritual practice groups

- We envision: Community suppers continue
- A generous spirit of financial support from our membership
- Every being will be accepted, celebrated, comforted, educated with no explanation necessary!
- Congregations will be more affirming

- Congregations will be more welcoming
- All are welcomed and EXPECTED no matter the age, ability, race, background, or class
- Our congregations feel open and accepting to all who want to join us.
- A spiritual community that is deep, thoughtful, compassionate, generous and attractive to large numbers of people.

### **Responses about *Among* (con'd)**

#### **Support for Excellence**

- Increase the structural homogeneity within our congregations.
- By-law training
- Standardize/normalize the governance process
- Fully staffed.
- Every new member of a UU congregation has at their disposal quality RE resources and mentors
- All UU congregations would have adequate resources
- UU leadership training: Publicize and expand it greatly to more folk 11 - \$14,000/1 week 50 people
- We have (in 2013) excellent online resources (or whatever the technology is at that time) e.g. where speakers or anti-war protests are in my community, resources for worship, resources in our congregation, i.e. knowledge or expertise on many topics, e.g. energy conservation, socially resp. investing, peacemaking, A.I and governance, city planning, AIDS awareness, and many many more topics
- More help for the local congregation use social networking web sites, e.g. YouTube, etc—it's what young people use
- Shear increased quantity in membership opens up opportunities. This membership needs to have standards—in leadership of ministry and lay. There will be more demand for competence in our leaders.
- UUism nurtures open, supportive communities with active, effective social justice ministries that are nurtured by strong leaders and engaged congregations
- Can move toward outcomes that have the highest value
- We envision a faith movement where we broke out of our boundaries and fears to achieve our visions
- Provide tools to resolve conflict interpersonally and between cultures
- Creative ways of educating, nurturing and supporting individuals, families and communities through the medium of our Unitarian Universalist faith
- A facilitation of learning in order to achieve mission and values

#### **Connections**

- Interfaith and inter-congregational dialogue and collaboration abound
- Develop stronger connections between congregations

- Learn to use other means of getting together and conversing.
- We can be leaders at the group and individual levels through the internet and other means.
- Congregations of different sizes work together
- More people experiencing GA or other large meetings/events with other UUs
- Congregations will be more connected
- We are able to effectively collaborate internally
- Open-space ideas, generated in recent past, are being acted on

## **Responses about *Among* (con'd)**

- Support for those who are unable to attend GA. Make GA more accessible. Less complicated scholarship process.
- UUA programs in India and Africa are meaningful
- 7<sup>th</sup> Principle is fundamental
- Beloved Community is the norm
- Inclusive terminology (i.e. fellowship instead of church)

## **How We Are Together**

- We envision a church (and the people in it) where there's an honesty and an ability to say the truth even when it's not going to be openly accepted.
- We are more open than ever to examining and critically engaging with controversial and challenging issues
- Our congregations have a greater depth of interpersonal relationships—engaging emotionally and spiritually, not just intellectually.
- We are the cement between the mosaic
- Our congregations nurture our spirits through opening our hearts and create connections that inspire bold and effective actions to help heal the world.
- A just community, in all ways
- The covenanting approach and process works at all levels as well, lighting a chalice can start many other activities
- We are courageous and practice responsibility and accountability in our congregations
- We are in covenantal (right) relations with each other
- Everyone in congregation is taking the time and energy to be engaged with others in the congregation
- Members have the opportunity to truly hear each other and can find solutions for issues within the congregation
- A future without fear, where we are interconnected, accepting differences—ties together love, social justice, family, welcome, and everything
- We envision a faith movement where we ask for help when we need it, offer help when it's needed
- We envision a faith movement where members feel they can share something that is real
- Energy Breaks! During Plenary!
- Truth and reconciliation process embedded in community life: Frees up our creativity, Freedom in use of our financial resources, Ethical financial practices
- If we can be more supportive of each other, they will go out and be more supportive of others
- Continue on our current path important
- We practice freedom of thought, belief and conscience

- Valuing the person in the here and the now.

## **Responses about *Among* (con'd)**

- We respect individual and the world
- A beloved community to which people want to belong—connections and relationships

### **Sustainability**

- Leaders in sustainability/"green sanctuary"
- Green Sanctuary and other UU activities can change at all levels—like this Convention Center
- Learn to use other means of getting together and conversing.
- We can be leaders at the group and individual levels through the internet and other means.

### **Shared Ministry**

- Shared ministry is active and alive
- We all share in the bringing of the holy (ministers, religious educators, musical professionals, admin professionals, people)

### **Everyone Can Find a UU Community**

- Liberal religious churches available for all who seek them!!
- No town or college would be without a spiritual authentic beloved community "communitas"!

### **Congregational Autonomy**

- Congregational ownership of social justice principles/actions
- Body of shared values, but realized differently by congregations and members

## Responses about *Beyond*

### Public knows and values what UUism is and what UUs do

- The public knows what UUism is.
- The general public would be more aware. Name recognition. No elevator speech needed.
- Our message/UUA is very visible/out front. We're respected, not marginalized.
- Everyone would know who we are, what we stand for!
- Becoming a Respected religion
- No longer filed under "other" on religious surveys
- Who we are and what we believe is known and understood by everyone locally and nationally
- Raising profile of liberal religious perspective
- UUism and its values are widely known, becomes a household word. (this will result in those who share our values being more likely to join with us.)
- More awareness of UUism
- More people would see UU as a place where you can do service to help others
- UUs and the world at large understand who we are, what we stand for and the UUism can and is transforming lives
- UUs would become renowned for their social justice commitment and achievements.
- Increased awareness of Unitarian Universalism and our principles (among non-members)
- Everyone is aware that UUism is, and has been, on the leading edge of mainstream religion and a powerful force in American culture for justice, equity and peace. Don't change!
- A world where Unitarian Universalism is a household name. Let the church leave the building!
- Our immediate but larger family value (and even participate in) our UU experience.
- UUA is known and understood as positive force in the world
- UUism more visible, known for values and issues
- Who we are and what we believe is known and understood widely
- We need to spend more time on our elevator speeches. In our church everyone will have one
- UUs perceive selves part of mainstream faith community are accepted by community
- More bold marketing for name and value recognition with family values and living, loving diversity as in All Souls in Washington, DC.
- Everyone knows what Unitarian Universalism is/encompasses—even us.
- We market our message of love more actively and effectively

- Well-known beacon for people who want communities to realize their dreams

## Responses about *Beyond* (con'd)

### UUs Consistently Lead

- The public expects us to show up.
- A church (and its people) who has shed its reluctance to be in the middle of the public square (rather than withdrawing into our “intellectual” spheres). (We will need to speak the language of All instead of just the language we know.)
- U.U will be there to heal wounds of racism and prejudice and fear.
- Speaking out for religious freedom for all—not just Christian.
- Our national leadership always “at the table” speaking from spiritual grounding to the issues of the day. (as a model for local congregations.)
- We are a worldwide presence; a factor in world affairs
- UUs have much larger impact on the world than we do now
- UUs consistently have a seat at the table in issues of social justice
- Stronger stands for justice
- There are “out” UUs elected at all levels of government
- UU lobbyists at every State Legislature pushing our agenda
- Continue to be active on issues of shared concern.
- We would be the social justice leader—national and otherwise
- UUism is a leader in dialogue amongst nations in achieving world peace and justice
- UUs continue to act as allies of oppressed groups who are working for justice.
- UUs are a respected voice for social justice change
- UUs are respected leaders in bringing about dialogue and positive change
- We are first responders to human tragedy and suffering
- UUs are heard on social issues.
- Realization that we can create a different world
- Risk, even one’s life, for social/political values

### UUism as a Model

- UUs model participatory democracy in the larger community (and say they are UUs)
- We have an invitation as a way to be in the world.
- We are leaders in interfaith social action, social justice and worship
- Voice of liberal reason and guidance
- We are the model for true democracy and democratic process; for transformative, creative synthesis of divine ideas, that results in vibrant, wide-spread well-being and peace
- “Beacon” for liberal values
- UU actions serve as a model for other denominations

- UUs will be the standard-bearers for values and practices that lead to a just and sustainable world.

## Responses about *Beyond (con'd)*

### UUs Make an Identifiable Difference

- UUs overcome racism and homophobia and classism.
- Overcome classism
- Changing community dynamics around issues of human rights, housing, immigration, environmental and economic justice.
- We make a difference in our communities
- Actualizing (living the) Principles that influence the greater community and the world.
- UUs can have real effect on policy and values developed in this world
- If an African individual can win a Nobel Prize by eliminating land mines, all of us UUs working together can start other world change.
- Exercise the power of liberal faith to heal the social hurts of oppression/empower progressive voices and presence in the wider community
- Using our “powerful voice” to transform society
- Our efforts have helped narrow the gap between the “haves” and the “have-nots” leading toward a more equitable society
- Immigrants are respected, have equal rights and have humane living conditions
- Immigrants are considered a valuable resource in interactions and exchanges that inform our views of each other.
- We live in a country where all peoples can marry
- Desired: Marriage equality in all 50 states.  
Bold: all 50 states

Affirmative: equality

Grounded: beginning with CA, MA. . .

- Where it matters that you love not who you love
- Same-sex marriage accepted throughout the country
- All people have a right to marry
- National culture of religious pluralism
- All religions can get along with the help of UUism
- As a culture, we are more unified
- Starting with this country and moving beyond to the world

### UUs Make Partnerships for Change

- We partner with organizations that work towards peace, better environmental future

## Responses about *Beyond* (con'd)

- Be the change we wish to see in the world! Create avenues for interaction and collaboration with other faiths in ways that live out our values. Ex. monthly “eco-meetings” between congregations to discuss environmental issues
- Desired: Healthier and happier congregations able to work with other groups to influence our country in policy and attitude (e.g. health care, environment)

Bold: influence country

Affirmative: Healthy/happy

Grounded: Appreciative inquiry, non-violent communication

- An outward-focused UUism, in dialogue with our neighbors/communities
  - Positive ad campaign, not dissing other faiths
  - Desired: Helping others as they need (not as we imagine) whether or not they're UUs especially understanding labels are not real things
- Bold: all people

Affirmative: meeting them on their terms

Grounded: Anti-oppression training

- The UUs would work on creating Interfaith youth groups
- Outreach—interfaith connection and communication; more development outside the church
- We are a whole and integrated movement that engages with other movements
- Multifaith social action work in communities grounded in covenantal living ability we don't compromise others' core beliefs

## Our Faith and Values in Action

- Reaching beyond just UUs to expand our core values.
- Growth/Action based on a deeper understanding of who we are—so we are able to be present to others.
- We work to articulate our core so that we may share it (after we own it).
- We're known as people who do things for religious reasons—e.g. we celebrate Christmas by helping the poor with ½ the money we would have spent on presents for ourselves
- Our congregations nurture our spirits through opening our hearts and create connections that inspire bold and effective actions to help heal the world.
- Make all people ministers of the earth
- We as UUs act on our values.

### **Responses about *Beyond* (con'd)**

- Doing important work (that comes out of our UU values) (changing the world) and being known for that
- Promote a different way of thinking.
- Our work for justice and our connection to what is holy and sacred for each of us are inextricably intertwined and interdependent.
- The possibility that our Social Action provides exposure to UU principles that can be witnessed by a wider population and in turn inspire a sustainable growth movement
- Bring our faith out to the world where it's needed; nursing home, community centers not white steeple
- Our church sees its mission as among, within, and beyond its own walls
- Put the sources on Broadway
- Use the arts to share the passion of our sources.
- Activism is contagious. Outreach is easy and natural.
- Reaching beyond us and reaching into us
- We envision a faith movement where an authentic alignment of our faith call, public statements and experience
- Our work for justice and our connection to what is holy and sacred for each of us are inextricably intertwined and interdependent.
- Where our values are fully integrated in all our lives

### **Church as Part of Community**

- We envision: Church is a community center for community events
- Community CE food prep for daily use.
- We are also responsible and accountable to the larger community
- Not on Sunday only is where our church meets

## **POLICY WORK:**

### **Governance Policies recommended for adoption by the Finance Committee, Dec 2008.**

#### **Background:**

The policies below were reviewed by the Finance Committee in a conference call of Dec 9, 2008, and are recommended by the Finance Committee for adoption by the full Board.

The set of Governance Policy Revisions or Issues for Finance Committee Review, which were raised for review by the Gov WG in March 2008, and delegated to the Finance Committee by Board action in April 2008 may be found at this location (which is part of the October 2008 Board Agenda packet):

[http://uua.org/documents/fincomm/081017\\_policy\\_revisions.pdf](http://uua.org/documents/fincomm/081017_policy_revisions.pdf)

**Here are the policies recommended by the Finance Committee after their review:**

<b>2.7 POLICY TITLE: <i>FINANCIAL PLANNING and BUDGETING</i></b>
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Financial planning shall not:

- A. Deviate materially from the Shared Vision (Ends),
- B. Compromise fiscal prudence or integrity, or
- C. Fail to develop a long range plan that reflects both the financial and spiritual dimensions of our stewardship.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Fail to present at the Board of Trustees' April meeting:
  - a. A balanced operating budget based on reasonable planning assumptions, including projections of revenue and expenses for the fiscal year beginning on July 1, for approval by the Board. The budget must include revenue and expenses projections for each budget section, including current operations, congregational loans, Beacon Press, General Assembly, and the UU Common Endowment Fund.
  - b. A capital budget for the fiscal year beginning on July 1, based on reasonable financing and depreciation assumptions.
  - c. A proposed operating budget for the following fiscal year, which will be received by the Board as information.

**2.8 POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES**

The President shall not cause or allow situations that would jeopardize the Association's fiscal health or alignment with the Shared Vision (Ends).

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

- 13. Fail to establish a gift acceptance and disposal policy.

**2.10 POLICY TITLE: ASSET PROTECTION**

The President shall not allow the Association's tangible, intangible and intellectual assets to be unprotected from undue risk or to be inadequately maintained.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

***The Finance Committee recommends moving 2.10.7, as shown here, to the Personnel Policy section 2.3.1***

*[2.10.7 Fail to establish and implement:*

- a. Safety and ethics policies applying to UUA sponsored events and conferences.*
- b. Safety and ethics policies applying to professional staff and volunteers acting on behalf of the Association, and religious professionals credentialed by the Association.]*

**3.2 POLICY TITLE: BOARD JOB DESCRIPTION**

As informed and elected leaders of our Association of member congregations, the UUA Board of Trustees assures organizational performance by creating, communicating, and monitoring organizational systems and performance, in accord with established Board policy.

Accordingly, the Board has responsibility to:

- 3.2.4 Review an annual audit of the Association's financial reports by a certified public accounting firm with experience conducting audits of organizations of comparable size as overseen by the Audit Committee.

**Issue #F5: re the Role of Finance Committee, if any, in new governance model?**

**The Finance Committee needs to decide how it will function in the new governance model**, and present their proposal to the Board and the Audit Committee.

The Finance Committee has discussed this question in conference call and by email, and will delivering their recommendation that the Committee continue to exist at this time will be delivered in the Finance Committee reports.

## **Prototype UUA Board Agenda for Oct 2008 and forward**

*(Revision of 17Dec2008)*

***Our Goal:*** *spend 85% of Board time to create the desired future*

**Typical Agenda for UUA Board Meeting** operating under Policy Governance:

1. Welcoming and recognizing guests
2. Chalice Lighting
3. Approve agenda
4. Consent Agenda
  - 4.1. Operational items (President constructs).
  - 4.2. Accepted Monitoring Reports (those that Trustees have already reviewed and are without issues or questions requiring deliberation).
5. Linkage to Member congregations and Board Communications
  - 5.1. Member congregation communication. Review of written linkage reports from Trustees identifying items requiring Board attention.
  - 5.2. Communication with the stakeholders and selected interested groups or constituencies in regard to Board's Annual Agenda.
6. Board Education
  - 6.1. President's Report
  - 6.2. Moderator/CGO's Report
  - 6.3. Financial Advisor's Report.
  - 6.4. Special topics in accord with the annual agenda to assist the Board in its work and developing its governing capacity.
    - 6.4.1. Board recruitment
    - 6.4.2. Trustee orientation and training
7. Policy Discussion based and focused upon the annual plan of Board work.
  - 7.1. What do our existing policies say about this topic? Are policy review or revisions needed at this time?
  - 7.2. Bylaws relationships issues
8. Assurance of Operational Performance
  - 8.1. Review of Trustee's personal analysis of the received Monitoring reports; Discussion of interpretations; Challenges to interpretation; Vote on compliance.
    - 8.1.1. New operational worries (submitted prior to the meeting)
    - 8.1.2. Next monitoring assignment, especially if deviating from the Annual Agenda.

- 8.2. Review of requested reports to the Board (e.g. Board Task Force reports).
- 8.3. Board self-assessment against Board Governance Process policies (according to the annual monitoring schedule).
- 8.4. Documenting decisions for institutional memory. Adopt Policies as needed.
9. Executive Session (if circumstances require).
  - 9.1. Executive Performance Review
  - 9.2. Other business requiring confidentiality
10. Summarize and capture key points and assignments from this meeting for future agendas.
11. Evaluation of Board Meeting and Process Observations (AR/AO, governance)
12. Adjourn