

Nominations Committee Transition to Leadership Development Action Plan - June 2012

This plan is based on Governance and Ministry by Dan Hotchkiss and “Leadership Development in the Large Congregation” by Rev. Stefan Jonasson. The purpose of this three-year plan is to transform the work of the nominating committee to help the church develop its leaders. This is a draft proposal for this transformation. Jonasson suggested eight responsibilities of a leadership development committee. I have drafted a three year plan for this transition. Each year, this plan will be updated and revised.

Responsibility	By June 2012	By June 2013	By June 2014	By June 2015
RESOURCES: Identify resources to nurture the leadership pool.			Develop way to collect information about members who are interested in and/or skilled at leadership.	Update information about members who are interested in leadership and/or skilled.
NEWCOMERS: Talk to newcomers about leadership structures and opportunities.		In the fall, create a new members’ leadership orientation and training. Lead this after each new member service.		Lead new members’ leadership orientation and training.
TRAINING: Provide year round leadership training.	Not in current plan.			
PROMOTION: Promote external training opportunities.		Select external leadership trainings and announce them in order of service, newsletter, website, bulletin board.		Continue to advertise select external leadership trainings.
RETREAT: Organize an annual leadership education retreat.	Not in current plan.			
ORIENTATION: Provide basic orientation to board and committee members.	Have Board of Trustees, Nominating, Treasurers, Financial Records, and Nashua Cemetery Association write an orientation document.	Conduct an orientation for new committee members to these committees. In the fall, have the rest of the committees write an orientation document.		Have all committees update their orientation materials. Conduct an orientation for new committee to Board of Trustees and Nominations. Follow up to make sure all the others do that as well.
EVALUATION: Facilitate evaluation of leadership effectiveness.			Create a leadership evaluation process.	Conduct leadership evaluation process for the first time with report to Board of Trustees.
NOMINATION: Nominate members to committees.	Continue this process required by the by laws			

Orientation Overview: Board of Trustees

By Ellen Fisher, June, 2012

This is written to help you as you consider accepting a nomination to the Board of Trustees. While the Board tries to keep its work transparent and open to all in the congregation, those of us serving on the Board are aware that it may not be obvious exactly what and how we operate.

What is the job of the Board?

Under our Bylaws, Article 4.2, the Board "...acts on behalf of the Congregation, sets Church policy, and monitors the execution of those policies. The Board of Trustees shall be responsible for the full range of activities essential to the achievement of the Church's purposes." So, the Board is responsible for pretty much everything, right? Right. Under Policy Governance, however, we consciously delegate huge chunks of the responsibility to others.

We delegate day-to-day management of the church to the Executive Team (currently the Executive Team consists of Steve, Sherri Woolsey, Chris Parker, and Sandra Martinage). The Executive Team coordinates with various church committees (R.E., Property, Membership, P.R., Social Justice, Stewardship, and Worship Associates, for examples) to plan and carry out all church programming, property management, communication, budgeting, and procurement. The Board also delegates management of the invested funds to the Investment Review Committee and maintenance of routine relations with the staff to the Personnel Committee.

In our relations with the individuals and groups doing the work we delegate to them, the Board promises not to micro-manage. The Board sets Policies under which the Executive Team and others operate, and then allows broad discretion in how the policies are carried out. Steve, our current Executive Team leader, attends all Board meetings and regularly consults with the Board.

If the Board stays out of routine management, what does it do?

In non-routine matters, the Board does take a direct role in management. One major example of this is our ministerial transition—keeping the congregation informed, planning an appropriate farewell to Steve, hiring an Interim Minister, and working with him or her to ultimately set up a Search Committee for a new settled minister will all be directed by the Board.

Under Policy Governance the Board delegates much of the management of the church, however, so that it can spend most of its time on the Church's mission—*discerning* what the mission should be, *strategizing* ways that the mission can be accomplished, and *evaluating* how well we are accomplishing our mission. Ideally, this should be a long-term, broad-scale focus. Since membership on the Board changes annually, we also spend time educating ourselves about how best to do these important jobs.

Since Policy Governance was implemented several years ago, the Board has written a set of operating policies. They telescope down from the very general Vision statement (1 sentence) to several pages of Goals and Policies. The Bylaws have also been amended to be consistent with Policy Governance. All of these written policies and the Bylaws are posted on the church website under "Governance." They are the background of procedures for how the church accomplishes its purposes. The Board occasionally re-visits these documents to be sure they remain pertinent and adequate. Of particular interest to you, as a prospective Board member, is the Board Covenant. A copy of the current Covenant is attached below.

Here are the church priorities the Board recently set for the period from January 2012 through June 2013. It comes from an article in the March 2012 Newsletter.

The most important and challenging jobs of the Board of Trustees are to continually evaluate how we, as a church, are doing in fulfilling our vision and mission* and to plan what the church should be doing to improve. Amid our

routine work this year and the far-from-routine tasks associated with Steve's upcoming retirement, the Board has also been busy evaluating and planning ahead to further our vision and mission.

Actually, it is particularly important during our transition years to consciously focus on vision and mission to provide continuity for ourselves. It is important to remember that the driving force of the church is not our minister, as much as we respect and will miss Steve. The driving force of the church is our mission. It is the reason we exist.

At its February meeting the Board adopted 3 specific church priorities for the upcoming 18 months. In the judgment of the Board members, if the church especially focuses in these 3 areas, we will make significant progress toward being the church we want to be. The priorities for the next 18 months are:

All-Church Social Justice Project Involve all church members and friends, including children, in the "Ending Hunger and Homelessness Project," as formulated by the Social Justice Committee. This project has 4 parts: education, advocacy, service, and financial support.

Improve Communications Improve communications between the church committees and the congregation. Improve communications from the Board of Trustees to the congregation. Improve external communications about the church and promote the community to visit the church.

Retain Youth and Attract Young Adults Create an opportunity and encourage all potential 18-35 year old members to actively participate and formally join the church. This project has 3 parts: transition from R.E., social justice projects, and communication.

The Board took inspiration in the selection of these priorities from the Strategic Vision for 2018, the results of the church summit meeting held in October, and informal input from individuals. The Executive Team, along with various committees, will be working out the details of implementing our priorities. If you have suggestions or would like to be involved, please contact the Church office.

*If you would like to review the full text of the Church Purpose and Goals (which includes our Vision and Mission), you can find it on our website at <http://www.uunashua.org/gov/GovernancePolicies.pdf>

What is a Board meeting like?

The President prepares a detailed agenda for each meeting which is circulated to Board members in advance. There is usually some reading or other preparation that Board members are expected to do to be ready for the meeting. Regular meetings are generally held on the second Tuesday of each month from 7:00 pm until 9:00 pm (it is part of our covenant to end promptly). We begin each meeting with a chalice lighting to remind ourselves of the sacred nature of our work. The Clerk writes minutes of each meeting which we amend, if necessary, and approve at the following meeting. In making decisions, we follow an informal version of Roberts Rules, with motions made and seconded, discussion, and voting. Most of our meeting time is devoted to thoughtful discussion. While we are aware of the seriousness of the tasks, we get to know each other better and enjoy ourselves in the process. Occasionally, we need to have special meetings in addition to the regular monthly meeting. From time to time small sub-committees are formed to do research or other work between regular meetings.

Members of the Board of Trustees for the 2011-12 Church Year:

Ellen Fisher, President

John Burkitt, Vice President

Rosalie Kuehn, Clerk

Mike Wilt, Treasurer

Members at Large:

Jenn Morton

Lance Pratt

David Golden

Harry Purkhiser
Kathleen Griffis
Stephanie Ballentine
David Hudson
Donna LaRue
Mary Licking

Board Covenant from Board of Trustees Governance Policies, March 2011

The members of the Unitarian Universalist Church of Nashua, New Hampshire, acting in the tradition of the Free Church, have entrusted us with the responsible governance of our congregation. To help us honor that trust we promise the following to one another. As fellow members of the Board of Trustees of the Unitarian Universalist Church of Nashua, we will:

- **Show respect for one another.** We will honor the dignity of our fellow Board members and respect their opinions. We will strive to assure that everyone's voice is heard and refrain from interrupting each other. We will assume the best intentions of our fellow Board members, remembering that we are working toward common goals.
- **Take responsibility to express our opinions on the issues before us.** We recognize that we each have an obligation to express our views on the important matters that come to the Board. We will keep an open mind when listening to the viewpoints of others, and express our disagreements respectfully.
- **Respect the dignity of Board decisions.** We may offer varying opinions in our discussions, but we will stand behind the decisions the Board has made once the decision making process has been fairly completed.
- **Make efficient use of time.** We will focus on the issue on the table with minimum distractions and complete our work in a timely manner. Making efficient use of time includes timely dissemination of meeting materials; taking time to read through materials and prepare for meeting discussions, respecting established time limitations; and keeping comments pertinent and succinct.
- **Conduct our business face to face.** Whenever possible, we will conduct our discussions and deliberations in person.
- **Maintain a sense of the sacred.** Even as we attend to matters of business, we will remember that we are a religious community, and our purpose is to advance the mission and covenant of this Church.
- **Inject fun in our work.** Though our work together is serious, we shall not take ourselves too seriously.
- **Make our activities transparent to the Congregation.** We are mindful that we have been entrusted by the members of this Church to carry out the business of governance. Therefore it is our duty and obligation to participate in and encourage open, two-way communication regarding our work on their behalf.
- **Keep mindful that we are part of a greater community.** We shall remember that in our deliberations we must consider the needs of our larger community and the impact of our decisions on the world outside our doors.
- **This is a living document.** As such, it can be reviewed and revised by consensus at any time

I am sure that any member of the Board would be willing to discuss our work with you if you have questions. I certainly would. Feel free to call (603-672-2649), email (ellen@fisher.cc), or catch me at church. Thank you for considering serving on the Board, whatever you decide. –Ellen

Orientation Overview: Nominating Committee for 2012-13

By Chip McGee June 2012

Purpose

The real nuts and bolts work of the Nominating Committee has been to identify people to serve as officers in the church, on the Board of Trustees, the Financial Records Review Committee, the Nashua Cemetery Association, and the Nominating Committee itself. In the coming three years, our goal is larger – to help develop leaders and leadership in the congregation.

Members

The nominating committee has six members, four are elected and two are liaisons from the Board of Trustees. For 2012-13 we are Laurie Goodman, Lori Lerude (to be nominated in June 2012), Chip McGee, and Henry Zalman with Jenn Morton and Harry Purkhiser as the liaisons.

Meetings - When and How Frequently

In the fall of 2012, the committee will work on projects. These will not require regular meetings; they will require regular phone calls, emails, and work sessions. This work will be new this year so we are not sure how much time it will take. Starting in February, the committee will meet at least four times, typically after church for an hour in one of the church school rooms. These meetings are to make sure the nomination slate is prepared for the annual meeting in June.

How the Committee Works

I (Chip McGee) currently serve as the chair of the committee. My aim is to work efficiently and with purpose at our meetings. Next year, I will include some specific practice to invoke the sacred at the start of our meetings.

Goals

In addition to identify nominations, we have four goals for the coming year.

1. ORIENTATION: Conduct an orientation for new committee members to the committees for which we nominate.
 - a. Board of Trustees – ½ day in June
 - b. Others (Financial Records Review, Nashua Cemetery Association, Nominating Committee) after church one hour in June.
2. ORIENTATION: In the fall, have the rest of the committees write an orientation document.
3. NEWCOMERS: Create (in the fall) and lead (after each new member service) a new members' leadership orientation/training/talk using UUA stuff and local talents. Make it voluntary, fun and super easy.
4. PROMOTION: Come up with a way to select external leadership trainings and get them into the order of service, newsletter, website, and coffee hour bulletin board.

This work will be included in an update of plan with nominations at annual meeting.

Orientation Overview: Treasurer Role for 2012-13

By Mike Wilt June 2012

Purpose

The treasurer is the chief financial officer of the church, responsible for planning, executing, recording, and reporting all financial activities of the church. The treasurer ensures that all financial activities are transparent and fully compliant with applicable laws, the church bylaws, and any constraints imposed by the board of trustees.

Members

There are three position, one treasurer and two assistant treasurers. The treasurer and assistant treasurers are all trained on all of these systems so any member of the team can handle routine transactions.

Responsibilities - When and How Frequently

- Routine work
 - Processing payroll,
 - Depositing donations, and
 - Paying expenses.
 - Done by the treasurer and two assistant treasurers,
 - Done at least every two weeks.
- The bookkeeping systems used by the church:
 - ChurchInfo database for tracking pledges and payments,
 - PayCycle for payroll,
 - QuickBooks for checkbook operations and financial reporting.
- The treasurer reports to the board of trustees every month
 - Summarizing the financial activity for the month and
 - Describing the current financial health of the church.