Journey Toward Wholeness Transformation Committee
Meeting Notes
March 11, 2010

Present Members: José Ballester, *Board Liaison* (except Saturday); Taquiena Boston, *President's Representative*; Helen Boxwill; Connie Brown (except Saturday); Natalie Fenimore; Scott McNeill (except Saturday); Michael Sallwasser, *Co-chair*; Arthur Tackman; Wendy von Zirpolo, *Co-Chair*; Tracy Ahlquist, *Staff Support*

Start Time: 9:00 AM Eastern Time
End Time: 6:00 PM Eastern Time

Topic	Discussion	Decisions/Actions
Worship, Check-In, and Teambuilding **– Michael and Wendy**		
Business: Review Agenda and Approve Minutes	Agenda was reviewed. Minutes were approved.	
Prepare for engagement: Peter Morales	Committee members reviewed the questions they had developed during the November meeting. This is a committee formed by and accountable to the BoT. How does the JTWTC relate to Peter, and are we all moving in the same direction? How does he see the current organizational changes impacting the JTWTC?	

Report – The Big Picture	1) Dedication, Appreciation, and Acknowledgements
	
	2) Executive Summary
	
	3) Introduction, including the committee's charge, background, vision, purpose, design process & methodology, summary of survey responses, and the limits of the study.
	
	    a. Clarification of why the JTWTC is focusing on the role of these committees, rather than going into detail. If people want to connect to other parts, they can navigate via the links. Short summary of who, why & how. Charges for both committees & how they're comprised/ "who are the committees"—these should use links to the committees' uua.org pages for ease of access.
	
	4) Analysis: Recruitment and Selection
	
	    a. Conclusions	

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5) Analysis: Awareness around AR/AO/MC and Internal Processes

   a. Conclusions

6) Analysis: Orientation, Support, and Retention

   a. Conclusions

7) Overall Conclusions/Observations; Recommendations

8) Appendix placeholders:

   a. Phone interviews: questions

   b. Online Survey: how many were sent out, how many were completed, the survey questions & areas of inquiry

   c. Demographic data from CoC

   d. Interviews round two: stories and data on people who weren't re-appointed or whose terms ended early

   e. JTWTC: history, glossary, definition of cultural competence

9) (Online version only) Who is the JTWTC? Photos, recorded intro, charge

—There should be a core learning that pulls people to learn more.

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<tr><td>Learning: Religious Odyssey by Rev. Jack Mendelsohn</td><td>Committee members introduced themselves and Rev. Jack Mendelsohn shared his odyssey.</td><td></td></tr>
<tr><td>Engagement: President Peter Morales</td><td>

Committee members introduced themselves. Rev. Mendelsohn stayed in the room to join in the engagement. Given the JTWTC's existence as a committee of the BoT, how does **Peter** understand its relationship to his own policies and goals? He asks how over the years the JTWTC's role has evolved. How does the group see itself now? The situation in the U.S. has changed a great deal in the past decade; it has gotten a lot more complicated—to say nothing of the fact that identity "categories" have become much more convoluted. We don't have a term for someone who's of Latino and Chinese descent. The association needs to focus on being open, accessible, and welcoming of the full participation of people. Race, ethnicity, and class (in wild combinations), and physical ability/disability are the main barriers at play here.

Taquiena gave a brief history of the group: in 2002, the JTWTC shifted from being a mostly staff-driven group to being a volunteer group with a President's Representative and staff support; a few years ago, the committee went to the BoT and asked for a focus on "monitoring and assessing." After that, the Accessibilities Committee was ended and its purview was folded into the JTWTC. The JTWTC listening sessions & feedback were the impetus for JUUST Change and Building the World We Dream

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About—congregations asked for those programs. **Peter**: it can sometimes be really difficult to measure what's important in terms of cultural shifts—especially when we're talking about incremental shifts. We need to use both hard objective measures as well as softer ones to try and get a handle on whether shifts are happening or not. How much accountability is the JTWTC's, and how much is the staff's? There's potential there for either nobody to be addressing particular concerns, or two separate bodies to be addressing them. It's always important to have an outside assessment, because you need to know that you're going where you need to; but a bad assessment is worse than no assessment. Institutions make decisions all the time on surveys that are filled out by a small percentage of a given population, assuming that those responses are representative.

What are the challenges in moving along the journey toward wholeness as an institution? **Peter**: there's a contrast between the entrance of women and bglt folks versus the entrance of people of color into ministry—while we can't declare total victory vis-à-vis women and bglt folks, issues around culture and class are a lot tougher for us than the stuff around gender (and to a certain extent, sexual orientation). It's relatively easy to remove barriers for Ivy League-educated white women; they're already in close relationship with the folks in power. We also see how much more energy there is around marriage equality as a social justice issue versus immigration as a social justice issue. There's something about who we view as other—and often, not consciously—unconscious fears have a huge place in our lives. If we expect the same success rate as in other areas, we'll be disappointed.

Given the recent organizational changes, what excites Peter about it and what issues does he see? The new staff group that will come out of Id-BM and A&W—he's excited about promoting diversity and growth as one and the same, in the context of a religious, spiritual, and relational issue. How do we engage and break down those relational barriers that are a result of unconscious fears? Rather than focusing solely on small groups of people, we want to also focus on congregations and what they want to do but sometimes resist at the same time. **Taquiena**: congregations sense a possibility and a desire to engage; Id-BM was created because we had people who didn't feel that there was anywhere in the association that prioritized their needs. We realize that if change doesn't happen in congregations, UUism is dead. We now have more leaders who can begin to work with the congregations that want to engage. We want to partner with the folks who want to do the work to build intentionally inclusive communities. We need to offer lots of opportunities and allow the 8-10 years for organizational change to take place.

How will the work of staff change? Consultation and collaboration skills are going to be increasingly needed. "You can do it. We can help" is a great slogan (too bad Home Depot copyrighted it). This is where we want to go—who wants to come along first? Multiculturalism, diversity, and anti-racism are huge parts of that. How can we

	translate the successes of our fastest-growing congregations into growth in other congregations? Part of it is going to be electronic—to have photographs and videos about what's new, exciting, and compelling in RE, ministry, social justice, becoming accessible, etc. in various congregations. Who's our neighbor, and what ministry are they calling us to? We need to be more adaptive in contextualizing these discussions. **Peter** wants the UUA to become the App Store for UUism—we encourage creativity, we do some work, but we don't do all of the inventing. We need to help to be that matchmaker—to scan for the things that are the very best, and then lift them up. Very few congregations actually want to go into steady decline and disappear. The key is to remove cultural and organizational barriers, then to give people tools that are so practical that they can't help but use them. What's the biggest hurdle in moving that along? In any significant organizational change, one of the huge hurdles is that, deep down, people don't believe that we can change. We need to identify things that are doable and possible so that we can have some success to show ourselves. We've tried things that were overambitious in the past, and we need to be careful about our initiatives so that they have high probabilities of success—and then we need to publicize it. What's the relationship of the AR/AO/MC work of the JTWTC and the Excellence in Ministry assessment that is happening now? **Peter** doesn't think it's possible to do excellent ministry without work in multiculturalism, anti-racism and anti-oppression. Because to whom are we going to minister?	
Reflect on Engagement	Committee members reflected on both encounters—both with Rev. Jack Mendelsohn and with President Peter Morales. Some of the discussion focused around humanism and theism and how they've intersected in UUism historically and in the present. Also the importance of unpacking language in these conversations.	
UUA Organizational Changes	Aside from what Peter already addressed, Ministry and Professional Leadership and Lifespan Faith Development are coming together to mirror the interplay between these groups in congregations. Id-BM has been in a conversation since last July about how to best help congregations diversify their membership and their ministry (and how they do every aspect of congregational life). A&W will continue to do the congregational work and public witness work that was part of its purview before. JUUST Change and Jubilee will have to be more self-sustaining as a part of a consultancy to congregations. These decisions weren't just driven by budget—they were truly driven by mission-based priorities and making the hard decisions that would bring the budget to a balance given the mission priorities. Beyond Categorical Thinking will also be moving into the MPL/LFD group as Keith Kron assumes the position of Transitions Director. The intention behind these changes is to start organizing around health and logical function rather than organizing around gaps and	

	dysfunction. The committee is going to pay attention to how all of these changes are taking place and may or may not affect the UUA's journey. These changes may make it easier for people to see change happening because they're not ready to see through the lens of multiculturalism (or, specifically, Identity-Based Ministries). The groups that have the most success in making changes are the ones that ask lots of questions at first and continue to check in and ask questions along the way.	
Accessibilities & JTWTC	Some of the people who are members of Equual Access are extremely distressed that help will not be forthcoming in the way that it has been in the old structure—namely, if John Doe in Chicago has an accessibility issue, if he goes to the UUA for help, whom can he contact? The Office of Accessibility Concerns has been abolished. A lot of people are concerned about where to go to get help on an individual level, rather than the leadership piece. Congregations also call looking for help, not just individuals. **Arthur**'s understanding is that there will be a new office/position in the consultancy with people who will be able to respond to those requests. His constituency is concerned that no one else has the competency and the depth and breadth of knowledge that Devorah has. People will be referred to the new office; to the extent that's possible, individual members of Equual Access have expertise in a certain area and will be able to recommend experts on various issues. Equual Access was built with the idea of having a right relations group that could assist people who had difficulties with their congregations vis-à-vis accessibility. Good Offices training needs to include information around accessibility; if there were a right relations group within Equual Access, those people could assist in those trainings. "You can do it…" focuses on congregations; **Michael** wonders about entities outside of congregations. Those people are looking for a way to use their gifts, too—can those folks be tapped as a resource? Very often, we think of advocacy as outside of ourselves. Advocacy in terms of accessibility is a question for our congregations. Devorah is working on finishing a manual that takes a walkthrough through congregations and uses ADA guidelines and photographs to explain applying them to churches. **Natalie** would like the JTWTC to make it a practice to regularly thank and acknowledge people who are doing this sort of work. How is the JTWTC doing in terms of accessibility concerns? One of the things that Devorah did was bring Carolyn Cartland in to do a training with the committee on accessibility and ableism. She later became one of the co-chairs of the committee, along with Monica Cummings. There was intentional leadership there around disability, sexual orientation, and race/ethnicity. When the Accessibilities Committee's role was incorporated into the JTWTC, the JTWTC also grew and got an increased budget. **Arthur** points out that there are two elements to people with disabilities being historically marginalized: equality (which is the same as any other historically-oppressed group), and accessibility (which doesn't apply to all people	The JTWTC will thank Devorah Greenstein for her anti-oppression work in the cause of advocating for accessibility for all individuals. It will also acknowledge Diane Martin's leadership and contributions toward advancing the journey. The chairs will draft a letter to send along.

	with disabilities, because not all people require accommodation). One issue is that we're looking at/incorporating the equality piece, but we're really not doing any monitoring and assessing of the accessibility piece. Also, the Accessibilities Committee concentrated more on accessibility and had more of an advocacy element. Business resolutions don't go away until they're canceled by the BoT. Is there anything we're not doing as a part of our assessing and monitoring? We need some sort of mechanism by which we monitor accessibility on an ongoing basis—this isn't just a question of assessing accessibility as the next topic. How are we staying true to the charges re: accessibility and the JTWTC? In the last report, the committee referred to both the Accessibilities Committee charge and the JTWTC charge.	
Back to the report – updates from any subcommittee, consultant and/or individual efforts. Clarify subcommittee charges.	**Arthur** articulates that the Executive Summary should be written at the end. Re: recruitment and selection, **Michael** and **Arthur** have been talking about the gaps and what information they feel that they need in order to do their analysis. **José**, **Natalie**, and **Scott** haven't met yet. **Connie**, **Helen**, and **Wendy** have the stack of interviews; **Wendy** has to go through and highlight what can and can't be shared. Committee members discussed their understanding of each analysis topic and agreed on a common definition. They also had conversation around the post-GA AR/AO/MC training that has typically happened every other year. Also, committee members in theory should have experienced the processes as they're documented by the CoC. Should members document their own experiences with the process? Subcommittees split up to determine their timeline and steps to completion, as well as what they need from the committee and outside the committee. Topic #1 Recruitment & selection: from inside the committee: need to see Susan Gore's interviews, demographic information from appointments by NomCom; from outside the committee: how do these committees do recruitment and selection? Where do their processes fit on the scale from formal to informal (questions for the chairs of the committees)? Steps to completion: getting answers to those questions, follow-up questions if necessary, then drafting the analysis and making observations & conclusions. Topic #2 Awareness & Training, Internal Processes: Listing BoT levels of competencies expected of committee members; compare with Susan Gore interviews; look at written materials from the committees (agendas & minutes); look at stated expectations and see if they differ from the interviews—by April 19th. Then reassess and plan next move.	**Michael** and **Arthur** will draft a paragraph to send to the current and former chairs of NomCom and CoC. **Connie** hopes to have the introduction (with the "who are the committees" piece) done by 4/15. Topic #1 deadline is TBD. Topic #2 deadline is April 19. Topic #3 deadline is TBD.

	Topic #3: Orientation, Support & Retention: read interviews & highlight pertinent information; identify and ask for clarifications from consultant; review online surveys for supporting data; review info. from second set of interviews (specifically about orientation, retention, & support); discuss observations/conclusions; write report.	
Process Observation—**Scott**	**Scott** offered process observations.	

Friday, March 12, 2010
Start Time: 9:00 AM Eastern Time
End Time: 12:00 PM Eastern Time

Opening reading and check-in	**Taquiena** offered a reading from the book *When in Doubt, Sing: Prayer in Daily Life* by Jane Redmont; committee members checked in, and then broke into subcommittees.	
Engagement – Policy Governance: Mary Higgins	Committee members introduced themselves. The JTWTC was created by the General Assembly and reports to the GA, but is considered a Board-appointed committee. The JTWTC isn't a bylaw, it's a business resolution—the highest accountability is to the General Assembly. Where does the authority of the GA fit? The GA elects the Moderator and President.	**José** will ask the BoT re: the JTWTC's role in policy governance.
	Policy Governance is a system with 4 types of policies: ends, executive limitations, Board/Staff Linkage, and Board Governance. The three jobs of the Board are: to link with the owners (sources of authority—delegates and congregations and future UUs [complicated because there's no way to hold not-born people accountable]), to write policies that connect with the prophetic, and monitor performance to make sure they're staying true to their policies.	
	CEO (Peter): Ends and Executive limitations	
	CGO (Gini): Board governance policies and board/staff linkage	
	Relationship between CEO and CGO needs to be collegial. Board does not interfere with the ways Peter needs to fulfill the ends, except if an executive limitations policy is breached.	
	Ends are the dreams; needs to be specific enough so that the Board and staff can assure themselves that they're making progress toward those ends. What specific difference does this organization want to make in the lives of individuals? This is about where the Board wants to take the institution, not about how the institution functions. What change, for whom, and what is the benefit or the cost of those changes? This gets tricky because stakeholders have a great deal of investment in the association, but are not one of the moral owners of the association.	

	Executive limitations are the nuts-and-bolts: financial, staff issues (who you hire, when you hire, what you pay people, how you treat them)—all written in the negative. If you want your institution to be anti-racist, there are some things that need to be in each area. Currently, there isn't anything in the executive limitations of the UUA about hiring, firing, competency, training, etc.	
	The JTWTC charge is massive, and there's no structural place for it. Also, it's the Board of Trustees that is supposed to report annually to the General Assembly—not the JTWTC. Its job is to monitor/have input as the Board creates ends and policies and then to help evaluate the extent to which the journey is present in the ends and executive limitations. The co-chairs should be working with the BoT to figure out how the JTWTC can be helping the BoT in policy and ends development.	
	The bylaws still need to get rearranged in order to help policy governance happen.	
	Policy governance monitoring reports contain:	
	Interpretation: of the words/phrases in the policy that might be awkward—if we say "sustainable growth," how do we define that? What's sustainable, and what kind of growth? It's up to Peter and the staff to determine those definitions; that's how a formal conversation takes place.	
	Data stream: What sources, resources, groups, and data is the executive going to use to prove compliance? For example, "sustainability.com"—data point outside the organization that the UUA uses to calculate its own progress.	
	Compliance data—the "actuals."	
	Board then says that the monitoring report is either reasonable or unreasonable.	
	Since the association is a voluntary one and people interpret congregational polity in a particular way, where is the accountability? For example: the President shall not fail to actively recruit ministers and professional leaders of color; the President shall not fail to provide necessary anti-oppression training to employees within their first three months. Ends are stated positively, limitations are stated negatively (boundaries).	
	Michael asked Mary for next steps for the JTWTC.	
	Peter is elected by the delegates at GA, but technically the Board can fire Peter. This creates a strange situation within Policy Governance.	
Back to the Large Picture - Has the Subcommittee work fleshed out any things we need to add/change? Have we encountered new questions?	Subcommittees checked in—they're all still working, reading, and making notes. They still need more time to work together. Would it be helpful to have pieces of the report available as audio recordings? What will the format for the GA workshop be? Description is "Where have we been/where are we now/where are we going?" It needs to be engaging and it needs to	The committee will cancel its reserved LCD projector.

What are we missing? What is nearing completion? Are we allocating our resources well? Are we allocating ourselves well and realistically?	get people in the door. How can we present the future of the committee when we're still working on the report? If you want leadership to reflect what UUism is, what are congregations doing to create welcoming community, developing leadership and helping folks make their way up through the ranks—the farm team analogy that Susan used. If the committee can actually deliver on its workshop, it would be great to invite those who committee members would like to hear in the conversation. Maybe if JUUST Change folks or individuals from congregations that are doing this work were part of the conversation…could the JTWTC sponsor a panel?	
	What resources can people take away from the workshop? Someone can bookend the panel with info. about leadership development. Some people will work on the outline, some on getting people from the panel, and some on the resources that people will have at the end—website, handout, etc. Maybe we can collect websites, email addresses, etc. to be in touch afterward? This is an essential part of leadership development. Post-workshop discussion time could be valuable for people who want to share ideas. Could UUA staff play a role in facilitating discussions?	
Revisiting the Conversation around Accessibility	Committee members reviewed the Accessibilities Committee's report to the BoT from 2005, along with the transfer letter to the JTWTC from August of 2007. **Arthur** asks if it's possible to incorporate a mechanism to check in and give some input as to whether or not congregations, districts, and staff offices are moving toward full accessibility. Co-chairs need to talk with Gini. The mechanism to survey different places in the association already exists; can it be put into language as an end or an executive limitation? "The President will not fail to engage in a survey of accessibility every x years…"	**José** will check in with Gini Courter re: the Accessibilities Committee charge and which pieces were transferred to the JTWTC.
New Member Orientation - **Scott**	**Scott** is working on the New Member Orientation packet; **Michael** has offered to help him. He has assembled relevant documents, and will be working on interviewing committee members to integrate their histories into some kind of narrative. He'll make sure to include information about the Accessibilities Committee, plus a list of past members. History of the committee, meeting structures, continuing education/learning, information about E&P, etc.	**Scott** will begin interviewing committee members after April 19.
Meeting Schedules and Budget	The committee discussed various options regarding meeting and doing work at General Assembly (including staying an extra day); and whether and when to meet in the fall. How about a 2-hour meeting as the full committee, subcommittee meetings to finish writing drafts, and then Sunday brunch together. Is it realistic to ask for a June 1st deadline for drafts of each analysis section? Also, the committee would like to meet over dinner or lunch.	Subcommittees will send drafts electronically to the rest of the committee by June 13th. Members will plan to meet from 12-2pm on Thursday, 6/24 and for dinner from 6:15-7:30pm on Saturday, 6/26.
	The committee scheduled its meetings for fall 2010 and spring and fall 2011, and discussed its budget/various options for keeping it within normal bounds.	Fall meeting September 8-10

		(Wednesday-Friday)
		Spring 2011 April 7-9
		Fall 2011 October 6-8
Process observation – **José**	**José** offered process observations.	

Saturday, March 13, 2010
Start Time: 9:00 AM Eastern Time
End Time: 12:00 PM Eastern Time

Opening reading and check-in	**Natalie** offered a reading by Dr. Howard Thurman from *A Strange Freedom*, and members checked in.	

GA Workshop	The workshop itself has an hour and fifteen minutes scheduled. Songs and ritual should both be a part of the experience
	
	    Intro
	
	    JTWTC Story—where we've been, where we are, and where we're going—this is the container for what's being cast out.
	
	    Panel—sharing stories/odysseys. 4-5 people.
	
	    Resources/take home—individual and/or congregational? Specific leadership skills and clear examples of how people overcame preconceived notions, worked through problems, etc.
	
	    Invitation to further discussion
	
	What are the objectives for the workshop?
	
	    Dynamic
	
	    To provide examples of successful process toward becoming more anti-racist, anti-oppressive, and multicultural as an individual/congregation/district
	
	    Elicit commitment to developing AR/AO/MC-guided leadership
	
	    Stories of challenge and how congregations/groups/districts got through
	
	    At least two people from congregations that have met the challenge and developed dynamic programs—motivate/give a call to action to congregations that aren't necessarily invested yet
	
	    Give people something to reach for/envy—"first annual panel"
		Co-chairs will contact individuals on the list who have been identified as the top choices for the panel.

	Invitation to attendees to share their own stories in the follow-up discussion	
	Identity exercise/sharing and networking based on congregation size/location?	
	Represent a variety of stories on the panel so everyone has a place	
	Brainstormed list of names:	
	Helen Bishop – institutional and personal Bill Sinkford **Congregation identified by JUUST Change consultants** – Riverside, CA? Paula Cole-Jones Barbara Meyers **Janice Marie Johnson** – Metro NY District, accessibility story at Community Andrea Lerner – also Metro NY Keith Kron – entered through LGBT work, but multi-AO-work Ask Susan Leslie for recommendations **Josh Pawelek** Fred Muir – Joseph Priestley District Ian White Maher – Flushing (Queens) **Matt Meyer** – young adult, opening up cultural expression through music Kevin Mann – DRUUMM James Coombs Tamara Payne Alex Young Kim Sofía Betancourt At least one person telling a congregational story John Crestwell A congregation that took steps toward being fully accessible Phyllis Hubbard & John Manwell Palisades, NJ?	
	It would be interesting to get Janice, for example, to talk about accessibility. It would be nice to hold up the ally role. Need to remember to get people's contact info. to send resources, and to put them up online. Altar call at the end to elicit commitment? Stones as people leave? Music playing as folks enter, with an unexpected story?	
	Committee members took a break and then worked in small groups.	
Process observation - **Michael**	**Michael** offered process observations.	