



# Policy Governance at Work

UUA Large Church Conference  
March 15, 2008

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# Today's Objectives



## ■ Share Our Story

- History with Policy Governance
- “Concept 1”
  - 2007 draft of ends statements, strategic intent and goals, roles
- “Concept 2”
  - What we learned
  - What we will do differently this year

# Our Story - History with Policy Governance



- What Generated Interest
  - Opportunities we saw
  - Problems we were trying to solve for
- Our first efforts

# Our Story - History with Policy Governance



## ■ Where we were

- Using the words policy governance
  - Without clear understanding of what it meant for First Parish
  - Without integrating the concepts into our actual work/meetings
- With continuing questions about roles
- Without a clear vision of where we were trying to go together and what our goals were

## Our Story - What We Did



- Held a “Planning Retreat”
  - Brainstormed FP in 2010
- Used Vision as “Ends Statements”
- Used Ends Statements as guidelines for 2007-08 “strategic intent”
- Used 2007-08 Strategic Intent as guidelines
  - to staff for annual goals
  - To Standing Committee for annual goals
- Formalized by proposing/agreeing upon roles
- Re-visited in March 2008

# First Parish in Concord Vision

## October, 2007



- In 2010, First Parish will continue to be a vibrant UU faith community, characterized in particular by:
  - ❑ Members who draw deep sustenance from being actively engaged in and connected to the life of the community in multiple ways including time, service and money
  - ❑ Worship services that draw inspiration from our UU principles and diverse faith traditions to challenge and nourish parishioners
  - ❑ Our commitment to value and serve the evolving spiritual needs and changing nature of our congregation
  - ❑ A palpable commitment to promote social justice
  - ❑ Strong, sustainable stewardship of our financial, physical and human assets, characterized by sound management practices
  - ❑ Ministers and staff who in their partnership with the congregation feel supported, empowered and fairly compensated

**In 2010, First parish will continue to be a vibrant UU faith community, characterized in particular by...**

***In 2008, we would like to move towards our 2010 vision by...***

<b>Ends Statement</b>	<b><i>Strategic Intent, 2008</i></b>
<ul style="list-style-type: none"> <li>■ Members who draw deep sustenance from being actively engaged in and connected to the life of the community in multiple ways, including time, service and money</li> </ul>	<ul style="list-style-type: none"> <li>■ Encouraging members to participate in and support the church with time, service and money</li> </ul>
<ul style="list-style-type: none"> <li>■ Worship services that draw inspiration from our UU principles and diverse faith traditions to challenge and nourish parishioners</li> </ul>	<ul style="list-style-type: none"> <li>■ Continuing FP's strong tradition of Sunday worship</li> <li>■ Exploring new worship services, non-traditional in style, leadership and/or time</li> </ul>
<ul style="list-style-type: none"> <li>■ Our commitment to value and serve the evolving spiritual needs and changing nature of our congregation</li> </ul>	<ul style="list-style-type: none"> <li>■ Seeking to understand the needs of all members of the community</li> <li>■ Exploring models to meet a diverse set of needs</li> </ul>
<ul style="list-style-type: none"> <li>■ A palpable commitment to promote social justice</li> </ul>	<ul style="list-style-type: none"> <li>■ Increasing the visible social action leadership of our ministerial and lay leaders</li> </ul>
<ul style="list-style-type: none"> <li>■ Strong, sustainable stewardship of our financial, physical and human assets, characterized by sound financial practices</li> </ul>	<ul style="list-style-type: none"> <li>■ Maintaining our physical assets in a planned manner</li> <li>■ Providing integrated leadership to the Capital Campaign and Annual Campaigns</li> <li>■ Reinvigorating fundraising</li> </ul>
<ul style="list-style-type: none"> <li>■ Ministers and staff who in their partnership with the congregation feel supported, empowered and fairly compensated</li> </ul>	<ul style="list-style-type: none"> <li>■ Increasing the priority and budget allocation for financial management and staff</li> <li>■ Seeking to compensate staff equitably</li> <li>■ Build an even more effective governance partnership with a high level of trust</li> </ul>

**In 2010, First parish will continue to be a vibrant UU faith community, characterized in particular by...**

***In 2008, the Standing Committee's Goals are to...***

<b>Ends Statement</b>	<b>SC [Draft] Goals, 2008</b>
<ul style="list-style-type: none"> <li>■ Members who draw deep sustenance from being actively engaged in and connected to the life of the community in multiple ways, including time, service and money</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to refine our vision for the future of First Parish</li> </ul>
<ul style="list-style-type: none"> <li>■ Worship services that draw inspiration from our UU principles and diverse faith traditions to challenge and nourish parishioners</li> </ul>	<ul style="list-style-type: none"> <li>■ Seek to listen and understand the spiritual needs of all members of the community</li> </ul>
<ul style="list-style-type: none"> <li>■ Our commitment to value and serve the evolving spiritual needs and changing nature of our congregation</li> </ul>	<ul style="list-style-type: none"> <li>■ Seek to listen and understand the spiritual needs of all members of the community</li> </ul>
<ul style="list-style-type: none"> <li>■ A palpable commitment to promote social justice</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase the visible social action leadership of our lay leaders</li> </ul>
<ul style="list-style-type: none"> <li>■ Strong, sustainable stewardship of our financial, physical and human assets, characterized by sound financial practices</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide leadership to the Capital Campaign and ensure integration with Annual Campaigns</li> </ul>
<ul style="list-style-type: none"> <li>■ Ministers and staff who in their partnership with the congregation feel supported, empowered and fairly compensated</li> </ul>	<ul style="list-style-type: none"> <li>■ Build even more understanding, collaboration and trust among the Standing Committee, the Trustees, the staff and the ministers</li> <li>■ Continue to learn and apply policy governance and strengthen lay leadership</li> <li>■ Provide ongoing support and oversight</li> </ul>

# Standing Committee and Staff Roles, rev. 3/8/06

("Dots" = "lead role")



First Parish  
in Concord

Step	SC Role	Staff Role
Create Vision	Collaborate: Provide Input Review Draft Approve	Collaborate: Seek Input Create Draft Discuss Approve
Establish Ends Statements	Discuss Decide	Provide Input
Articulate Annual Strategic Intent	Discuss Decide	Challenge Confirm
Identify and Prioritize Annual Goals	Listen Challenge Confirm	Develop Propose to SC
Create Annual Plan	Review and Approve	Develop
Implement	None, except as may be asked for by staff	Lead
Review Performance vs. Annual Plan	Review; suggest revisions	Lead
Evaluate Performance vs. Annual Plan	Lead	Participate

## Concept 2: What We Learned



### ■ Process

- Having a clear vision and a collaborative process to create is essential
  - Enables SC and staff to have, return to, clear and common objectives
  - “With a clear vision/dream we share we have the collective power to move the congregation” (G. Smith)
- Clarifying - and revisiting - roles may have provided the greatest benefit of Concept 1
- Creating the vision is a highly collaborative process
  - Need to be clear on who “owns”
  - For FP, ideal is minister’s “view from the balcony”; for other congregations/situations, may be that Board leads
- “Strategic” work must be integrated into regular work, not relegated to twice a year

## Concept 2: What We Learned



### ■ Content

- Vision statement should transcend/unite ends statements
- Vision and ends statements must reflect daily work of ministering to our community
  - We got too excited about the “new”
    - Undervalued what we have
    - Inadvertently overwhelmed staff
- Vision and ends statements should reflect what is unique and compelling about FP Concord
  - Reaction is “I want to be a part of that”
  - Should reflect our commitment to our youth
  - Should encourage us to **be bold**
- Goals need to be much clearer than they were in Concept 1

## What We Will Do This Year



- | ■ Collaborate on Vision and Ends Statements
  - Ministers will seek input and draft; SC will review and discuss
- | ■ Translate into clear 2008-09 goals for staff and SC
  - Recognizing and valuing the daily ministry of the staff
  - As measurable as makes sense
- | ■ Assure SC agenda matches with strategic intent and goals, and with SC role
  - Review progress/opportunities at monthly meeting
- | ■ Offer ongoing help to the ministers and staff, consistent with our role

# First Parish in Concord Ends Statements Benediction



Go out into the world in peace,  
Have courage,  
Hold on to what is good.  
Return to no one evil for evil.  
Strengthen the fainthearted,  
Support the weak,  
Help the suffering,  
Honor all beings.

## Who We Are and How to Reach Us



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