

Journey to a Sexually Healthy and Responsible Unitarian Universalist Association: 2014 Review and Recommendations

INTRODUCTION

In July 2009, the Religious Institute, with support from the Unitarian Universalist Veatch Program at Shelter Rock and the leadership staff of the UUA, began a systematic review of the Unitarian Universalist Association's sexuality-related policies, programs, advocacy and commitments. This review included reviewing more than 40 documents and reports, one-on-one interviews with UUA staff members, an electronic survey of all fellowshiped ministers with email addresses, and an electronic survey of district and regional staff.

The following areas, which constitute the foundation of a sexually healthy and responsible denomination, were reviewed and assessed:

- By-laws, policies, and procedures
- Full inclusion of women in denomination leadership
- Full inclusion of LGBTQ persons (then identified as BLGT)
- Sexually healthy religious professionals, including
 - Required competency for ministerial candidates
 - Sexually healthy and responsible seminaries
 - Continuing education and support
- Sexually healthy congregation programs and policies
- Sexuality education, including curricula, training, implementation and supervision
- Sexual abuse, harassment, and misconduct prevention policies and procedures
- Prophetic witness for sexual justice in the public square

"Toward a Sexually Healthy and Responsible Unitarian Universalist Association" (herein referred to as the 2010 Report) stated that "the needs assessment demonstrated that the UUA has both significant strengths and areas that require attention and improvement." During the past four years, the UUA staff has addressed many of the recommendations of the 2010 Report and has

significantly strengthened many of its areas of needed growth. The most significant changes include:

- New full inclusion bylaw
- New competencies in sexual health for ministerial candidates and credentialed religious educators
- Change in the code of conduct on sexual relationships for ministers
- Completion of a major revision of the Our Whole Lives Program, 7-9th Grade and increase in professional staff with responsibility for the program
- Moderator's apology to victims of clergy misconduct and initiation of the revision of the process to investigate allegations of clergy misconduct to fully include those who are bring complaints into the process

This *2014 Review* presents progress on each of the components of a sexually healthy and responsible UUA, updates progress on the 2010 recommendations, and offers recommendations for areas that still remain to be addressed in 2015 and beyond.

The Religious Institute is grateful to the staff and leadership of the UUA who have worked so diligently to make the UUA an even more sexually healthy and responsible denomination. We are especially grateful to the Unitarian Universalist Veatch Program at Shelter Rock for their support of this work for the past six years. As this particular collaboration between the Religious Institute and the UUA comes to a close, the UUA can be proud of its work and commitment to sexual health and responsibility. As we ended the 2010 Report, our faith calls us to be sexually healthy, just, and prophetic – for our members and for the world.

Rev. Debra W. Haffner
President and CEO
Religious Institute

Policies, Bylaws, Procedures Support Sexual Health/Full Inclusion

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- Full Inclusion By-Law and Expanded Non-Discrimination Language
- Human Resources Manual Updated to Best Practice

The 2010 Religious Institute report asked the UUA Board of Trustees to consider replacing Section C-2.3 of the bylaws with a full inclusion policy, rather than one based solely on legal anti-discrimination requirements. In 2010, Section C-2.3 of the UUA bylaws was a comprehensive non-discrimination clause, although it did not specifically name sex, gender identity, or gender expression as protected classes.

Following the procedures for a change in a C bylaw, the revised UUA bylaws now include a full inclusion by-law (Section C-2.3.) as well as a sexually inclusive Rule G-2.3. on non-discrimination.

The new Section C-2.3. on full inclusion reads:

Systems of power, privilege, and oppression have traditionally created barriers for persons and groups with particular identities, ages, abilities, and histories. We pledge to replace such barriers with ever-widening circles of solidarity and mutual respect. We strive to be an association of congregations that truly welcome all persons and commit to structuring congregational and associational life in ways that empower and enhance everyone's participation.

A new Rule G-2.3. further clarifies the new inclusion by-law and, as the 2010 Report specifically recommended, “explicitly name[s] sex (indicating biological sex), gender identity and gender expression.”

The new Rule G-2.3. on non-discrimination reads:

The Association declares and affirms its special responsibility, and that of its member congregations and organizations, to promote the full participation of persons in all of its and their activities and in the full range of human endeavor without regard to racialized identity, ethnicity, gender expression, gender identity, sex, disability, affectional or sexual orientation, family and relationship structures, age, language, citizenship status, economic status, or national origin and without requiring adherence to any particular interpretation of religion or to any particular religious belief or creed.

The UUA Human Resources Manual was extensively reviewed in 2009, and suggestions were made to improve several sexuality-related areas. Changes were finalized before the Religious Institute’s 2010 Report was completed and included considerable strengthening of the sexual harassment policies; a new statement of disclosure on romantic, sexual or intimate relationships between a supervisor and an employee and an employee and a member of the Board of Trustees, as well as actions to be taken if conflict of interest occurs; an explicit statement that the UUA prohibits relationships between supervisors and staff who have direct or indirect reporting relationships; and a revision of the definitions, policies, and procedures for responding to a complaint of sexual harassment. In addition, training for all staff and supervisors on sexual harassment, led by Religious Institute staff, has been held biannually.

2015 ADDITIONAL RECOMMENDATIONS:

- The 2004 template for congregations, "Personnel Policy Manual for Religious Organizations" was not revised, as recommended, to be brought in line with the UUA's own personnel policies. At this writing, the 2004 template is still available on the website, with a note that it was "last revised 3/15/2004." It would seem prudent and relatively easy for this document to be brought in line with the UUA Human Resources Manual rather than continuing to promote out of date practices, and its availability should be made to known congregations through the *UU World Online* and other congregational resources.
- The Department of Human Resources should offer sexual harassment training for new staff and supervisors at least once a year, with *separate trainings* for department supervisors. Ongoing employees should be required to take a sexual harassment update training every other year.
- The personnel handbook should be re-reviewed in 2015 to make sure it is still at gold standard for sexuality issues.

Full Inclusion of Women in Denomination

Leadership

The Unitarian Universalist Association has seen tremendous changes in the role of women in the denomination in the past thirty years. More than half of clergy and clergy candidates are now women; for many of the past thirty years, the Moderator and the Executive Vice President were women. The UUA has never had a woman President, and staff changes in the past few years actually have resulted in fewer women in top leadership positions. The 2010 Report found that clerical and financial areas were dominated by one gender in stereotypical ways.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments: None

- **The 2010 Report recommended that there be a reassessment of the recently revised staffing at the leadership level with gender equity in mind.** There are now fewer women in leadership than when the 2010 Report was finished. The Leadership Council is now 8 men and 6 women. Three quarters of the top four positions are men, and the moderator is also now a man. It is understood that these five people also publicly identify as heterosexual, and four of them are white.
- **The 2010 Report encouraged the leadership, with new staff hires, to prioritize adding men to administrative/clerical areas and women to financial management areas.** The Director of Human Resources prepares an annual EEO report each December for the Leadership Team that is included in the April Board packet of information. It will be compiled by gender and other demographic variables by department. It was not available for review for this report.
- **The Board was encouraged to continue its commitment to gender balance on Board of Trustees, committees, and district staffing.** This commitment to gender balance on the board and committees appears to be ongoing.

2015 ADDITIONAL RECOMMENDATIONS:

- The Board of Trustees and the Leadership Council should carefully analyze the 2014 EEO report, set goals for greater gender equity in departments and leadership positions over the next five years, and track those goals annually.
- The Board of Trustees and the Presidential Search Committee could influence the UUA having its first female President (joining other mainstream denominations such as the Episcopal Church, the ELCA, and the Disciples of Christ) by selecting two women final candidates for the presidential position.

Full Inclusion of LGBTQ Persons

Since the 2010 Report, there has been significant change in the United States about acceptance of LGBTQ persons, especially related to marriage equality. At this time, 35 states now have marriage equality rights, and 68% of Americans now support a federal law to protect lesbian, gay, and transgender people from workplace discrimination. Lesbian and gay people are now significantly present among UU clergy, seminaries, leadership, and in many UU congregations.

The new UUA Sharing Project, headed by LGBTQ and Multicultural Program Director Annette Marquis, has significant data about welcome and inclusion of lesbian, gay, bisexual, and transgender people in UU congregations, as well as of people of color and disabled persons. Bisexual and transgender people in particular reported feeling not as welcome or included in UU congregations. The next steps planned for the Sharing Project are to bring the process for similar assessments to the local congregation level.

A process for re-envisioning the welcoming congregations project had been planned by staff, but it was put on hold in summer 2014 due to the budget shortfall at the UUA. It should be a high priority to engage key stakeholders in assessing and planning for the future of the UUA welcoming initiative.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- New materials developed for website
- Increased emphasis on education about inclusion of transgender persons
- All but smallest congregations have achieved welcoming status
- **The 2010 Report noted that staffing had decreased for LGBT work and recommended that additional staffing was needed.** Annette Marquis has been the LGBT and Multicultural Witness Director since 2012. Staff of the Standing on the Side of Love (SSL) campaign have also spent considerable time on LGBT justice issues, especially marriage equality

and the intersection of LGT equality with other issues. Funding permitting, additional staffing with expertise on LGBTQ issues would still be beneficial.

- **The 2010 Report strongly encouraged the update and republishing of the *Welcoming Congregation Handbook*, last updated in 1999.** This was not done, but this out-of-date resource was removed from the UUA bookstore in 2014. No written materials substitute for it. The website materials have been significantly updated (see below), and a monthly e-newsletter on welcoming issues began in 2013, although it has not been published since July 2014.
- **The 2010 Report encouraged staff to promote the Interweave curricula on bisexuality and transgender issues to congregations.** These curricula are now included as links on the welcoming section of the UUA web site. It is not clear whether any other promotion was done.
- **Staff were encouraged to update all fact sheets on website.** Since the 2010 Report was written, staff have developed new web pages on definitions about sexual orientation and gender identity; fact sheets on queer, transgender, bisexuality, and asexuality; updated the "10 steps to Take" sheets; and created a resource page on gender neutral bathrooms. There are still no fact sheets or resources on intersex persons or gender-variant children as recommended in the 2010 Report.

The "fact" sheets sometimes take on a tone that moves beyond education into editorializing a particular viewpoint. For example, one definition reads "The cultural expectation is that one's biological sex, gender identity, and gender expression will align in stereotypical ways: that someone who is male will identify as a boy/man and have a masculine gender expression," and another says "The gender binary is dependent on policing people to make sure they don't digress from the system in appearance, anatomy, or behavior." Such comments seem out of place and might be read as dismissive of many cisgender people's experiences and understandings.

- **Create more materials and programming on transgender and bisexual issues.** There has been progress, discussion, and advocacy on transgender issues yet little on bisexuality. Multicultural Ministries and SSL staff prepared and offered a national webinar called "Transgender 101" and actively promoted and supported congregational involvement

with local Transgender Day of Remembrance services. CLF did a virtual service in 2013 with Transunite around the Transgender Day of Remembrance. The UUA might consider selling copies of the Religious Institute's new guidebook "Bisexuality: Making the Invisible Visible" through the bookstore and/or asking for reprint permission for sections for the website.

- **Create more materials and expectation for congregations working with LGBTQ teens and young adults.** There is a new resource for "queer and trans youth" on the website, but it appears that there has not been encouragement to congregations from national or regional staff to develop programs for LGBTQ teens. The Youth Office can do more to encourage congregations to do more for LGBTQ teenagers in their congregations.
- **Promote congregational renewal of welcoming process after five years.** The vast majority of midsize and large congregations have undergone a welcoming process and have achieved the designation. All but one of the large congregations, all but one of the medium size congregations, and all but 21 of the small II congregations have achieved the designation. (See Table A Below.) There needs to be a plan for the smallest congregations (more than half of the total UU congregations) to engage a streamlined process to be certified. Ms. Marquis states that a certifying renewal process has limited impact. The Religious Institute believes that congregations that obtained their designation more than five years ago still need to be encouraged by UUA national and regional/district staff to do more to re-engage their congregation in welcoming and full inclusion, particularly around bisexuality and transgender persons. An unspecified number of congregations have moved to include gender neutral bathrooms; more should be encouraged to do so.

TABLE A: OFFICIAL UUA WELCOMING CONGREGATIONS BY SIZE OF CONGREGATION

Size	Total Congregations	Welcoming Congregations	% WC	Not Yet Recognized
Large (Over 550)	38	37	97%	1
Medium II (400-549)	31	31	100%	0
Medium I (250-399)	105	104	99%	1
Small II (100-249)	325	304	94%	21
Small I (1-99)	533	280	53%	253
	1032	756	73%	276

- **Encourage congregations to undertake increased outreach for LGBTQ members.** Too many congregations still worry that they will be perceived as the “gay” or queer church, and many have not actively reached out for new members among the LGBTQ community. More can be done to increase membership outreach to LGBTQ persons who may still feel hurt by their cradle religions. Ms. Marquis reports that even in the most conservative areas with Unitarian Universalist churches, there are active partnerships with LGBTQ organizations although membership recruitment is not often part of the goal.

2015 ADDITIONAL RECOMMENDATIONS:

- Have 100% of congregations with over 100 members certified as welcoming congregations, and create a streamlined designation process for the 253 not yet recognized smallest congregations, encouraged by regional/district support, webinars, and other resources.
- Regularly conduct educational sessions on new issues in LGBTQ inclusion at General Assembly, region/district meetings, cluster meetings, and UUMA/LREDA chapters. These programs should in particular address new understandings of sexual orientation and gender identities.
- Convene the welcoming congregations re-envisioning task force to make recommendations for the future of the UUA welcoming congregation initiative. Have this group make recommendations about how to create a new print resource to replace the Welcoming Handbook.
- Continue to update the web site on LGBTQ issues with links to the most up-to-date resources for congregations. Consider reprinting parts of and promoting the Religious Institute guidebook on bisexuality to congregations. Have the current definitions and identity fact sheets reviewed by outside sexologists with knowledge in these areas to assure they align with current information and make them more accessible to a wider range of readers. As noted in the 2010 Report, there is still a need to create fact sheets or resources on intersex and gender-variant youth, especially for religious education staff

and volunteers. The materials in the Religious Institute online course for religious educators could be used.

- Explicitly charge the Youth Office to encourage programming and initiatives at the local congregational level for LGBTQ youth.
- Assure that the UUA is represented in key national coalitions and justice efforts to maintain its visibility and leadership on LGBTQ issues.

Sexually Healthy Religious Professionals

The 2010 Report addressed three components for assuring that religious professionals would be sexually healthy and responsible: required competencies for candidates to demonstrate that they are sexually healthy religious professionals, sexually healthy and responsible seminaries, and continuing education and support for religious professionals on sexuality issues.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- Sexual Health Competency now required for ministerial candidates and credentialed religious educators
- UU seminaries now meet designation as “Sexually Healthy and Responsible Seminary”

As a result of this project, the Ministerial Fellowship Committee (MFC) and the Religious Education Credentialing Committee (RECC) now require demonstrated competency in sexuality for credentialing.

In 2010, the Unitarian Universalist Association became the first denomination to include a sexual health competency in its set of competencies for preliminary fellowship for ministerial candidates. In December 2009, the Ministerial Fellowship Committee voted unanimously to require a new sexual health, education, and justice competency for all ministers, effective December 2010, including a requirement for each candidate to take a sexual harassment/misconduct prevention learning opportunity. There was a two hour training for the MFC on how to assess candidates on the new sexual health competency as well as a two hour training on addressing clergy sexual misconduct prevention.

The Religious Institute helped the MFC implement the recommendation, to “develop materials for candidates, including a list of sexual misconduct prevention learning opportunities, sexuality classes, and resources to read.” With support from the UU Funding Program, the Religious Institute developed three new online courses for UU religious professionals: Sexuality Issues for UU Ministers, Sexuality Issues for UU Religious Educators, and a shorter Sexual

Misconduct Prevention online course. Each course had an advisory committee of UU professionals who reviewed it, and each was pilot tested before being promoted widely. The courses provide an opportunity for both aspirants and candidates to develop some of the knowledge base and skills required for the competency as well as a continuing education course for clergy and religious educators who are credentialed. The ministers course, available since October 2011, has been offered eight times, and has been taken by 370 UU religious professionals: 203 candidates, 70 ordained clergy, 74 religious educators, and 23 other seminarians. The clergy sexual misconduct prevention course has been offered twice, and taken by 33 people, including 16 ordained clergy, 12 candidates, and 5 seminarians. The religious education course has been offered twice in 2014, and 19 religious educators have taken it. In total, 417 UU religious professionals have taken one of the Religious Institute online sexuality courses.

In 2014, the Religious Education Credentialing Committee announced changes in the UUA's Religious Education Credentialing Program, including a new requirement that credentialed religious educators will now have to meet a "Sexual Health" competency at the Credentialed Level. (Sexual Health is now one of the eight required competencies.) Credentialed Religious Educators will be expected to have "knowledge and skills" on sexual health, sexual boundaries, sexual justice, gender equity, inclusion of people who are LGBTQ, knowledge and use of the Our Whole Lives curricula, and sexual harassment/misconduct prevention and response. The Religious Institute was consulted on required readings and activities for this competency.

In 2010, neither of the two Unitarian Universalist seminaries met at least two thirds of the Religious Institute's criteria of a sexually healthy and responsible seminary. Both achieved the Religious Institute's designation in January 2012. At that time, Starr King met 83% of the criteria, still needing to offer a sexuality issues for religious professionals course (which is offered biannually at neighboring Pacific School of Religion), require a sexual misconduct prevention class, or have student groups on sexuality issues. Meadville Lombard met exactly two thirds of the criteria in 2012, not having a sexuality issues course, a written policy of sexual harassment by students, a full inclusion policy, student groups, or at least 40% of women on the faculty. According to our review of their website, the faculty is now 42% women, which brings them to 71% of the criteria.

The 2010 Report recommended that the MFC require continuing education of sexuality issues, especially misconduct prevention. There are as yet no requirements for continuing education for religious professionals on any topic. Debra Haffner has been a Center Presenter for the past four years and has offered one, two, and three day workshops on being a sexually healthy religious professional and creating sexually healthy faith communities at some UUMA/LREDA chapter retreats. Of note, 43% of the UU religious professionals taking one of the Religious Institute's online classes apparently did so for their own continuing education as they were already either fellowshiped or employed as religious educators. Many UUMA chapters also used a study guide in consideration of the revised code of conduct on sexual relationships which included some continuing education about boundaries and attractions (see page 20 for more information.)

2015 ADDITIONAL RECOMMENDATIONS:

- In 2015, it will be important to update the reading lists and training opportunities for ministerial candidates in sexuality and sexual misconduct prevention, since they were prepared nearly five years ago.
- The composition of the MFC and its executive committee will change considerably in June 2015. Director of Ministries and Faith Development Sarah Lammert has asked Rev. Haffner to conduct a training for the MFC on assessing the sexual health competency in September 2015. An additional training for the new MFC Executive Committee on sexual misconduct should also be scheduled.
- It is hoped that the UUA staff will continue to promote the Religious Institute courses on sexuality issues for ministers and religious educators to candidates entering the credentialing process. The UUMA is encouraged to consider adding sexuality courses to their biannual institute and to create mentoring around sexuality issues as it has done on other issues.
- Starr King and Meadville Lombard should update their assessments with the Religious Institute and should consider offering sexuality and misconduct prevention courses for their students so they can more easily address the sexual health competency while in seminary.

Sexually Healthy Congregations

As part of the 2010 Report, the Religious Institute conducted a survey of ministers, which included questions about the sexuality-related activities and services of their congregation as well as their own professional preparation. It did not contain individual assessments of congregations or interviews with lay leaders but did provide some insight into what was happening at the local congregation level. The 2010 Report concluded, "Many areas of sexuality-related services are lacking in most congregations. With the exception of ministries for lesbian and gay persons, congregations by and large are not actively engaging many of the sexuality issues faced by congregants." Few ministers had preached on a sexuality topic other than sexual orientation. The OWL program was not being taught in significant numbers beyond the junior high or high school level. Most had not updated their welcoming process or had a task force on LGBT issues. And, as will be discussed on pages 22-27, most were not implementing best practices for safer congregations.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishment: Comprehensive Online Tool Developed and Posted on Website

The Religious Institute developed an online instrument for congregations to assess whether they had policies and programs to assure that they were sexually healthy and responsible. This comprehensive tool was posted on the UUA website and covered each of the building blocks of a sexually healthy congregation. In addition, the checklists were adopted for the Religious Institute's update of its guidebook, *"A Time to Build: Creating Sexually Healthy Congregations."* Although extensive review was sought from national and district staff on the online instrument, it is the Religious Institute staff's sense that the use of the tool was not widely promoted. Several UUA staff have stated that it is too comprehensive and lengthy to be useful, although Religious Institute staff have used it in workshops with congregation leadership around the country.

There has not been funding to update the ministers' survey or to do a more in-depth review of congregation practices. To our knowledge, there has not been any recent training of

district or regional staff on sexuality-related issues although, as noted on page 15, several UUMA chapters have hosted workshops with Reverend Haffner with some district/regional staff in attendance.

2015 ADDITIONAL RECOMMENDATIONS:

- As discussed in other sections of this report, the Religious Institute continues to recommend that the board and national and regional staff encourage higher accountability and visibility for safe congregation policies (see page 27), an emphasis on welcoming renewal process, and the teaching of the full range OWL curricula.
- The Religious Institute recommends that the Board or staff consider commissioning a follow up study with congregations on sexual health policies and programs.

Lifespan Sexuality Education

The Religious Institute 2010 Report called for a recommitment to the Our Whole Lives curricula and program which has indeed taken place. The Religious Institute noted that some levels of the curricula were more than a decade old; that there was not a curriculum for parents as sex educators or one for midlife and older adults; and that the staffing for the OWL project had been reduced from several people to a 10 hour a week associate.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- Complete update and revision of the 7-9th grade OWL curriculum
- New curricula for parents and midlife and older adults in process
- Improved communication with OWL facilitators and trainers

In 2010, Unitarian Universalist Dr. Melanie Davis, a nationally recognized Ph.D. in sexuality education, was hired to coordinate the OWL program. She directed a major revision and update of the junior high school OWL curriculum which has just been published. Six webinars for OWL trainers, facilitators, and DREs have been held to introduce the new 7-9th grade curricula. In addition, as recommended in the 2010 Report, a parenting curriculum is currently being developed. The workshops for a new parenting curriculum have been completed and will be field tested in the spring 2015. Dr. Davis has also begun writing OWL for Older Adults and hopes to field test it during 2015-2016.

The 2010 Report raised several concerns about the support of OWL educators and trainers, which have been remedied. In addition to the OWL listservs at each level, there are now:

- Continuously updated database of OWL educators and trainers
- An email system for regular updating and support of OWL educators and trainers
- Improved monitoring of the OWL listserv
- A private Trainer Resources area online
- A public Facilitator Resources page
- An OWL trainer Facebook group

The 2010 report also encouraged more involvement by ministers and directors of religious education in OWL. As noted above, more than 70 ministers have taken the Religious Institute online course and 93 religious educators have either taken that course or the religious education online course, both of which have units on OWL. In addition, at least one OWL curricula is now required reading for ministerial and religious education candidates.

2015 ADDITIONAL RECOMMENDATIONS:

- The Religious Institute reiterates its concern that there are no continuing education requirements for OWL facilitators after the initial training (which is done before the volunteers actually teach OWL). We know that Dr. Davis has done workshops at the National Sex Education conference, but only a small percentage of OWL educators attend. The webinars for the new 7-9th grade program provide a lower cost model for continuing education, and there are continuing education webinars, podcasts, and videos planned for the coming year. The Religious Institute urges the board and staff to consider instituting a five year requirement for continuing education for those continuing to teach OWL at the K-high school level in their home congregations.
- As noted in the 2010 Report, staff should consider conducting a survey of religious education directors to discover why most congregations do not offer K-1, 4-6, young adult and adult OWL and what would encourage them to do so. In terms of implementation, OWL is primarily being used at the middle school and high school levels, and the excellent lifespan resources that were developed need to be promoted and used.
- Discussions are underway for a longitudinal evaluation of the effectiveness of the OWL 7-9th grade curricula. Although costly to do well, it is hoped that these can move from discussions into a high level evaluation during the coming years supported by foundation funding.

Commitment to Sexual Abuse, Harassment, and Misconduct Prevention Policies and Procedures

Policies and programs to prevent sexual abuse, harassment, and professional misconduct were identified in the 2010 Report as “the weakest area of sexual health for the denomination, our congregations, and our religious professionals.” At the time of the 2010 Report, the ministerial code of conduct allowed for single ministers to have romantic and/or sexual relationships with congregants. One third of congregations did not have a written safety policy and seven in ten congregations did not have a safer congregations committee in place. The process for reporting and investigating complaints of professional misconduct was not easily found on the website and indeed the telephone number to call was not working. There was also a strong sense among survivors of misconduct that the process was flawed and that their needs had not been appropriately addressed despite the work of several task forces since 2000. There was no procedure for an institutional policy, and, unlike other mainline denominations, there was no requirement for ministerial candidates or clergy to take courses on clergy misconduct prevention.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- All candidates are now required to take misconduct prevention class
- New code of conduct for ministers on sexual relationships with congregants,
- Institutional apology for victims,
- Board working group to revise process of investigations nearly completed.

Much has changed in a positive direction during the past five years as a result of the 2010 Report, the advocacy of a group of survivors and clergy called Safety Net, the willingness of the Ministerial Fellowship Committee (MFC) to take seriously the issue of the prevention of sexual misconduct, and the leadership of the immediate past President of the UUMA.

Changes were begun during the first year of the Religious Institute project, including the MFC voting to require that every candidate take a sexual harassment prevention/boundaries workshop (now more accurately called a clergy sexual misconduct prevention workshop) before they saw the MFC. A draft template for an institutional apology to victims was created to be signed by the President to anyone who was found to be a victim of UU clergy sexual misconduct. The UUA Human Resources Manual, as noted on page 4, updated its definitions of sexual harassment and created a much clearer workplace policy that contained all of the core elements of a sexual harassment policy, including the investigation and resolution of complaints.

The UUMA President appointed a sexual ethics task force that recommended replacing the 184-word policy on sexual relationships in *The UUMA Guidelines for the Conduct of Ministry* with a short, clear statement (ultimately 21 words.) A two year study process was undertaken by UUMA chapters, and, in June 2013, the UUMA members at their annual meeting almost unanimously adopted the following statement:

I will not engage in sexual contact, sexualized behavior or a sexual relationship with any person I serve as a minister.

Debra Haffner has met several times with the LREDA board to encourage them to similarly change their code of conduct for religious educators to reflect the new ministerial guideline. In September, a LREDA Board member reported to the Religious Institute that "The current LREDA Board has as a priority reviewing our Codes and Guidelines. We are also in conversation, through the Excellence in Shared Ministry Implementation Team, about coordination of our UU professional codes" (one of the 2010 Report recommendations.) In July 2015, Rev. Haffner will conduct a training for the UU Musician's Network which will be designed to lead to them developing a revised code of conduct as well.

The 2010 Report reviewed at least four different task force reports on clergy sexual misconduct and recommended that staff develop a listing of all past report recommendations with status and reasons where action was not taken. In 2014, the Reverend Sarah Lammert, Director of Ministries and Faith Development, did a gap analysis of these previous reports for the UUA Board of Directors. She also identified that in the past 20 years, there had been 23 allegations of clergy misconduct brought to the MFC for deliberation of which only two ministers were exonerated, with others resigning or losing their fellowship.

The 2010 Report recommended that there needed to be a separate key stakeholders convening on sexual misconduct prevention with key participants, include survivors and the development of a streamlined, clearly articulated, standard process for responding to complaints and allegations. In April 2014, the Moderator of the UUA, Jim Key, held a two day meeting on clergy sexual misconduct, including involving two survivors and hearing their stories. The Board of Trustees at their 2014 April meeting directed the UUA staff and the Board's Congregational Boundaries working group to "revise the process for handling allegations of clergy misconduct so that members of the Ministerial Fellowship Committee are not involved in clergy investigations and so that complainants and accused ministers will have equal opportunity to participate in the process" (UU World, Fall 2014). The MFC submitted two changes to its Rules for consideration at the October 2014 board meeting to address these concerns, and, with minor changes, these will be voted on at the January 2015 meeting. The Board has also charged a working group to work with the MFC to create policies and procedures that reflect "best practices in the complaint process-for those bringing complaints and for defendants." The report on best practices is expected to be completed in 2015.

The 2010 Report recommended that the President issue a broad-based statement and apology to victims of misconduct at GA 2010 and announce new procedures or a task force to develop them. This was not done. In 2014, Moderator Key did issue such an apology to survivors at the opening of the 2014 General Assembly in Providence, Rhode Island, and outlined the steps the Board was taking. Key stated:

On behalf of the UUA Board of Trustees, I want to express my deepest apologies to those of you who have been victims of UU clergy sexual misconduct, whether you have come forward or not. I want you to know we are sorry for the suffering caused by one of our Unitarian Universalist ministers. The Board and I grieve with you over this breach of sacred trust and professional ethics. It is unacceptable that a minister has taken advantage of you sexually and emotionally. It was not your fault. Exacerbating your pain, some people in your own communities added to your trauma by challenging your need to come forward with your complaint.

Some of you have heard this apology from this stage before and might justifiably ask what is different now, and why should you have any confidence that this time there is an institutional will to make the process of filing a complaint more transparent, but most of all, more compassionate. I pledge as Chief Governance Officer, along with your board, to hold all of us, both individually and institutionally, accountable to the values that are at our core.

The 2010 Report recommended that the Youth Office develop a revised ethics template for adult and youth interactions and a process for establishing sexual behavior guidelines in youth groups. With input from the Religious Institute, there is a new participant covenant for UUA youth events which includes new policies on sexuality and the community and a revised Code of Ethics for Adult Leaders. It also addresses a code of ethics for youth in leadership positions and a specific policy on youth sexual behaviors at General Assembly. This can be found online for congregational adaptation at

https://www.uua.org/documents/yaya/participant_covenant.pdf

The 2010 Report also strongly recommended that the UUA congregational staff, at the national and the district (now regional) level, develop stronger outreach promotion and expectations for safe congregations policies for all congregations. There remains a need for model policies, trainings for congregations and regional staff, a higher visibility of the importance of safer policies and programs, and an expressed commitment to improving these policies by the President and key staff leaders. In February 2012, Debra Haffner led an all-day meeting with key UUA staff about this, and a preliminary plan was created. It was not implemented due to the change of leadership of the Executive Vice President and the demands on the staff, especially related to the headquarters move. The Religious Institute has begun the development of a multifaith safer congregations best practice initiative and will be piloting it with UU congregations in 2015 with support from the UU Funding Program. The Board has invited Rev. Haffner to present the project at the 2015 General Assembly.

2015 ADDITIONAL RECOMMENDATIONS

- The Board should continue to work on assuring a revision of the investigation process to a level of best practices for both ministers and accusers/victims and assure that it is aligned with the UUMA and UUA personnel policy practices. The changes in the process should be widely disseminated, and the process, from allegation through investigation, resolution, and restorative justice, should be prominently placed on the UUA website.
- Although the information of the UUA website on safer congregations and misconduct processes is better than it was in 2010, it can still be streamlined, and it should be easier to find from the home page of the website.
- The Board should assure that the codes of conduct for religious educators, musicians, and administrators are modified to reflect the principle that staff of congregations should not have sexual relationships with people in their congregations, regardless of their marital status, and that people who do identify potential life partners in their congregation remove the professional relationship in a transparent process with their congregation before pursuing such a relationship.
- The Youth Office should encourage congregations to adopt the participant covenant for local youth group use. Our impression is that few congregations know of its existence and most have not adapted it.
- At the end of 2015, The Board should request updates from the staff leadership on the implementation of the Sexually Safer Congregations Initiative, including the number of congregations which have best practices in place.

Commitment to Sexual Justice in the Public Square

The 2010 Report noted that “during the past 40 years, the Unitarian Universalist Association has passed 89 resolutions and statements of witness on sexual justice issues” and that “sexual justice issues have been a focus of public witness for the UUA for the past two Presidential administrations.” In the years immediately preceding the Religious Institute report, the emphasis in both public witness and preaching had been on marriage equality and lesbian and gay issues, and the 2010 report encouraged greater involvement in other sexuality areas, including abortion and sexuality education advocacy.

STATUS OF 2010 RECOMMENDATIONS

Major Accomplishments:

- CSAI on Reproductive Justice
- Ongoing press releases on broader range of sexuality issues;
- Increased coverage of sexually-themed stories in *UU World*,
- Sexual harassment prevention policy developed for General Assembly participant program book

In 2012, delegates at the General Assembly in Phoenix, AZ, selected "Reproductive Justice: Expanding Our Social Justice Calling" to be the 2012-2016 Congregational Study/Action Issue (CSAI). This CSAI extends previous resolutions on family planning, abortion, and sexuality education to a commitment to the broader framework of reproductive justice “with a particular focus on how economic justice, racial justice, and health equity are a central part of this vital work.” Under Witness Ministries Program Associate Jessica Halpern’s leadership, a curriculum congregational resource packet, small group ministry discussion sessions, a dedicated Facebook page, and an advisory group were developed. The Religious Institute recommends that there

be opportunities at the 2015 General Assembly to discuss these issues. The Proposed Statement of Conscience (SOC) “will be subject to discussion, amendment, and final approval at the 2015 General Assembly.” If the SOCI is passed, it can be the basis for even more work on reproductive justice by the UUA in the public square.

The 2010 Report asked that President Peter Morales continue the “past Presidents’ high level of involvement in public witness on broad range of sexual justice issues, including sexuality education, reproductive choice, marriage equality and BGLT full inclusion.” Since 2010, there have been at least 11 press releases on marriage equality, four on other LGT equality issues, and five on reproductive justice, including family planning and abortion. President Morales participated in activities at the Supreme Court in 2014 on the inclusion of contraception in the Affordable Care Act and has signed a number of multifaith statements on sexuality issues coordinated by the Religious Institute.

The 2010 Report also recommended raising the visibility of sexuality issues in the *UU World* which had had surprisingly few sexuality related articles from 2006 to 2009. Coverage of sexuality-related issues has definitely increased since the 2010 Report, and the most recent issue of the *UU World* (in print and online) featured three feature stories on safer congregations efforts and clergy sexual misconduct prevention.

In contrast, General Assembly (GA) has continued to not have a significant amount of programming around sexuality issues. Each year, there has been one workshop offered by Rev. Haffner for the Religious Institute, and there have been a few offered on LGBT issues and the reproductive justice CSAI. As a result of the recommendation in the Religious Institute’s 2010 Report, the GA staff developed a statement on sexual harassment at GA which has been included each year in the participant’s conference book.

2015 ADDITIONAL RECOMMENDATIONS:

- It is hoped that the President’s commitment to a broad range of sexual justice issues will continue as well the higher level of coverage in the *UU World* and other media.
- The Religious Institute supports the recommendations in the Statement of Conscience on Reproductive Justice.

- The UUA is no longer looked to as a leader in sexuality education advocacy as it had been for at least two decades. Because of its identity-based focus, the Standing on the Side of Love campaign has not included sexuality education in its advocacy, and the Reproductive Justice program has not focused on it. Yet the UUA and its congregations could play an important role at both the national and local level. The Religious Institute hopes that either SSL or Reproductive Justice staff will consider how the UUA could regain its leadership and commitment to the many UUA positions on comprehensive sexuality education. Community controversies continue about the content of sexuality education, and the abstinence-only-until-marriage federal funding continues to persist despite such programs having been found to be ineffective. Local congregations with support from Standing on the Side of Love could play a major role advocating for comprehensive sexuality education in public schools.
- The Planning Committee of the General Assembly should be encouraged to have more workshops on a broader array of sexuality topics for congregation leaders including full inclusion of LGBT persons (especially bisexuals and transgender persons), implementing OWL at all levels, building safer congregations, and advocating for reproductive justice.



UNITARIAN
UNIVERSALIST
ASSOCIATION

Re-Imagining UUA Governance

UUA Board Linkage Fall 2014



“Re-Imagining UUA Governance”

- Congregational dialogues and online survey in November/December 2014 to discuss possibilities for more inclusive and democratic General Assembly and more effective UUA governance.



The Conversations

- Dialogues with leaders of 40 congregations across 5 Regions:
 - Central East Regional Group 6
 - New England 8
 - MidAmerica 8
 - Pacific Western 9
 - Southern 9

- 1-99 9
- 100-249 17
- 250-399 9
- 400-550 1
- 550+ 6



The Conversations

- Interviews conducted by:
 - Regional and District Presidents and Board members in MidAmerica and Southern Region
 - lay leaders and members of denominational affairs committees of First Unitarian Portland, First UU Church of San Diego, and All Souls, Unitarian
 - UUA Board Trustees.
-
- Spoke *primarily* with congregational Board Presidents (or trustees), and called ministers. (also a few interim ministers or denominational affairs lay leaders).



Who Took the Survey?

- **Online survey Nov. 10-Dec. 20**
- **900 Responses**
- **UUA Staff widely distributed through UUA website, social media, email lists, and blogs.**
- **Specific outreach to youth and young adults, identity groups such as DRUUMM**



Who Took the Survey?

- Many never attended General Assembly nor participated as delegate (805 responses):
 - Never attended 27% Never a delegate: 39%
 - Attended 1-5 41% Delegate 1-5 GA's: 39%
 - Attended 6-10 16% Delegate 6-10 GA's: 11%
 - Attended > 10 17% Delegate > 10 GA's: 11%



Who Took the Survey?

- Ages (806 responses)
 - 17 or younger 2%
 - 18-35 11%
 - 36-55 31%
 - 56 or older 57%
- Other Characteristics (800 responses)
 - Seminarian or recent graduate 6%
 - Elected or called leader 34%
 - Ordained minister, engaged in ministry in ways other than as a called leader of a congregation 15%
 - GLBTQ 21%
 - Person with physical, emotional or developmental challenge 10%
 - Person of Color 6%



Who Took the Survey?

- Size of congregation or fellowship with which respondent is affiliated (773 responses):
 - Under 100 members 19%
 - 100-249 members 43%
 - 250-549 members 26%
 - over 550 members 14%



What Did We Ask?

- First posed 3 challenges to effective governance:
- **Delegates:** General Assembly is not, in practice, very democratic or inclusive.
- **Gathering:** General Assembly is not especially participatory and does not promote shared learning.
- **Leadership:** There is [sometimes] poor alignment among leadership roles.



What Did We Ask?

- What **Positive Changes** Would You Most Like to See in Governance (What are your **Priorities**?)
- In Dialogues: Given list of 19 positive statements about the future of GA and UUA governance and asked to choose 3 **priorities**.
- In Survey: Given list of 13 positive statements about the future of GA and to rank from (“**ESSENTIAL** to my vision of the future” to “**NOT IMPORTANT** at all to my vision of the future”)



Priorities (Dialogues)

- Increased participation by young adults, lower income people, people of color and others whose inclusion represents our progressive future (34)
- Better-prepared delegates enrich the discussion taking place at GA and allow for more informed decision-making (27)
- Geographic barriers to participation are reduced by relying on regional assemblies. (27)
- Economic barriers to participation are reduced. (23)
- Delegates bringing information and insight back from GA engage congregations more fully in discussion and decision-making (22)



Priorities (Dialogues)

- Lines of authority and accountability around UUA vision are clearer (22)
- Delegates (and through them their congregations) have deeper connections to the larger UU movement (19)



What characteristics are **ESSENTIAL** or **VERY IMPORTANT** to your vision of a more effective, democratic, inclusive GA and UUA governance? (survey responses)

- Economic barriers to participation are reduced (709 responses-439-*Essential*)
- Increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future. (677, 439)
- Delegates (and through them their congregations) have deeper connections to the larger UU movement (614, 287)
- Lines of authority and accountability around UUA vision are clearer. (565, 274)
- Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith. (558, 281)



Other **ESSENTIAL** and **VERY IMPORTANT** characteristics

- Better-prepared delegates enrich the discussions taking place at GA and the decision-making is more informed (543, 202)
- Overall cost of GA is reduced (538, 229)
- Geographic barriers to decision-making are reduced (521, 214)
- GA focuses only on the most important issues affecting the entire denomination. (509, 246)
- GA's debate and deliberation process is more meaningful, more inclusive, less repetitive (499, 143)
- Congregations have more direct say in Association discussion and decision-making (492, 221)
- Delegates take less time off work (339, 85)
- Governance is more efficient because there are fewer business meetings. (265, 52)



“Essential characteristics” ranked by Youth and Young Adults, People of Color, Called and Elected Leaders

- There is increase participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future
- Economic barriers to participation are reduced
- Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith



What steps were leaders most interested in? (Dialogues)

- GA business sessions focus on learning/facilitated conversation—voting happens remotely in home congregations; make greater use of technology to enable broad participation (45)
- Increase training, preparation and accountability for delegates; improve report-back from congregations (42)
- Increase financial support for delegates with a scholarship fund; use funds to encourage a more diverse delegate pool and more inclusive congregational selection process (38)
- Multi-year cycle: hold a business/governance GA every other year (regional assemblies). (32)
- Align roles of President, Moderator and Board around a single vision (Place responsibility for vision squarely with the Board). (25)



What steps were survey respondents most interested in taking?

- Increase financial support for delegates (scholarship fund); use funds to encourage more diverse delegate pool and more inclusive congregational selection process (456-Great idea!) (269-Interesting...)
- Increase training, preparation and accountability of delegates (339) (349)
- Hold a business/governance GA every other year and regional assemblies in off years (316) (340)
- Place responsibility for vision squarely with the Board: President elected by GA serves as the public voice of UUism, is a voting member of the Board and serves ceremonial/spiritual functions (not CEO). Board hires Executive Director to act as UUA CEO and handle fundraising. (282) (306)



What steps were survey respondents most interested in taking?

- GA business sessions focus on learning and facilitated conversations—voting happens remotely in home congregations. (277) (347)
- Create a multi-year cycle, holding a business/ governance GA every other year and other national meetings like synods and social justice assemblies in off years. (214) (359)
- Compress business into 1-2 days to reduce travel time commitment. (154) (280)



What steps were survey respondents *least* interested in taking?

- Ask delegates for a multi-year commitment and to engage in ongoing dialogue with UUA and other delegates (128) (311)
- Place responsibility for the vision squarely with the PRESIDENT: President elected by GA acts as CEO, chief fundraiser and public voice. President leads all visioning activities on the Board. (107) (198)
- Limit number of delegates; shift to a “Senate model” of 1 delegate per congregation. (85) (249)



Surprises?

- Interest in regional assemblies.
- Interest in remote voting.
- Interest in strengthening Board role and possibly Board-chosen CEO.
- Interest in some form of multi-year cycle that allows for more discussion/engagement on issues—less up/down voting.

Re-Imagining UUA Governance

I. Executive Summary

On November 10, 2014, the UUA Board posted an online survey to gain feedback on possible ways to address three major challenges to effective governance in the Association. These challenges related to **delegates** to General Assembly, the **gathering** at General Assembly, and the **alignment of leadership roles** in the UUA. (A full description of the challenges, as presented in the survey, is included in Section VII.)

As of December 20, 2014, feedback was provided by 900 Unitarian Universalists. (Demographic information is in Section VI).

Findings

A. Essential Characteristics of a More Effective General Assembly and UUA Governance. Respondents were given a list of characteristics that might describe a more effective, democratic and inclusive General Assembly and UUA governance. Respondents were asked to rank the characteristics by importance, choosing no more than four as ESSENTIAL to their vision for the future.

The following characteristics were ranked as ESSENTIAL or VERY IMPORTANT by more than 50% responding to the question.

- 1. Economic barriers to participation are reduced. (709 responses, 439-Essential)**
- 2. There is increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future. (677 responses, 439-Essential)**
- 3. Delegates (and through them their congregations) have deeper connections to the larger UU movement. (614 responses, 287-Essential)**
- 4. Lines of authority and accountability around UUA vision are clearer. (565 responses, 274-Essential)**
- 5. Energy that now goes to dealing with friction in the system is**

freed up and directed toward the pressing issues of our faith. (558 responses, 281-Essential)

6. Better-prepared delegates enrich the discussions taking place at GA and decision-making is more informed. (543 responses, 202-Essential)

7. Overall cost of GA is reduced. (538 responses, 229-Essential)

8. Geographical barriers to participation are reduced. (521 response, 214-Essential)

9. GA focuses only on the most important issues affecting the entire denomination. (509 responses, 246-Essential)

10. GA's debate & deliberation process is more meaningful, more inclusive, and less repetitive. (499 responses, 143-Essential)

11. Congregations have more direct say in Association discussion and decision-making. (492 responses, 221-Essential)

See Section II for full listing of responses and rankings.

The following observations are based on the full list of responses and comments to the question:

Efficacy Unpopular. No clear conclusions can be drawn on the overall ranking of priorities—with the exception of “efficacy” as the least popular essential quality.

Broad Support for Finance Accessibility Concerns about Means. There was enormous support to address concerns about financial inaccessibility, though no clear consensus on how. Regarding scholarships, for instance, there were concerns about administration, criterion for selection, and potentially dehumanizing appearance of charity handout. Some suggested it was best to dramatically reduce costs for all.

Go, Democracy! Broad support-- (even in the comments of very negative tone) with little new in terms of details regarding implementation--for greater democratization. Many respondents expressed desire for greater involvement inside of congregations and of congregations in relationship to UUA.

Are We Ready to Govern Beyond Face to Face? There was interest in new technologies for doing this as well as reasonable concerns that technology as a solution will disadvantage congregations with particular resources.

Does the UUA Have a Vision? There was marked concern about the UUA lacking a clear or clearly articulated vision/purpose, in relationship to congregations and the larger world.

Too Top Down. Predictable concern was expressed about centralizing powers. Of the two leadership alignment possibilities presented, placing vision clearly with President was the least popular. One comment was that to do so would be allowing charisma to win over collective wisdom. Another concern was “too much leadership in an employee.”

CEO Seems OK; Ceremonial President Not. In great number people seemed more comfortable with the idea of a CEO that reports to the board, but extremely uncomfortable with a President for ceremonial purposes.

Strengthen Board Role. There was a strong level of support for strengthening the board role, in terms of both giving board the vision and possible having board chosen CEO. This is clearly worth looking into.

Professionalized Delegates. In terms of more training for delegates, good support and predicable concerns about professionalizing delegates and concern that training could be politically manipulated, and of course, worries that people won't bother with anything requiring additional time

Senate Model. Unpopular with folks those concerned about large congregations and those concerned about elitisms. Those overlapping groups are a lot of people.

Different Models-Rotations of GAs. All over the board. One suggestion of interest: Do rotation of every other year regional gatherings and just business GA, with every fourth year being an “extended” GA with all the programs and trappings.

B Steps for Improvement that Focus on Delegates. Respondents were

asked to rank steps for improving GA and UUA governance that focus on **delegates**. The following steps were ranked as either a GREAT or INTERESTING idea by more than 50% of those responding to the question:

Increase financial support for delegates (scholarship fund); use funds to encourage more diverse delegate pool & more inclusive congregational selection process. (725 responses, 456-GREAT idea)

Increase training, preparation and accountability for delegates. (688 responses, 339-GREAT idea)

Ask delegates for a multi-year commitment and to engage in ongoing dialogue with UUA and other delegates. (439 responses, 128-GREAT idea)

See Section III for a full listing of responses and rankings.

C. Steps for Improvement that Focus on Gathering. Respondents were asked to rank some specific steps for improving GA and UUA governance that focus on **gathering**. The following steps were ranked as either a GREAT or INTERESTING idea by more than 50% of those responding to the question:

Hold a business/governance GA every other year and regional assemblies in off years. (656 responses, 316-GREAT idea)

Create a multi-year cycle, holding a business/governance GA every other year and other national meetings like synods and social justice assemblies in off years. (573 responses, 214-GREAT idea)

GA business sessions focus on learning and facilitated conversations—voting happens remotely in home congregations. (624 responses, 277-GREAT idea)

Compress business into 1-2 days to reduce travel time commitment. (434 responses, 154-GREAT idea)

See Section IV for a full listing of responses and rankings

D. Steps that Focus on Leadership Roles. Respondents were asked to rank steps related to alignment of **leadership roles**. The steps would modify the roles of President, Moderator and Board to align around a single shared vision, with clearly defined lines of authority and

accountability. The following option drew the most responses for interest (306) and received the most support as a GREAT idea (282 responses):

Place the responsibility for the vision squarely with the BOARD: President elected by GA serves as the public voice of UUism is a voting member of the Board and serves ceremonial/spiritual functions (not CEO). Board hires Executive Director to act as UUA CEO and handle fundraising.

See Section V for a full listing of responses and rankings.

E. Additional comments on Steps (Sections B, C and D above).
Respondents provided the following comments on the steps related to delegates, gathering and leadership roles:

1. Increasing Training and Preparation of Delegates
 - unrealistic expectations for delegates' time commitment
 - creates class of "professional delegates"
 - won't work if congregations aren't already engaged in UUA business/governance
 - could reduce pool of likely delegates
 - motivation needs to be at congregation level, not from UUA
 - need to incentivize congregations to do this
 - make this optional and encouraged, rather than a "top-down" bylaw requirement
 - questions regarding how it might be implemented
2. Increase financial support with a scholarship fund
 - where do funds come from?
 - congregations and UUA should share burden of funding
 - what gets cut to do this?
 - how are scholarship decisions made?
 - barrier is not only money but time
 - needs to be coupled with a cost reduction
 - based on fair share giving?
 - should be funding for all delegates, not just scholarship
 - how is diversity defined?

3. Limit number of delegates; shift to Senate model of 1 delegate per congregation

- Senate model overwhelmingly not supported in comments
- Not representational; violates 5th principle
- Interest remains in some form of reduction in delegates
- Will not create diversity

4. Ask delegates for a multi-year commitment and to engage in ongoing linkage with UUA and with delegates from other congregations between assemblies.

- could reduce overall participation and limit fresh participation
- UUA and congregations might request or encourage this commitment, but should not require
- unfriendly to those in transitional phases of life
- not practical
- if implemented, should consider staggered terms for delegates
- would require financial assistance
- those we most want to encourage to participate would be the least likely to be able to make the commitment

5. Multi-year cycle: hold a business/ governance GA every other year (regional assemblies)

- wouldn't decrease costs
- regional meetings not of sufficient quality
- can hold up important business decisions
- no national discourse in off years
- planning of 5 regional gatherings puts strain on UUA staff
- interaction of non-congregational groups is limited by regional gatherings
- national affinity groups need annual face-to-face gatherings—need to reach others through Exhibit Hall
- could weaken the voice of the UUA in national conversations
- could have biennial arrangement without regional gatherings
- not equitable among regions
- fewer education opportunities at regional gatherings
- regional gatherings should still happen each year

- in some regions, scholarships should fund commutes

6. Create multi-year cycle (synods/ social justice)

- slows down progress on issues
- still should minimize business in national gatherings
- what is a synod?
- creates two different groups of GA attendees
- keeps advantage of meeting nationally each year
- creates challenges for CSAI's and other processes
- social justice assemblies could be regional
- doesn't reduce expenses
- don't want to divorce business from social justice
- youth would not attend in business years

7. GA business focuses on learning/ facilitated conversations—voting happens remotely in home congregations; make greater use of technology to enable broad participation

- will congregations really have interest? Already are too detached from GA process
- too much disconnect between discussion and voting
- would congregations participate in discussions on very minor changes to bylaws?
- hard to ensure education of congregations
- need technology for voting
- creates need for strong delegate accountability
- when delegates discuss onsite, can create shift in opinion
- congregational life is already too full—perhaps voting on major issues, but not all
- could congregations vote remotely if they didn't send a delegate?
- would relevant information get back to congregations?
- funding of technology?
- some would like voting to be as in congregational poll
- would remote voting be tied to congregational certification

8. Compress business into 1-2 days (optional days might be offered for learning and other purposes)

- not enough time for deliberation
- not enough time for necessary business
- mix of business with other programs is what makes GA vibrant and engaging
- might instead put business in evenings so remote delegates can participate
- who would travel far for a 1-2 day business session?
- could supplement with virtual meetings
- would reduce opportunities for worship, workshops, etc. if people could only attend for part of the meeting

9. Align roles of President, Moderator and Board squarely around a single vision (Place responsibility for vision squarely with the Board).

Concerns raised with this model included:

- the additional expense of adding a CEO
- the possibility that it would simply create different scenarios for conflict
- that it would lead to ineffective “visioning by committee
- vision needs an electoral connection—delegates need to vote for competing visions
- no outstanding leader would want a role that could be perceived as “figurehead”
- questions on the role of the Moderator in this scenario

10. Align roles of President, Moderator and Board squarely around a single vision (Place responsibility for vision squarely with the President.)

Comments on this model:

- greatest concern was clearly that this model placed too many duties and too much power with one individual
- a few comments stated the need for a dynamic, visible President to speak for the UUA, and a “leader who leads”
- several comments that vision needs to be shared with Board and President

F. Comments on other steps for improving GA and UUA Governance

not listed in the survey:

- Lack of satisfaction with leadership role choices; need for other shared leadership model
- Greater youth participation in some aspect of governance
- Justice GA as a powerful model
- Board has responsibility to create questions worthy of delegates' time
- Reduce number of delegates in ways other than the Senate model
- Address UUA funding issues first
- No need for national gathering
- Give Board greater role in selecting President
- Expand vote to other covenanted communities
- Focus on communication to congregations to encourage engagement
- Direct election by UU's of President

G. Comments on which of the three major challenges they found to be the major concern:

Respondents strongly focused on the issue of delegates as the major concern. Respondents identified and commented on what they viewed as the major challenge as follows:

Delegates	40.63%
Leadership Roles:	19.34%
Gathering:	15.45%
Delegates and Gathering	6.93%

Delegates. The issue of making attending as a delegate financially accessible is overwhelmingly understood. Also of concern was the lack of preparation of delegates and the accountability back to

congregations. A few voices reminded that simply eliminating barriers is not enough—there must be an effort to be intentionally inclusive. Comments on the lack of representative democracy drifted into concerns over gathering:

“I’m not sure how a democratic process can be formed from this assembly.”

“Perhaps a large annual meeting is not the answer.”

“But the question is, is GA the best way to govern?”

“What would reasonable, effective decentralization look like?”

One startling idea: it is okay if folks attending GA are not connected to their UU congregation, GA is a form of community ministry!

While the Board relates to congregational boards (or their leaders) for linkage, a suggestion was made that the Board do the same for governance.

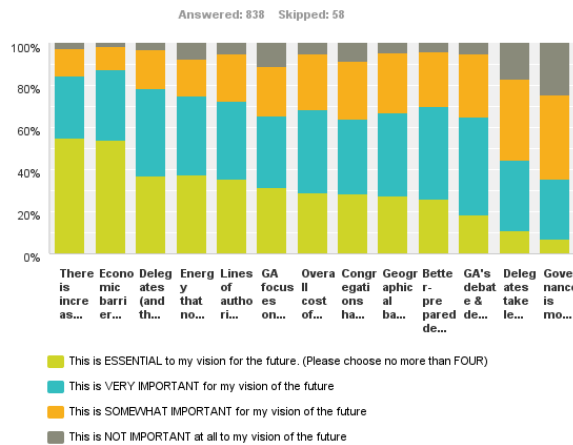
Gathering. Many comments focused on the lack of congregations’ connection to GA, either before GA or afterwards. Comments also expressed concern with the expense to attend, along with an interest in regional gatherings, conducting business online, having greater discussion and dialogue at GA, and holding biennial GA’s.

Leadership Roles. There was wide understanding of the problem of leadership alignment, with a more nuanced understanding than expected. While there was interest in a governance model that created a CEO accountable to the Board, there was also concern the President role remain strong in leadership and vision.

H. Who Took the Survey? Demographic information is provided in Section VI.

II. Governance is More Effective, Inclusive and Democratic.

Q2 Imagine an ideal future in which GA and UUA governance is more effective, inclusive and democratic. What would that look like? The following list shows some of the ways people have described their vision of an improved future for GA & UUA governance. Please indicate how important each one is for your own vision of an ideal future. Please choose **NO MORE THAN FOUR** as "essential." If there is an element that is essential to your vision of an ideal future that is not listed here, please include it at the end.



	This is ESSENTIAL to my vision for the future. (Please choose no more than FOUR).	This is VERY IMPORTANT for my vision of the future.	This is SOMEWHAT IMPORTANT for my vision of the future.	This is NOT IMPORTANT at all to my vision of the future.	Total
There is increased participation by young adults, lower income people, people of color & others whose inclusion supports our progressive future.	54.87% 439	29.75% 238	13.13% 105	2.25% 18	800
Economic barriers to participation are reduced.	54.33% 439	33.42% 270	10.89% 88	1.36% 11	808
Delegates (and through them their congregations) have deeper connections to the larger UU movement.	36.65% 287	41.76% 327	18.26% 143	3.32% 26	783

Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith.	37.52% 281	36.98% 277	18.02% 135	7.48% 56	749
Lines of authority and accountability around UUA vision are clearer.	35.22% 274	37.40% 291	23.23% 181	4.88% 38	778
GA focuses only on the most important issues affecting the entire denomination.	31.58% 246	33.76% 263	23.23% 181	11.42% 89	779
Overall cost of GA is reduced.	29.21% 229	39.41% 309	26.15% 205	5.23% 41	784
Congregations have more direct say in Association discussion and decision-making.	28.66% 221	35.15% 271	27.89% 215	8.30% 64	771
Geographical barriers to participation are reduced.	27.47% 212	39.41% 307	28.88% 225	4.24% 64	779
Better-prepared delegates enrich the discussions taking place at GA and the decision-making is more informed.	26.03% 202	43.94% 341	26.16% 203	3.87% 33	776
GA's debate & deliberation process is more meaningful, more inclusive, less repetitive.	18.62% 143	46.35% 356	30.21% 232	4.82% 37	768
Delegates take less time off work.	11.18% 85	33.42% 254	38.55% 293	16.84% 128	760
Governance is more efficient because there are fewer business meetings.	6.91% 52	28.32% 213	39.89% 300	24.87% 187	752

Responses by Youth and Young Adults (101 responses):

There is increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future	Essential	Very Important
	83% (83)	13% (13)
Economic barriers to participation are reduced	56% (56)	37% (37)
Energy that now goes to dealing with friction in the		

system is freed up and directed toward the pressing issues of our faith

43% (41) 36% (34)

Responses by People of Color (49 responses):

There is increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future

74.47% (35) 17% (8)

Economic barriers to participation are reduced

62.50% (30) 27% (13)

Energy that now goes to dealing with friction in the System is freed up and directed toward the pressing issues of our faith

45.65% (21) 37% (17)

Responses by GLBTQ community, those who identify as a person with a physical, emotional, or developmental challenge, and people of color (Vision of Beloved Community) (228 responses)

There is increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future

63.38% (156) 25% (59)

Economic barriers to participation are reduced

61.83% (149) 32% (88)

Delegates (and through them their congregations) have deeper connections to the larger UU movement

37.44% (85) 43% (98)

Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith

36.61% (82) 39% (88)

Responses by Called and Elected Leaders (260 responses):

Economic barriers to participation are reduced

52.51% (136) 36% (93)

There is increased participation by young adults, lower income people, people of color and others whose inclusion supports our progressive future

50.98% (130) 35% (88)

Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith

42.26% (101) 35% (83)

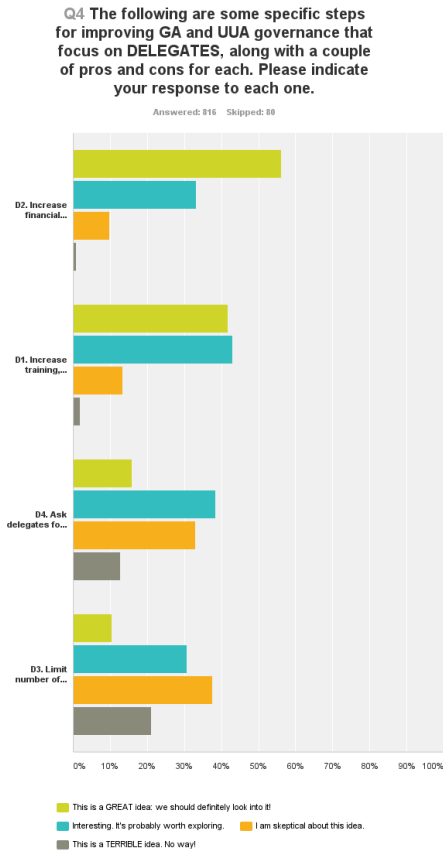
GA focuses only on the most important issues affecting the entire denomination

35.69% (91) 31% (78)

Delegates (and through them their congregations) have deeper connections to the larger UU movement

35.43% (90) 45% (114)

III. Steps that Focus on Delegates

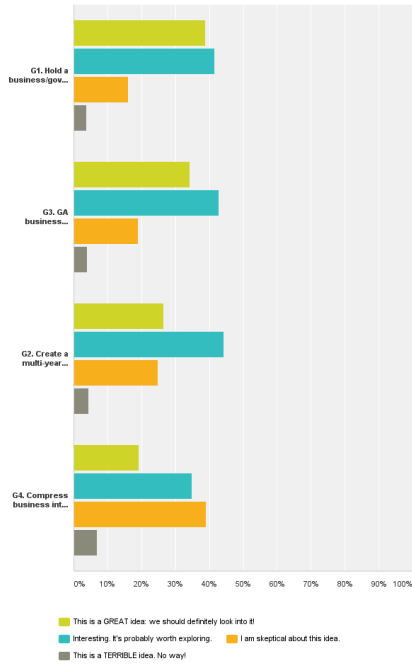


	This is a GREAT idea: we should definitely look into it!	Interesting. It's probably worth exploring.	I am skeptical about this idea.	This is a TERRIBLE idea. No way!	Total
Increase financial support for delegates (scholarship fund); use funds to encourage more diverse delegate pool & more inclusive congregational selection process.	56.23% 456	33.17% 269	9.74% 79	0.86% 7	811
Increase training, preparation and accountability for delegates.	41.85% 339	43.09% 349	13.21% 107	1.85% 15	810
Ask delegates for a multi-year commitment and to engage in ongoing dialogue with UUA and other delegates.	15.76% 128	38.30% 311	33.37% 271	12.56% 102	812
Limit number of delegates; shift to a "Senate model" of 1 delegate per congregation.	10.47% 85	30.67% 249	37.56% 305	21.31% 173	812

IV. Steps that Focus on Gathering

Q5 The following are some specific steps for improving GA and UUA governance that focus on GATHERING, along with a couple of pros and cons for each. Please indicate your response to each one.

Answered: 815 Skipped: 81

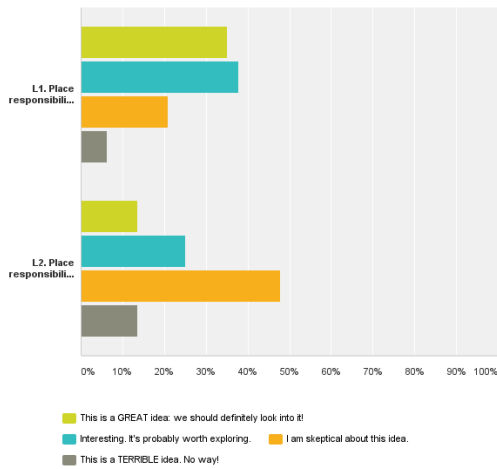


	This is a GREAT idea: we should definitely look into it!	Interesting. It's probably worth exploring.	I am skeptical about this idea.	This is a TERRIBLE idea. No way!	Total
Hold a business/governance GA every other year and regional assemblies in off years.	38.73% 316	41.67% 340	15.93% 130	3.69% 30	816
GA business sessions focus on learning and facilitated conversations—voting happens remotely in home congregations.	34.20% 277	42.84% 347	19.01% 154	3.95% 32	810
Create a multi-year cycle, holding a business/governance GA every other year and other national meetings like synods and social justice assemblies in off years.	26.42% 214	44.32% 359	24.81% 201	4.44% 36	810
Compress business into 1-2 days to reduce travel time commitment.	19.20% 154	34.91% 280	39.03% 313	6.86% 55	802

V. Steps that Focus on Leadership Roles

Q6 The following are some specific steps for improving GA and UUA governance that focus on **LEADERSHIP**. Both options would modify the roles of President, Moderator, and Board so that all are aligned around a single shared vision and lines of authority & accountability around that vision are clearly defined. **NOTE: pros/cons for these steps appear below -- scroll down to view.**

Answered: 810 Skipped: 86



	This is a GREAT idea; we should definitely look into it!	Interesting. It's probably worth exploring.	I am skeptical about this idea.	This is a TERRIBLE idea. No way!	Total
Place responsibility for the vision squarely with the BOARD: President elected by GA serves as the public voice of UUism, is a voting member of the Board and serves ceremonial/spiritual functions (not CEO). Board hires Executive Director to act as UUA CEO and handle fundraising.	34.94% 282	37.92% 306	20.82% 168	6.32% 51	807
Place responsibility for the vision squarely with the PRESIDENT: President elected by GA acts as CEO, chief fundraiser and public voice. President leads all fundraising activities on the board.	13.44% 107	24.87% 198	47.99% 382	13.69% 109	796

VI. Information about Those Taking the Survey

A. Attendance at General Assemblies (805 responses)

Never attended:	26.71%
Attended 1-5 GA's	40.99%
Attended 6-10 GA's	15.78%
Attended more than 10	16.52%

B. Participation as Delegate at General Assembly (807 responses)

Never:	38.54%
Participated as delegate in 1-5 GA's	39.16%
Participated as delegate in 6-10 GA's	11.15%
Participated as delegate in more than 10 GA's	11.15%

C. Age (806 responses)

17 or younger	1.74%
18-35	10.79%
36-55	31.02%
56 or older	56.70%

D. Economic status (800 responses)

Poor	4.38%
Working class	7.25%
Lower-middle class	11.25%
Middle class	41.38%
Upper-middle class	33.38%
Other (please specify)	5.63%

F. If member of or affiliated with a congregation or fellowship, its size: (773 responses)

Under 100 members	19.28%
100-249 members	42.69%
250-549 members	25.87%
Over 550 members	13.97%

G. Other characteristics (800 responses)

Primary UU affiliation is congregation or fellowship	89.88%
Primary UU affiliation is through community or “congregation without walls”	5.50%
Attend worship or other activities at UU congregation at least twice/month	77.88%
Attend non-congregational UU activities on regular basis (cons, district events, camps, etc.)	44.63%
Seminarian or recent theological school graduate	5.75%
Elected or called leader of a congregation	34.38%
Ordained UU minister, engaged in ministry in ways other than as a called leader of a congregation	15.25%

GLBTQ	20.50%
Person with physical, emotional or developmental challenge	10.13%
Person of Color	6.25%
Speaking on behalf of a larger group	2.88%

VII. Major Challenges to Effective Governance, as Described in the Survey:

1. Delegates. One of our challenges to effective governance as an Association is that our annual General Assembly is not, in practice, very democratic or inclusive:

- In an average year, more than 40% of member congregations do not send any delegates to GA.
- Among congregations that do send delegates, many of these delegates are self-selected and self-funded.
- Many delegates have minimal accountability to their congregations, either in preparation for voting or in reporting back.
- There are significant barriers to creating a more diverse and inclusive delegate pool (especially barriers of money, time and geography).
- The processes that we use for debate and voting favor the more aggressive and physically able among our delegates.

2. Gathering. A second challenge to effective governance of our Association is that our Annual General Assembly is not especially participatory and does not promote shared learning:

- Most delegates have little preparation for the work they will do, and little attention is paid to how delegates' work at GA feeds back to their congregations.
- There is little opportunity for intentional dialogue and learning among the delegates to aid in the discernment process for issues that affect the Association.
- Large annual meetings are very expensive for the association and member congregations. (Most other denominations meet for business once every two or three years.)

3. Leadership. A third challenge to effective governance is that there is poor alignment among leadership roles of the UUA:

- Currently, the bylaws say that the Board (led by the Moderator) acts on behalf of the General Assembly to “make overall policy for carrying out the purposes of the Association” and “direct and control its affairs.” As it carries out this responsibility, the Board articulates a vision based on what it learns from the delegates and its other sources of authority and accountability.
- At the same time, the General Assembly elects the UUA President on a platform that usually includes his or her own vision.
- The result is that the Moderator/Board and the President/Staff sometimes have conflicting visions, making progress difficult.

“Re-Imagining UUA Governance” Congregational Dialogues—Summary Report

Interview Process. Responses received (so far) were based on interviews held with congregational leaders from 40 different congregations across the 5 different Regions. A listing of congregations is attached as Appendix A. Participating leaders primarily were called ministers and Board Presidents; they also included several interim ministers and lay leaders active in denominational affairs. The interviews were conducted with the generous assistance of Regional and District Presidents and Board members in the MidAmerica and Southern Region, lay leaders and members of the denominational affairs committees of First Unitarian Portland, First UU Church of San Diego, All Souls, Unitarian, and members of the UUA Board of Trustees.

Background. Those interviewed were presented with three challenges to effective governance in the UUA. The challenges related to delegates, gathering and leadership. Those challenges are outlined on pages 2 and 3 of “Participant Materials,” attached at Appendix B.

What Did Participants Name as One Thing About GA or the Way We Practice Governance That Concerns or Excites Them?

Major themes:

- Barriers to inclusivity, particularly financial and geographic, prevent broad and diverse participation
- Delegates felt ineffective in the business sessions because information needed wasn’t communicated well beforehand, and sessions could be tedious and offered little opportunity for participation (business sessions were described as “confusing,” “draining” and “useless”)
- Congregations feel little connection to General Assembly and issues discussed—there generally has not been a process in congregations for choosing delegates; there is little discussion, if any, with delegates before they attend GA, and very little is brought back from GA that becomes meaningful in congregational life.

Several responses expressed concerns about the purpose of the UUA. Two participants commented that it was most helpful when acting its role of consulting with and supporting congregations. Another sensed ambivalence about whether “we’re a denomination or a service organization intended to provide service to congregations.” Another said, “the UUA should not be involved in developing theology.”

While there was a comment questioning whether GA was effective for social action, there were several positive comments the potential of GA for social witness/justice. The mini-Assemblies were generally viewed as a positive development. Also appreciated was the energy at GA, the time for connection with other Unitarian Universalists and within identity groups, and the shared learning and inspiration gained from GA.

What Outcomes Did Participants Most Want to See for Effective Governance in the Future?

Participants were asked to identify 3 positive statements (from the list on page 8 of the Participant Materials) that were their highest priorities for effective governance. Top priorities included:

- Increased Participation by young adults, lower income people, people of color & others whose inclusion represents our progressive future (34 responses)
Reasons: Disproportionate representation by the older and well off; others have a powerful contribution to make.
- Better-prepared delegates enrich the discussion taking place at GA and allow for more informed decision-making. (27 responses)
Reasons: Delegates need support and tools to be prepared and informed—would increase accountability and lead to more engaged congregations.
- Geographic barriers to participation are reduced by relying on regional assemblies. (27 responses)
Reasons: Interest in regional assemblies—belief they could provide powerful programming, reduce barriers to participation, and could meet regional needs—by increasing local connections and collaboration on local issues.
- Economic barriers to participation are reduced. (23 responses)
Reasons: would increase participation and diversity
- Delegates bringing information and insight back from GA engage congregations more fully in Association discussion and decision-making. (22 responses)
Reasons: Would more fully engage congregations and deepen connections to UU movement.
- Lines of authority and accountability around UUA vision are clearer. (22 responses)
Reasons: Concerns about prior tensions and effectiveness of current leadership structure; concerns of CEO/administrator also acting as public voice/spiritual leader.
- Delegates (and through them their congregations) have deeper connection to the larger UU movement. (19 responses)
Reasons: can be more effective if more connected; being connected to something larger sparks a vision.

What Steps Were Participants Most Interested in Taking to Achieve the Outcomes?

Participants were asked to choose 4 steps they were most interested in taking to improve UUA governance and General Assembly (from the list on page 4). They were most interested in:

- GA business sessions focus on learning/facilitated conversations—voting happens remotely in home congregations; make greater use of technology to enable broad participation (45 responses)
Reasons: would increase participation and congregational engagement, delegates would have more time for discussion and greater accountability
- Increase training, preparation and accountability for delegates; improve report-back from congregations (42 responses)
Reasons: could improve linkage; voting isn't meaningful without greater preparation; is part of intentional encouragement of leadership
- Increase financial support for delegates with a scholarship fund; use funds to encourage a more diverse delegate pool & more inclusive congregational selection process (38 responses)
Reasons: increases diversity. Many commented that funds should be offered on a matching basis; several acknowledged of the difficulty of implementing this step
- Multi-year cycle: hold a business/governance GA every other year (regional assemblies).

Reasons: could reduce time, money and travel barriers (32 responses)

- Align roles of President, Moderator and Board around a single vision (Place responsibility for vision squarely with the Board). (25 responses)

Reasons: More comfort with vision by group rather than 1 person; interest in dividing functions between CEO as administrator and President as prophetic voice.

Final Thoughts: One Thing that is Important for the Future:

- GA is important to several identity groups for connections—is important to continue to have ways for connection.
- GA should be alternated with regional assemblies; high quality regional assemblies could be robust feeders of ideas and participants to General Assembly.
- Remote voting could lead to participation by those whose work schedules don't otherwise allow GA participation.
- Acknowledgment of privilege and the importance of bringing together as many voices as we can.
- Need for increased participation by young adults.
- Need for financial planning for our future.
- Importance of better-prepared delegates and greater delegate participation.
- Tensions are part of governance; we should let recent changes in governance play out.
- Importance of keeping depth in the role of President.
- Increase diversity and equality.
- UUA is an umbrella organization and is more than congregations—includes communities, identity groups and other organizations.
- Most concerned with alignment of leadership.
- Annual GA is important for connections. Consider a 5-year experiment if you want to do something different.
- Really critical that GA become more affordable or our Association will be run by dinosaurs!
- Our future hinges on becoming more diverse and inclusive—we must share power with those historically marginalized.
- Concern UUA is over-emphasizing public witness.
- Grateful right relations process at GA has become more compassionate.
- UUA is at its best when it is consulting—helping congregations be healthy, helping congregants learn how not to hurt each other.
- Small struggling congregations need more help—consider creative steps like multi-site extensions.
- Belief UUA should function as a service-provider association rather than a denomination.
- Need to help congregational leaders pass on skills and knowledge to others

APPENDIX A

Unitarian Universalist Church of Silver S Wilimington ,DE	CERG/JPD	318
All Souls Unitarian Washington, DC	CERG/JPD	982
Bull Run UU's Manassas, VA	CERG/JPD	261
UU Congregation of the Catskills Kingston, NY	CERG/MNY	120
UU Church of Akron Fairlawn, OH	CERG/OM	273
UU Society of Cleveland Cleveland Heights, OH	CERG/OM	86
Murray UU Church Attleboro, MA	NE/Ballou Ch	150
First Parish Unitarian of Kingston Kingston, MA	NE/Ballou Ch	106
UU Congregation of South County Peace Dale, MA	NE/Ballou Ch	147
Unitarian Society of New Haven Hamden, NY	NE/Clara Bar	359
First Parish UU Medfield, MA	NE/Mass Bay	93
Follen Church Society Lexington, MA	NE/Mass Bay	287
Sanford UU Church Sanford, ME	NE/NNE	79
First UU Society of Exeter Exeter, NH	NE/NNE	190
First Universalist Church Minneapolis, MN	MidAmerica	1046
Unitarian Church of Evanston Evanston, IL	MidAmerica	407
UU Church of Lexington Lexington, KY	MidAmerica	258
UU Church of Indianapolis Indianapolis, IN	MidAmerica	149
UU Church of Bowling Green Bowling Green, KY	MidAmerica	120
People's Church Kalamazoo, MI	MidAmerica	226
UU Congregation of Duluth Duluth, IA	MidAmerica	225
St. Cloud UU Fellowship St. Cloud, MIN	MidAmerica	68
Neighborhood UU Church Pasadena, CA	PWR/PSWD	678
UU Church in Anaheim Anaheim, CA	PWR/PSWD	61
First UU Church San Diego San Diego, CA	PWR/PSWD	653
First Unitarian Church LA Los Angeles, CA	PWR/PSWD	56
The Boulder Valley Fellowship Boulder Valley, CO	PWR/MDD	251
UU Fellowship of Durango Durango, CO	PWR/MDD	101
Edmonds UU Church Edmonds, WA	PWR/PNW	299
Westside UU Congregation Seattle, WA	PWR/PNW	233
First Unitarian Portland Portland, OR	PWR/PNW	1012
Westside UU Church Fort Worth, TX	SR/SWD	218
First Unitarian Church of Dallas Dallas, TX	SR/SWD	1022
UU Church of Greensboro Greensboro, NC	SR/SED	179
First Unitarian Church of Orlando Orlando, FL	SR/FL	271
UU Fellowship of Gainseville Gainseville, FL	SR/FL	225
UU Church of St. Petersburg St. Petersburg, FL	SR/FL	89
UU Church of Tampa Tampa, FL	SR/FL	123
UU Church of Little Rock Little Rock, AK	SR/SWD	133
Northwest UU Congregation Sandy Springs, GA	SR/MSD	175

APPENDIX B

Congregational Dialogues on Re-Imagining UUA Governance

PARTICIPANT MATERIALS

These materials are designed to be used as part of a facilitated conversation with congregational leaders. They are not stand-alone documents. The ideas presented here represent possibilities for exploration, not proposed policies.

Materials prepared by Isabella Furth, Bluefish Editorial Consulting

October 2014

bella@bluefisheditorial.com

Re-imagining UUA Governance – Participant Materials

CHALLENGES TO EFFECTIVE GOVERNANCE

Governance is the process by which an organization defines expectations, delegates power, verifies performance, and provides accountability. In our Association, the General Assembly is responsible for governance: GA makes policy to carry out the purposes of the UUA and directs and controls UUA affairs. Between General Assembly gatherings the UUA Board is tasked with doing these things on the behalf of the Assembly.

*But that process is not working as well as it could. Since 2010 the UUA Board has been engaged in efforts to ensure governance of our Association is more democratic, inclusive and effective. Through a lengthy process of consultation and discernment, **the Board has identified three major challenges to effective governance** in our association.*

1. Delegates. One of our challenges to effective governance as an Association is that our annual General Assembly is not, in practice, very democratic or inclusive:

- In an average year, more than 40% of member congregations do not send any delegates to GA.
- Among congregations that do send delegates, many of these delegates are self-selected and self-funded.
- Many delegates have minimal accountability to their congregations, either in preparation for voting or in reporting back.
- There are significant barriers to creating a more diverse and inclusive delegate pool (especially barriers of money, time and geography).
- The processes that we use for debate and voting favor the more aggressive and physically able among our delegates.

2. Gathering. A second challenge to effective governance of our Association is that our Annual General Assembly is not especially participatory and does not promote shared learning:

- Most delegates have little preparation for the work they will do, and little attention is paid to how delegates' work at GA feeds back to their congregations.
- There is little opportunity for intentional dialogue and learning among the delegates to aid in the discernment process for issues that affect the Association.
- Large annual meetings are very expensive for the association and member congregations. (Most other denominations meet for business once every two or three years.)

3. Leadership. A third challenge to effective governance is that there is poor alignment among leadership roles of the UUA:

- Currently, the bylaws say that the Board (led by the Moderator) acts on behalf of the General Assembly to “make overall policy for carrying out the purposes of the Association” and “direct and control its affairs.” As it carries out this responsibility, the

Re-imagining UUA Governance – Participant Materials

Board articulates a vision based on what it learns from the delegates and its other sources of authority and accountability.

- At the same time, the General Assembly elects the UUA President on a platform that usually includes his or her own vision.
- The result is that the Moderator/Board and the President/Staff sometimes have conflicting visions, making progress difficult.

The Transforming Governance Working Group is reaching out to more than 100 congregations to gain a better understanding of how we might best address these challenges. The Board is also offering an online survey to give even more people a chance to weigh in.

Even if you or your congregation are not actively engaged in our national governance, you have a great deal to offer to this conversation. One of our challenges, as a movement, is that our governance does not effectively draw on the experience and wisdom of all of our congregations. Our conversation today will help us do that. Your responses will help the Board shape its vision for making GA a more effective form of governance for our faith and mission.

About the following pages:

The following pages present *some possible ways of addressing the challenges facing us when it comes to GA and our collective governance, as well as some of the arguments for and against taking each step. These come from conversations with delegates, called and elected leaders, experts and UUs in general.*

These steps range from fairly small-scale, incremental fixes to broad changes in UUA governance. They are loosely grouped into three broad areas of focus—**but these areas are NOT mutually exclusive, nor does each one come as a set.** A plan for improvement may well mix and match elements from all three areas of focus.

SCENARIO DASHBOARD

FOCUS ON DELEGATES

Make sure delegates are well-prepared, diverse, and effective as possible. Do all we can to overcome financial, physical and other barriers to broad-based and effective participation. Make sure that all congregations—large and small—are fairly represented.

KEY STEPS:

Increase training, preparation and accountability for delegates; improve report-back from GA to congregations; increase delegate accountability.

Increase financial support for delegates with a scholarship fund: use funds to encourage more diverse delegate pool & more inclusive congregational selection processes.

Limit number of delegates: shift to a “Senate model” of 1 delegate per congregation. (Today, larger congregations often have deeper benches & deeper pockets and are much more likely to send delegates.)

Ask delegates for a multi-year commitment and to engage in ongoing linkage with UUA and with delegates from other congregations between assemblies.

FOCUS ON GATHERING

Change the GA gathering in ways that will improve two-way linkage between the UUA and member congregations. National gatherings focus on discussion & learning which is then carried back to home congregations by delegates. Votes on UUA issues take place in congregations & regional assemblies; greater use of technology to facilitate broad-based participation.

KEY STEPS:

Multi-year cycle: hold a business/governance GA every other year. Possible configurations:

- Regional assemblies in off years

OR

- 4-year cycle
 - year 1: synod*
 - year 2: governance
 - year 3: social justice
 - year 4: governance

GA business sessions focus on learning and facilitated conversations—voting happens remotely in home congregations.
Make greater use of technology to enable broad participation.

Compress business into 1-2 days to reduce travel time commitment. Additional optional days might be offered for learning and other purposes.

* A synod is a meeting of laypeople and clergy for the purpose of theological discussion and enrichment. Synods work to establish understanding about what is commonly believed across the tradition and how this might be applied to contemporary issues.

FOCUS ON LEADERSHIP

Change leadership roles in UUA governance to encourage stronger alignment around a single vision. Address conflicting/misaligned leadership roles.

KEY STEPS:

Modify the roles of President, Moderator, and Board so that all are aligned around a single shared vision and lines of authority & accountability around that vision are clearly defined. For example:

- Place responsibility for Vision squarely with the Board: President elected by GA serves as the public voice of UUism, is a voting member of the Board and serves ceremonial/ spiritual functions (not CEO). Board hires Executive Director to act as UUA CEO and handle fund-raising.

OR

- Place responsibility for Vision squarely with the President: President elected by GA acts as CEO, chief fundraiser, and public voice. President leads all visioning activities on the Board. GA-elected Moderator serves as Board chair, runs GA and is responsible for its process. As is the case today, the Board can remove the President if this is in the best interests of the UUA.

Re-imagining UUA Governance – Participant Materials

PROS/CONS

FOCUS ON DELEGATES

Increase training, preparation, and accountability for delegates; improve report-back from GA to congregations; increase delegate accountability.

Pros:

- ▲ *Better-prepared delegates enrich the discussions taking place at GA and allow for more informed decision-making*
- ▲ *Delegates have greater ownership over decisions*

Cons:

- ▼ *Increasing expectations for delegates may make some reluctant to serve*
- ▼ *Increases burden on UUA staff, who must coordinate the training and preparation*

Increase financial support for delegates with a scholarship fund: use funds to encourage more diverse delegate pool & more inclusive congregational selection processes.

Pros:

- ▲ *Economic barriers to participation are reduced*
- ▲ *Increased participation by young adults, lower income people, people of color & others whose inclusion supports our progressive future*

Cons:

- ▼ *Providing meaningful support will be very costly, especially in initial years – may require tapping reserves or cuts in other funding support*
- ▼ *May require matching support from regions or grant-making entities*

Limit number of delegates: shift to a “Senate model” of 1 delegate per congregation. *(Today, larger congregations often have deeper benches & deeper pockets and are much more likely to send delegates.)*

Pros:

- ▲ *GA’s debate & deliberation process is more meaningful, less repetitive*
- ▲ *Delegates can receive meaningful financial support*

Cons:

- ▼ *Unfair to large congregations, which represent more individuals*
- ▼ *May limit diversity, if congregational leadership skews white or wealthy or older*

Ask delegates for a multi-year commitment and to engage in ongoing linkage with UUA and with delegates from other congregations between assemblies

Pros:

- ▲ *Increased continuity when GA is addressing major issues and decisions*
- ▲ *Delegates (and through them their congregations) have deeper connections to the larger UU movement*

Cons:

- ▼ *Asking delegates for a 2+ year commitment may make it more difficult for some to participate*
- ▼ *Assumes people will be interested in being involved in UU governance at national level*

Re-imagining UUA Governance – Participant Materials

PROS/CONS

FOCUS ON GATHERING

Multi-year cycle: hold a business/governance GA every other year. Possible configurations:

- *Regional assemblies in off years*

OR

- *4-year cycle*
 - year 1: synod
 - year 2: governance
 - year 3: social justice
 - year 4: governance

Pros:

- ▲ *Geographical barriers to participation are reduced by relying on regional assemblies*
- ▲ *Delegates & others have more time to learn and prepare*
- ▲ *Governance is more efficient because there are fewer business meetings*

Cons:

- ▼ *Slows down the clock on important issues*
- ▼ *Gatherings in off years provide fewer opportunities for worship, being in touch, gathering with affinity groups, and all the other important non-governance activities of the current annual national meeting*

GA business sessions focus on learning and facilitated conversations—voting happens remotely in home congregations. Make greater use of technology to enable broad participation.

Pros:

- ▲ *Delegates bringing information and insight back from GA engage congregations more fully in Association discussion and decision-making*
- ▲ *Delegate accountability is increased*
- ▲ *Congregational authority is increased*

Cons:

- ▼ *Asking delegates to brief their congregations is a big responsibility*
- ▼ *Technology (like web-links, teleconferencing) may be out of reach for some*

Compress business into 1-2 days to reduce travel time commitment. Additional optional days might be offered for learning and other purposes.

Pros:

- ▲ *GA focuses only on what is truly important*
- ▲ *Cost of GA is reduced*
- ▲ *Delegates need to take less time off work*

Cons:

- ▼ *Time may be too short to allow full discussion and discernment on difficult issues*
- ▼ *Limited time for working through challenges may make it more difficult to get things done*
- ▼ *Emerging issues may be excluded from the agenda*

Re-imagining UUA Governance – Participant Materials

PROS/CONS

FOCUS ON LEADERSHIP

Modify the roles of President, Moderator, and Board so that all are aligned around a single shared vision and lines of authority & accountability around that vision are clearly defined. For example:

- *Place responsibility for Vision squarely with the Board:* President elected by GA serves as the public voice of UUism, is a voting member of the Board and serves ceremonial/spiritual functions (not CEO). Board hires Executive Director to act as UUA CEO and handle fund-raising.

OR

- *Place responsibility for Vision squarely with the President:* President elected by GA acts as CEO, chief fundraiser, and public voice. President leads all visioning activities on the Board. GA-elected Moderator serves as Board chair, runs GA and is responsible for its process. *As is the case today, the Board can remove the President if this is in the best interests of the UUA.*

Pros:

- ▲ *Lines of accountability and authority around UUA vision are clearer*
- ▲ *Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith*

Cons:

- ▼ *The friction created by checks and balances is GOOD – it stimulates good ideas and helps avoid myopic mistakes*
- ▼ *This could be seen as a power grab on the part of the Board or the President—it may increase friction, not resolve it*

Re-imagining UUA Governance – Participant Materials

PROS CHECKLIST

Focus on Delegates

- ☐ *Better-prepared delegates enrich the discussions taking place at GA and allow for more informed decision-making*
- ☐ *Delegates have greater ownership over decisions*
- ☐ *Economic barriers to participation are reduced*
- ☐ *Increased participation by young adults, lower income people, people of color & others whose inclusion supports our progressive future*
- ☐ *GA's debate & deliberation process is more meaningful, less repetitive*
- ☐ *Delegates can receive meaningful financial support*
- ☐ *Increased continuity when GA is addressing major issues and decisions*
- ☐ *Delegates (and through them their congregations) have deeper connections to the larger UU movement*

Focus on Gathering

- ☐ *Geographical barriers to participation are reduced by relying on regional assemblies*
- ☐ *Delegates & others have more time to learn and prepare*
- ☐ *Governance is more efficient because there are fewer business meetings*
- ☐ *Delegates bringing information and insight back from GA engage congregations more fully in Association discussion and decision-making*
- ☐ *Delegate accountability is increased*
- ☐ *Congregational authority is increased*
- ☐ *GA focuses only on what is truly important*
- ☐ *Cost of GA is reduced*
- ☐ *Delegates need to take less time off work*

Focus on Leadership

- ☐ *Lines of accountability and authority around UUA vision are clearer*
- ☐ *Energy that now goes to dealing with friction in the system is freed up and directed toward the pressing issues of our faith*

Other?

- ☐ _____
- ☐ _____
- ☐ _____

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

"Moved that the changes in the text of the Section 3 Procedural document be made as identified in the text below and that the Governance Working Group be authorized to make the appropriate item numbering and punctuation changes."

3.0 Governance Process

As amended January 2014.

Policy: The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

Policy: The Board will inspire, direct and hold accountable the administration and itself through the careful establishment of broad written policies reflecting Unitarian Universalist values and perspectives.

3.1 Governing Style.

Policy: The Board will govern with an emphasis on (a) outward vision, (b) encouragement of diversity in viewpoints, (c) strategic leadership, (d) clear distinction of Board and President roles, (e) collective, (f) future, (g) pro-activity, and (h) an open and transparent process.

Procedures:

On any issue, the Board must insure that ~~relevant~~ divergent views are considered in making decisions, yet must resolve into a single organizational position.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board may use the expertise of individual Trustees to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values.
2. The Board's major policy focus will be on the intended long term impacts ~~within the Association and its external relations and partnerships~~.
3. The Board will govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, and respect of roles. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force. The Board will address an issue only if the

Lew 6/13/2014 12:15 PM

Deleted: all

Lew 9/22/2014 8:34 PM

Comment [1]: It makes a lot more sense to consider relevant views. Lew's recommendation, make the minor change indicated.

Lew 12/21/2013 1:14 PM

Deleted: in

Lew 9/22/2014 8:34 PM

Comment [2]: Lew's recommendation: Delete the unneeded words.

Lew 12/21/2013 1:15 PM

Deleted: Unitarian Universalist

Lew 12/21/2013 1:15 PM

Deleted: of Congregations

Lew 12/21/2013 1:15 PM

Deleted: , not on the administrative or programmatic means of attaining those effects

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

Board determines that the following criteria have been met:

- A. A substantial portion of the Board believes that the issue deserves Board time;
 - B. The issue is the responsibility of the Board;
 - C. If the Board has dealt with the issue before, there is new information that compels reconsideration;
 - D. The focus of the issue is at a systemic level, and is not just a fix for a specific problem. If the issue is below the Board's broad policy threshold, the Board will seek to broaden the issue to include a class of related issues in a proactive style.
4. Continual Board development will include orientation of new Trustees in the Board's governance processes.
 5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
 6. The Board will select, from among ministers serving on the Board, one or more Trustees to serve as chaplains to the Board.
 7. The Board will monitor and discuss the Board's processes and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-President Linkage categories, following the monitoring schedule in Appendix 3.A.
 8. The work of the Board of Trustees on matters of public witness will be guided by the actions made by the General Assembly. This shall not preclude the Board from choosing to bear witness in a time of extraordinary circumstances.
 9. To be consistent with our commitment to the right of conscience and the democratic process and achieve a transparent and open process, the Board will:
 - A. Provide advance notice of dates and locations of regular business meetings, and making agendas, reports, and the previous meeting minutes available prior to the meeting;
 - B. Provide avenues for comment on issues on the meetings' agendas;
 - C. Accommodate observers at regular business meetings, and notify all participants of recording and archiving policies.
 - D. Make documents submitted for consideration to the Board of trustees publicly available, with the exception of documents distributed during or related to

Lew 9/22/2014 7:44 PM

Formatted

Lew 9/22/2014 8:34 PM

Comment [3]: Good ideas. They are not needed here. Lew's recommendation: Delete the unneeded words.

Lew 9/22/2014 7:44 PM

Deleted: . Accordingly, on matters of public witness regarding social concern, the Board will: -

... [1]

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

business to be discussed in executive sessions.

E. Conduct its business in public, except when the Board decides by majority vote to deal with the following kinds of matters in Executive Session:

- volunteer and staff personnel matters that are of a delicate nature
- legal matters of which public discussion could be legally injurious
- budget matters that involve such legal or personnel matters
- property acquisition or disposition
- business of the above nature involving a member society if the society requests an Executive Session.

10. Any officer or trustee may initiate a request for an Executive Session. The first item of business in any Executive Session shall be an explanation of the reason for the request, after which the Board shall vote whether or not to remain in Executive Session.

Participants in Executive Session will be limited to Board Members, the Youth Observer, the Chief Operating Officer, the Program and Strategy Officer and the Treasurer, Chief Financial Officer. The Board may vote to include others in Executive Session where appropriate.

- A. All meetings in executive session will close with a determination as to whether the material is confidential and needs to be confidential.
- B. The Executive Session may be ended at any time by majority vote.
- C. Executive Sessions will be held to the minimum necessary under these guidelines.

11. Record and archive audio of business proceedings of the UUA Board, with the exception of executive sessions, to be available to members of UUA congregations upon request.

12. Regularly hold meetings in sites other than Boston, to strengthen relationships with the Association's Member Congregations and other Sources of Authority and Accountability, and also to learn first-hand about vital interests of the Association.

A. The Board will select a Site Selection Team.

Lew 9/22/2014 8:34 PM

Comment [4]: Lew's recommendation: Make the minor change indicated.

Lew 6/13/2014 12:30 PM

Deleted: -

Lew 8/11/2014 1:49 PM

Deleted: Vice President for Ministries and Congregational Support

Lew 9/22/2014 8:34 PM

Comment [5]: Changes needed due to staff organizational changes. Lew's recommendation: Make the changes indicated.

Lew 12/21/2013 1:28 PM

Deleted: if their presence is required for the meeting

Lew 6/13/2014 12:34 PM

Formatted: Indent: Left: 0.75"

Lew 6/13/2014 12:35 PM

Deleted: authorize

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

- a. Proposals to the Site Selection Team must come from Trustees.
- b. Proposals must contain the following:
 - i. ↓
 - ii. An identified contact person, who will represent the host site as a liaison with the Board;
 - iii. Evidence of strategic importance (how will the Board's exposure to the host site serve the strategic interests of the Association?)
 - iv. Evidence of wise stewardship of Association resources
 - v. Evidence of support of a group of related Congregations (for example, a Cluster) and other Sources of Authority and Accountability (how will the Board link with local Congregations; how will the Board link with other Sources of Authority and Accountability).

B. The Site Selection Team will authorize a spokesperson as a single point of contact on meeting logistics with the Administration. Within parameters established by the Site Selection Team, the spokesperson may make meeting logistics decisions on behalf of the Board.

C. To be in healthy relationship with the Administration, and to ensure lowest cost, the Board will select meeting geographic areas no less than eleven months prior to the meeting. If a geographic area is not chosen, the default choice is to meet in Boston.

3.2 Board Job Description.

Policy: 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.

Procedures:

Accordingly, the Board has responsibility to:

Lew 6/13/2014 12:35 PM

Formatted: Indent: Left: 1", Tabs: 2.13", List tab + Not at 2"

Lew 9/22/2014 8:34 PM

Comment [6]: Do we really need two sites? Not really. Lew's recommendation: Delete this item.

Lew 9/22/2014 7:49 PM

Deleted: At least two preferred dates for hosting the Board (from the scheduled list of upcoming dates on the Board's calendar);

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

1. Create and maintain linkage between the Board and the Sources of Authority and Accountability defined in Policy 3.0.
 - a. Linkage shall mean
 1. Formal, intentional dialogue with the Sources of Authority and Accountability for the purpose of understanding the Sources' values and the benefits the Association should produce
 2. Connections with the Sources of Authority and Accountability that ensure the board governs accountably on their behalf.
 - b. No task shall have a higher priority.
 - c. In linking with any particular Source, the Board will listen to multiple voices.
 - d. The Board will collaborate with communities and organizations outside the Board in identifying the voices invited to speak on behalf of these Sources.
 - e. The Board will report on its linkage activities with these Sources, identifying not only the methodology but also the values discerned, and the impact of those values on Board actions.
2. Write policies that address organizational decisions and situations at the broadest levels:
 - a. Shared Vision (ENDS): Statements that express values identifying what benefit to whom and at what cost.
 - b. Leadership Covenant and Expectations: Established boundaries around both ethics and prudence within which all executive activity and decisions must take place.
 - c. Governance Process: How the Board conceives, carries out and monitors its own tasks.
 - d. Board-President Linkage: Promote right relationship between the President and the Board by defining the president's role, authority, and accountability.
3. Assure operational performance through systematic monitoring of systems and performance of the organization in relation to established policy and examining and approving the operating and capital budgets before they are implemented.
4. Act as faithful stewards of the resources of the UUA.

Lew 6/13/2014 1:02 PM

Formatted: Outline numbered + Level: 2 +
Numbering Style: a, b, c, ... + Start at: 1 +
Alignment: Left + Aligned at: 0.75" + Tab
after: 1" + Indent at: 1"

Lew 6/13/2014 1:05 PM

Formatted: Outline numbered + Level: 1 +
Numbering Style: 1, 2, 3, ... + Start at: 3 +
Alignment: Left + Aligned at: 0.25" + Tab
after: 0.5" + Indent at: 0.5"

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

5. Obtain 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. Upon completion of the audit, the Board will meet with the chair of the Audit Committee to receive a report that discusses the audit and the auditors' management letter. Prior to this meeting, the Audit Committee will provide the Board with a written report, for publication on the UUA website, containing the key findings of the audit, including any finding of a serious accounting or management weakness.
6. Promote and actively engage in the work of building an antiracist / antioppressive/multicultural institution.
7. Act in direct relationship with the General Assembly (GA).
 - a. Approve the GA site, participating in GA programs, and responding, as appropriate, to motions adopted by GA.
 - b. Review and affirm adoption of UUA Public Policy Statements, based on actions of previous General Assemblies.
 - c. In consultation with the General Assembly Planning Committee, make decisions about the allocation of excess funds generated from General Assembly activities. (q.v. Policy on GA Reserve Fund)
8. Vote to accept into membership or to terminate association membership of a congregation in accordance with UUA By-laws.
9. Appoint and empower Board committees and Board liaisons.
10. Ensure continuity of governance capability

Lew 6/13/2014 1:06 PM

Formatted: Indent: Left: 0.75", Hanging: 0.31", Outline numbered + Level: 2 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tabs: Not at 1"

3.3 Board and Board Member Code Of Conduct.

Policy: The Board commits itself and its members to act in adherence with the UUA bylaws, to conduct themselves ethically, businesslike, and lawfully, and to act with respect for others, with proper use of authority and appropriate decorum when serving as Trustees.

Procedures:

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

1. Board members must act in accordance with our covenant with each other.

We promise to:

- olisten deeply, speak boldly and keep an open mind, balancing views of self and others authentically
- obe humble, prepared and present and focus on governance as the board's essential role, while taking the long view, and maintaining accountability for Anti-Racism, Anti-Oppression and Multi-Culturalism
- ohave respect and affection for each other, assuming the best of intentions and honest needs and building new bridges and mending bridges that are broken
- oremember our sources and whose we are, giving space for faith
- olearn and grow, practice self-care, laugh and sing!

This covenant shall be read at the beginning of each board meeting.

2. Board Members must act in accordance with our covenant with member congregations. As Board members, our primary purpose is to serve our member congregations regardless of personal relationships with staff, affiliations with other organizations, or any personal interest.
3. Board Members must comply with Conflict of Interest (Appendix 2.J) and Whistleblower policies (Appendix 2.K).
4. Member Trustees covenant with each other to follow a practice of "Speaking with one voice". This requires that each Trustee has had reasonable opportunity to participate in the debate of the issues and opportunities before the committee or Board. The Trustee may have disagreed with the Board's decision, and consistent with the right of conscience may say so publicly. However, once the Board makes a policy decision, and even if an individual Trustee does not fully support the Board's position, each Trustee agrees to do their best to act in alignment with that policy in the spirit of moving our organization ahead in accordance with our democratic principles.

If a Trustee finds that they cannot in good conscience adhere to this policy and covenant, then that Trustee bears the responsibility to consult with the Moderator or Vice-Moderator and determine an acceptable course of action.

5. Board Members must not attempt to exercise individual authority over all or any part of the organization.

Lew 9/22/2014 8:34 PM

Comment [7]: Change pursuant to organizational change. Lew's recommendation: Accept the change.

Lew 6/13/2014 4:45 PM

Deleted: First

Lew 9/22/2014 8:34 PM

Comment [8]: Need a stronger word here. Lew's recommendation: Accept the change.

Lew 6/13/2014 4:46 PM

Deleted: may

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

6. Board Member's interaction with the President or with staff must recognize that an individual Board member has no authority except when explicitly authorized by the Board
7. Board Members will not express individual judgments of performance of employees of the President, except during participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the President.
8. Board Members will respect the confidentiality appropriate to issues of a sensitive nature. 9. Board Members will be properly prepared for Board deliberation.
10. Board Members will model UU values in our lives and in our roles as Trustees.
11. Board Members will provide leadership for UUA's stewardship and development efforts. Each Board Member is encouraged to:
 - A. Support the financial well being of the Association, including: pledges to his or her congregation, an annual contribution to the Friends of the UUA, and participation in capital campaigns.
 - B. Submit names of potential donors to the Stewardship and Development staff group;
 - C. Encourage his or her own congregation to attain the fair share contribution to the Annual Program Fund.
 - D. Promote testamentary giving through legacies and bequests.
 - E. Be knowledgeable about Association funding.
2. Board Members are expected to have completed anti-racism training that includes analysis and systems theory components prior to the January meeting of their first year as a Trustee. Participation in such training will be paid for, or reimbursed by the UUA, with prior approval of the CGO.
13. Individual Board Members will not engage in fundraising or public support of any candidate for national UUA office except within twelve months of the date of the election.
14. Each Board Member will annually certify in writing their knowledge of, and their agreement to honor, the contents of these Governance Process policies.

Lew 6/13/2014 5:12 PM

Deleted: -

Lew 12/21/2013 2:05 PM

Deleted: [Unitarian Universalist]

Lew 6/13/2014 5:21 PM

Formatted: Indent: Left: 0.25", Hanging: 0.25"

Lew 6/13/2014 5:22 PM

Deleted: <#> -

... [2]

3.4 External Relations.

Policy: Speaking with one voice is an important value of the Board. To achieve this, the board will formally delegate official authority to speak on behalf of the organization in the public arena.

Policy: Committee chairs, working group conveners and officers are authorized to communicate with members of the press concerning areas of Board discussion, deliberation and action within the scope of their authority following meetings of their respective groups.

Procedures:

1. The CGO [Chief Governance Officer] and President are the customary spokespersons for the UUA [Unitarian Universalist Association]. Trustee's interaction with the public, press or other entities must recognize that no Trustee may speak for the Board except to repeat explicitly stated Board decisions.
2. Any Board member may be empowered and charged by the Board to be a Board representative in relationship with any group, and such empowerment, the charge and its responsibilities will be defined by the Board at the time of the assignment.
3. Board members may represent the Board or the Association at meetings and events where such representation is deemed desirable and where the CGO has agreed to the representation. Board members are entitled to represent themselves as UUA Trustees at ceremonial events where the Board member deems such representation desirable. Board members are responsible and accountable for avoiding any ambiguity about their representative role or authorization to speak for the Board of Trustees or the UUA.
4. For special electronic communications (e.g., the Board Blog, the Board Face Book page), the CGO may appoint an individual trustee to write inputs in areas in which she/he has knowledge or expertise.
5. The Chief Governance Officer will appoint a trustee or trustees to write a brief letter to UU ministers and congregational presidents following each quarterly board meeting, to apprise them of important decisions the Board made at that meeting and vital issues it discussed. Such a letter will be signed by the Secretary on behalf of the Board.

3.5 Agenda Planning.

Policy: The Board will follow an annual agenda which (a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and (b) continually improves Board performance through Board education and enriched input and deliberation.

Supporting procedural guidance for policy 3.5

1. Agenda planning will be completed during the first meeting of each fiscal year, and the agenda published with the minutes of that meeting. The agenda or work plan should look out at least 24 months.
2. Agenda planning will include:
 - A. Consultations with selected groups in the member congregations, or other methods of gaining member congregations input.
 - B. Governance education, and education related to Shared Vision (ENDS) determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.)
 - C. A consent agenda to help the Board deal with routine items as expeditiously as possible.
3. The agenda for each meeting is to be prepared by the Chief Governance Officer (Moderator). Suggestions for agenda items are solicited from Working Group conveners and committee chairs. Any Trustee may suggest items for the agenda. The tentative agenda will be sent to Trustees and posted on UUA.org at least two weeks prior to the meeting with all available supporting documents.
4. All monitoring events will be included on the agenda as reflected in the monitoring schedule in Appendix 3.A.
5. All recurring calendar events will be included on the agenda as reflected in the Recurring Events schedule shown in Appendix 3.B.
6. Individual meeting agendas will generally follow the format below:
 - A. Welcoming and recognizing guests

Lew 9/22/2014 8:34 PM

Comment [9]: Need to make the distinction between long-term and next-meeting agendas.
Lew's recommendation: Make the change.

Lew 9/22/2014 8:34 PM

Comment [10]: Obsolete. Needs to go away.
Lew's recommendation: Make the change.

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

B. Chalice Lighting

C. Approve agenda

D. Consent Agenda

1. Operational (~~Moderator constructs~~).

2. May include ~~Monitoring Reports~~ ~~motions~~.

E. Linkage to Member congregations and Board Communications

1. Member congregation communication

2. Communication with the stakeholders and selected interested groups or constituencies in regard to Board's Annual Agenda.

F. ~~Board~~ ~~Information~~

1. President's Report

2. Moderator's Report

3. Financial Advisor's Report.

4. Special topics in accord with the annual agenda to assist the Board in its work and governing capacity.

G. Policy Discussion, based and focused upon the annual plan of Board work.

H. Assurance of Operational Performance

1. Receipt of Monitoring Reports; Review of Trustee's personal analysis of the reports; Discussion of interpretations; Challenges to interpretation; Vote on compliance.

2. ~~New Operational~~ ~~updates / concerns~~.

3. ~~Monitoring~~ ~~schedule~~ |

4. Board self-assessment against Board means policies (according to the monitoring schedule)

I. Executive Session (if circumstances require)

Lew 9/22/2014 8:34 PM

Comment [11]: Change to reflect current practice. Lew's recommendation: Make the change.

Lew 9/22/2014 8:12 PM

Deleted: President

Lew 9/22/2014 8:34 PM

Comment [12]: Acceptance of a monitoring report isn't accepted until it has been voted upon. That happens with the acceptance of the Consent Agenda. Lew's recommendation: Make the change.

Lew 9/22/2014 8:13 PM

Deleted: accepted

Lew 9/22/2014 8:34 PM

Comment [13]: These reports aren't "Education," they are important "Information." Lew's recommendation: Make the change.

Lew 6/13/2014 5:41 PM

Deleted: Education

Lew 6/13/2014 5:42 PM

Deleted: Worries

Lew 6/13/2014 5:45 PM

Deleted: (if submitted prior to the meeting)

Lew 9/22/2014 8:34 PM

Comment [14]: Minor wording changes. Lew's recommendation: Make the changes.

Lew 6/13/2014 5:43 PM

Deleted: Next m

Lew 6/13/2014 5:43 PM

Deleted: assignment

J. Process Observations ↓

K. Other issues that require board knowledge or action.

L.

M. Announcements

N. Adjournment

Lew 9/22/2014 8:34 PM

Comment [15]: Process observations should not be limited to AR/AO and governance areas. Lew's recommendation: Make the change.

Lew 12/21/2013 2:17 PM

Deleted: (AR/AO, governance)

Lew 8/11/2014 2:00 PM

Deleted: ..

Lew 9/22/2014 8:34 PM

Comment [16]: Gotta have an "Other." Lew's recommendation: Make the change.

3.6 Election Of Officers And Officer Roles.

Policy: The General Assembly elects the Moderator (CGO) and Financial Advisor. The Board elects the Vice Moderator and the Secretary. The Board also appoints the Recording Secretary and the Treasurer of the UUA

Youth Observer The Youth Observer is the primary liaison between GA Youth Caucus and the Board.

The Youth Observer shall serve her/his term without vote.

Excluding matters of voting, The Youth Observer shall bear the same responsibilities and accountabilities as defined for trustees.

With consent of the Board, the enumerated tasks of the observer may evolve as the structures of denominational youth leadership evolve.

The Youth Observer is charged with:

- Informing GA Youth Caucus and Youth Caucus staff of relevant Board issues at the Youth Observer's discretion
- Staying informed about the planning and activities of GA Youth Caucus
- Keeping abreast of national issues that are of interest to Unitarian Universalist youth in districts and congregations
- Linking and nurturing relationships between youth leaders in districts and congregations across the nation
- Seeking out qualified youth candidates as future Youth Observers and for other UUA volunteer positions

Procedures

Elected Officials from General Assembly

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

1. The **Moderator** is the **Chief Governance Officer (CGO)**. The CGO assures the integrity of the Board's processes and, secondarily, represents the Board to outside parties. Accordingly, the CGO is responsible for:
- o Ensuring that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - o Ensuring that the Board discusses only those issues that, according to Board policy, clearly belong to the Board to decide, not the President.
 - o Ensuring that deliberation is fair, open, and thorough, but also timely, orderly, and kept to the point.

D. Nomination of Candidates for Moderator/CGO

- i. Not later than 24 months before the beginning of a General Assembly at which an election for Moderator will be held, the Moderator Nominating Committee (MNC) shall issue a call for nominations, which must be received within two months.
- ii. Not later than 19 months before the beginning of a General Assembly at which an election for Moderator will be held, the committee shall recommend to the board two or more possible candidates for Moderator. No member of the committee may be recommended as a candidate. Each candidate must give written consent prior to being recommended. The names of recommended candidates who are not nominated by the board shall not be made public. The committee shall submit to the board background information on each recommended candidate, which shall be received by the board in confidence. No board member who is a recommended candidate shall receive the background information on any candidate. Individuals who normally attend executive sessions, per policy 3.1.9.E, shall be entitled to receive the MNC recommendations and background information, and to attend all sessions concerning the nomination of candidates for Moderator.
- iii. The board shall interview one or more of the recommended candidates in executive session. No candidate who was recommended by the MNC or who intends to run by petition may be present during the interview of any other candidate, or in any other executive session held to discuss candidates for Moderator.
- iv. As required by Section 9.5 of the Bylaws, the board shall nominate one or more candidates no later than February 1 of the year before the General Assembly at which there is to be an election for Moderator.

DRAFT v1.1

UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

- a. The following individuals may participate in Board deliberations but shall not be eligible to vote: the Secretary of the Board, the Trustees who serve on the Election Campaign Practices Committee, the President, and the Youth Observer.
 - b. The following individuals may participate in Board deliberations and shall be eligible to vote: the Moderator, and any Trustee who served as a voting member of or non-voting board liaison to the MNC.
 - c. Voting shall be by secret ballot in executive session, with procedures for voting and vote counting to be determined by the Secretary.
 - d. Voting shall be conducted using the “single transferable vote” method, with a ballot designed to permit the designation of first, second, third, etc. choice. At the conclusion of the vote counting, the two candidates with the highest number of votes shall be declared the nominees. However, if one candidate receives more than 75% of the first choice votes, then only that candidate shall be the nominee of the board. Furthermore, if two or more candidates for nomination are separated by less than one full vote, they shall be considered tied and the board shall take a second vote to break the tie.
 - e. The minutes of the executive session shall report only the names of the nominee(s).
- v. If a special election is to be held to fill a vacancy in the office of Moderator, the procedures in this section 3.6.1.A shall be followed to the extent that time permits. The Moderator Nominating Committee shall make its recommendations to the Board no later than November 1 of the year before the election.

E. The CGO is authorized to use any reasonable interpretation of the provisions in these policies. The CGO may make decisions that fall within topics covered by Board policies on Governance Process and Board-President Linkage, with the exception of employment or termination of a President and situations where the Board specifically delegates portions of this authority to others.

F. The CGO is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

G. The CGO has no authority to make decisions about policies created by the Board within Shared Vision (ENDS) and Leadership Covenant and Expectations policy areas. Therefore, the

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

CGO has no authority to supervise or direct the President.

- H. The CGO may represent the Board to outside parties in announcing Board stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- I. The CGO may delegate CGO authority, but remains accountable for its use.
- J. In special circumstances, the CGO may create task forces or special committees to address or explore issues of concern to the Association.
- K. In the event of a vacancy, the CGO shall inform congregations of the vacancy.

Board-Elected Roles and Positions

4. Vice Moderator (Board Coordinator)

The role of the Vice Moderator/Board Coordinator is to:

- o Assist with Board of Trustees agenda planning and scheduling of Board work.
- o Participate in leading Board of Trustees meetings.
- o Assumes the CGO role in the event of absence of the CGO.

5. Secretary

The responsibilities of the Secretary of the Association are defined in the Bylaws.

In addition to these responsibilities, the Secretary shall:

- o Maintain the UUA Governance Manual, assuring that all policies will be reviewed at least once in five years.

6. Assistant Secretary

The role of the Assistant Secretary is to support the work of the Secretary and shall fill those roles in succession if the Secretary is unavailable.

7. The process for selection of the Vice Moderator, the Secretary and Assistant Secretary shall be:

Lew 9/22/2014 8:34 PM

Comment [17]: Not needed. Lew's recommendation: Delete the paragraph.

Lew 12/21/2013 2:23 PM

Deleted: Financial Advisor

The responsibilities of the Financial Advisor are defined in the Bylaws in various sections of Articles VII, VIII, and X.

Lew 6/13/2014 5:52 PM

Deleted: First

Lew 9/22/2014 8:34 PM

Comment [18]: change to current practice. Lew's recommendation: make the change.

Lew 6/13/2014 9:14 AM

Deleted: First

Lew 9/22/2014 8:34 PM

Comment [19]: We don't need to specify all the reasons the CGO might not be present. Lew's recommendation: Make the change.

Lew 6/13/2014 9:15 AM

Deleted: death, disqualification, resignation or removal

Lew 9/22/2014 8:34 PM

Comment [20]: Change to current practice. Lew's recommendation: Delete the paragraph.

Lew 6/13/2014 5:55 PM

Deleted: <#>Second Vice Moderator (Assistant Board Coordinator)

The role of the Second Vice Moderator/Assistant Board Coordinator is to:

... [3]

Lew 9/22/2014 8:34 PM

Comment [21]: Not current, not needed. Lew's recommendation: Make the change.

Lew 9/22/2014 8:23 PM

Deleted: in various sections of Articles VIII, IX, and X, and in various sections of the Rules with number headings 3, 4, 6, and 9

Lew 9/22/2014 8:34 PM

Comment [22]: Unless "incapacitated" includes going to the restroom. Lew's recommendation: Make the change.

Lew 12/21/2013 2:30 PM

Deleted: incapacitated

Lew 6/13/2014 5:55 PM

Deleted: First and Second

Lew 6/13/2014 5:55 PM

Deleted: s

Lew 6/13/2014 5:56 PM

Deleted: as follows

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

A. Each Board member shall be given the opportunity to stand for election as Vice Moderator/Board Coordinator. A vote shall then be conducted to choose the Vice Moderator.

B.

C. The Committee on Committees brings forward nominees for the Secretary and Assistant Secretary positions. A vote shall then be conducted to approve the recommendations.

Lew 6/13/2014 5:56 PM

Deleted: First

Lew 6/13/2014 5:56 PM

Deleted: First

Lew 6/13/2014 5:57 PM

Deleted: Each Board member shall then be given the opportunity to stand for election as Second Vice Moderator/Assistant Board Coordinator. A vote shall then be conducted to choose the Second Vice Moderator. ..

Board-appointed Positions and Appointment Procedures

9. Recording Secretary

10. Treasurer

11. Appointment of the Recording Secretary and Treasurer of UUA shall be done as follows:

- A. President recommends to the Board at least one candidate for each position.
- B. Board discusses in Executive Session, and votes to affirm or reject.
- C. Appointments announced.

Lew 12/21/2013 2:32 PM

Deleted: The recording secretary has various duties defined in Article VIII of the Bylaws. ..

Lew 9/22/2014 8:34 PM

Comment [23]: References to the by-laws are unnecessary and, too often, yield incorrect references. Lew's recommendation: Delete both paragraphs.

Lew 12/21/2013 2:32 PM

Deleted: ..
The responsibilities of the Treasurer are defined in the Bylaws in various sections of Articles VII, VIII, and X. ..

3.7 Board Committee Principles.

Policy: Board committees will be used sparingly and, when used, will be chartered to reinforce the wholeness of the Board's responsibilities and to never to interfere with delegation from Board to President.

Procedures

Accordingly:

1. Board committees are established by the Board to help the Board do its job, and in general, not to help or advise the staff. Some exceptions to this policy exist due to constraints placed on the Board by Bylaws, or because the Board is still in discernment (See 3.8 below for more information). Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

current staff operations.

2. Board members may serve on committees outside the Board, but only in their capacity as private individuals, and do not carry any Board authority in these roles.
 - A. Board members may serve on staff operational committees at the invitation of the President.
 - B. Board members may serve on General Assembly operational committees, at the invitation of those committees established by the General Assembly.
3. Except as specified by the By-laws, Board committees may not exercise authority over staff. Because the President works for the full Board, the President will not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic should take special care to represent the full Board's interest when monitoring organizational performance on that same subject.
5. Special committees will be used sparingly and ordinarily in an ad hoc capacity for specific short-term objectives or to carry out special tasks that will facilitate the work of the Board. Although the CGO may create special committees, the CGO will consult with the Appointments Committee regarding any appointments the CGO wishes to make.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Trustees. It does not apply to committees formed under the authority of the President.
7. All members of Board-appointed committees are expected to have reasonable competence in the area of racism and oppression.
8. Each Board-appointed committee, including Working Groups, is charged with developing standards and processes for embodying the commitment to antiracism, anti-oppression and multi-culturalism in its work, and to develop a plan for the ongoing training and education of its members.
- 9.
10. Unless otherwise specified by these policies or by the Bylaws or Rules of the Association, committee appointments are made for two-year periods, which can normally be renewed up to a maximum of 8 years of service. Terms begin at the close of the regular General Assembly in odd-numbered years. When considering possible reappointments of committee members, the Appointments Committee shall take into account the goal that committee membership should reflect the full diversity of the Association, as well as the need for each committee to have the full range of skills and

Lew 9/22/2014 8:38 PM

Comment [24]: We don't currently have such a team. Lew's recommendation: Delete the second sentence of the paragraph. Then consider if we want to recreate an AR/AO/MC committee.

Lew 9/22/2014 8:36 PM

Deleted: Members of the AntiRacism/Anti-Oppression Assessment and Monitoring Team (AR/AO AMT) and chairs of the Appointments Committee and Finance Committees must additionally have an understanding of change theories and demonstrated commitment to anti-racism and anti-oppression

Lew 6/13/2014 6:09 PM

Deleted: -

Lew 9/22/2014 8:50 PM

Comment [25]: Include the flexibility here. Lew's recommendation: make the wording changes and delete the last sentence in the paragraph.

Lew 9/22/2014 8:48 PM

Deleted: three times for

Lew 10/31/2014 4:51 PM

Comment [26]: Obsolete reference. Lew's recommendation: Delete the reference.

Lew 9/22/2014 8:44 PM

Deleted: as stated in Policy 3.7.10

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

experience necessary for its work.

11. Whenever a new committee is named, the Appointments Committee shall develop a charge, including a statement of the committee's purpose and estimated duration, and forward that charge to the Board and the Finance Committee and monitor and address issues of committee performance.
12. Committees will not be reimbursed for committee expenditures beyond their approved budget, without prior approval by the Treasurer, the Chair of the Finance Committee, and the
13. If a Board-appointed committee finds that an individual member creates a working atmosphere that is unproductive, disruptive, or otherwise impeding effective committee functioning, the Appointments Committee urges the leader and members of that particular committee to speak candidly with the member whose behavior is problematic in order to identify desired changes. If the committee is not able to resolve the problem internally, the chair should contact the Chair of the Appointments Committee for help in resolving the problem.
14. Committee members must comply with the Association's Conflict of Interest Policy (Appendix 2.J, see Policy Section 2)
15. Committee members must comply with the Association's Whistleblower Policy (Appendix 2.K, see Section 2)

Lew 6/13/2014 6:13 PM

Deleted: The Appointments Committee may recommend a reappointment resulting in more than eight years of service when failure to allow a term extension would have a significantly negative impact on a committee's ability to function

Lew 6/13/2014 6:15 PM

Deleted: Vice President for Finance

Lew 9/22/2014 8:51 PM

Comment [27]: Lew's recommendation: Delete the "Chair of the Appointments Committee."

Lew 9/22/2014 8:51 PM

Deleted: Chair of the Appointments Committee

3.8 Board Committee Structure.

3.8 Board Committee Structure

A. The board has the responsibility for appointing and monitoring certain committees and entities. Section 7.1 of our Bylaws mandates the following board-appointed committees:

1. Executive Committee
2. Ministerial Fellowship Committee
(The MFC has created sub-committees on candidacy that also require board appointments)
3. Finance Committee
4. Investment Committee of the Unitarian Universalist Common Endowment Fund, LLC (UUCEF LLC) [[Charge to the Investment Committee](#)]

The Bylaws of the UUCEF LLC specify the qualifications of members of the UUCEF Investment Committee, and further describe the specific

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

responsibilities of the committee.

The Board of Trustees appoints the members of the UUCEF Investment Committee and has other powers over the UUCEF LLC, as described in the Certificate of Organization, the Operating Agreement, and the Bylaws of the UUCEF LLC.

5. Religious Education Credentialing Committee; and
6. Audit Committee [[Audit Committee Charter](#)]

Additional board-appointed committees were created in response to General Assembly actions:

7. Open UUA Committee (Rule G-2.1)
 8. Journey Toward Wholeness Transformation Committee (1997 Business Resolution)
- Election Campaign Practices Committee (Rule G-9.13.10) The Board itself has created the following entities:

9. Appointments Committee
[[Charge to the Appointments Committee](#)]
10. Moderator Nominating Committee
Not later than 26 months before the beginning of a General Assembly at which an election for Moderator will be held, the board shall appoint a Moderator Nominating Committee to assist the board in carrying out its responsibilities under Section 9.5 of the Bylaws and Section 3.6.1.A of these policies. The committee shall consist of five members, including not more than two trustees.
11. Committee on Socially Responsible Investing [[Charge to the CSRI](#)]
12. Retirement Plan Committee [[Charge to the RPC](#)]
13. Employee Benefits Trust
[[Charge to the Health Plan Trustees](#)]
14. Council on Cross-Cultural Engagement [[Charge to the CCCE](#)]

B. The board-appointed entities and committees identified in this policy should report to the board no less than once a year. Each report should address the committee's performance against the committee charge, and demonstrate compliance with policy 3.7.8, which requires standards, processes and plans related to antiracism, anti-oppression and multi-culturalism. As reflected in policy 2.13 (Support to the Board), the board will ensure that adequate staff support is provided to facilitate compliance with 3.7.8 and Open UUA guidelines. The board shall consider and take appropriate action on committee recommendations.

3.9 Board / General Assembly Relations.

Policy: Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.

Procedures:

Accordingly:

1. ↓
2. ↓
3. Costs will be prudently incurred. The Board will develop its budget to coordinate with the budget cycle each year to assure its inclusion in the overall budget. The Board budget shall include:
 - A. Board training, including attendance at conferences and workshops.
 - B. An annual external financial audit and other third-party monitoring of organizational performance.
 - C. Surveys, focus groups, opinion analyses,
 - D. Operating and meeting costs of the Board, Board committees, Board appointed committees, and the elected Committees of the Association.
4. Only prudently incurred expenses related to volunteer service on behalf of the Board are reimbursable from the Association budget. The Board shall comply with all provisions of the Association's expense reimbursement policies that are applicable to volunteers who serve on committees. The staff may ask the Moderator to review and approve any reimbursement request from a Board or committee member. The Audit Committee shall designate a committee member to review the Moderator's expense reimbursements at least twice a year, to ensure that they are in compliance with the Association's reimbursement policies.
5. Candidates for President or Moderator who have been duly nominated in accordance with Section 9.5 or Section 9.6 of the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for registration, travel, meals and lodging for attending the General Assemblies held one year prior to the election and in the year of the election, and for regular meetings of the Board of Trustees held during the period between the two General Assemblies, provided they remain candidates as of the time of the General Assembly(ies) and the quarterly meeting(s) for which they seek

Lew 9/22/2014 8:59 PM

Comment [28]: not needed. Lew's recommendation: Delete the item.

Lew 6/14/2014 5:35 PM

Deleted: Board skills, methods, and supports will be sufficient to assure governing with excellence. ..

Lew 9/22/2014 8:59 PM

Comment [29]: This is linkage, covered elsewhere. Lew's recommendation: Delete the item.

Lew 6/14/2014 5:35 PM

Deleted: Outreach mechanisms will be used as needed to ensure the Board's ability to listen to member congregation viewpoints and values. ..

DRAFT v1.1
UUA Board Procedural Document
(Implementation procedures for Policy 3.0)

reimbursement. Each such candidate shall be provided a single booth space in the Exhibit Hall at the General Assemblies held one year prior to the election and in the year of the election. In no case is a candidate eligible for reimbursement for expenses incurred prior to being nominated.

6. Candidates for Financial Advisor who have been duly nominated in accordance with Section 9.4 or Section 9.6 of the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for travel, meals and lodging for attending the regular meetings of the Board of Trustees held in April and June of the year during which the election of a Financial Advisor will be held.

Board and Board Member Code of Conduct, item 13

"Individual Board Members will not engage in fundraising or public support of any candidate for national UUA office except within twelve months of the date of the election."

At our meeting last June I suggested that we should not engage in fundraising or public support for candidates for President or Moderator at any time. The reason I made that recommendation is that, as members of the Board, we will have to work closely with whoever is elected. If during the campaign, we have taken a strong stand supporting the person who wasn't elected, we run the risk of limiting our effectiveness in that our relationship with the new President or Moderator could be seriously strained.

However, I fully understand the reasons that we should endorse a candidate. We are the folks most likely to know the demands of the job, the capabilities and experience of the candidates and, therefore, know which candidate is most likely to do a good job.

So, Lew's recommendation: Stay above the fray; don't endorse or fundraise for a candidate for either President or Moderator. Change the item to read, "Individual Board Members will not engage in fundraising or public support of any candidate for national UUA office."

External Relations, item 3.

"At events with organizations external to the UUA, Board members may represent the Board or the Association at meetings and events where such representation is deemed desirable and where the CGO has agreed to the representation. Board members should represent the Board and the Association at district, region, cluster, congregational or similar events whenever appropriate. Board members are entitled to represent themselves as UUA Trustees at ceremonial events where the Board member deems such representation desirable. Board members must avoid any ambiguity about their representative role or authorization to speak for the Board of Trustees or the UUA."

Most of you know that I have had problems with this item for some time. I think / hope that the changes proposed here fulfill the original intent of the item and resolve my concerns. Lew's recommendation, make the changes noted above.

Board Elected Roles & Positions, item 7C.

The Committee on Committees brings forward nominees for the Secretary and Assistant Secretary positions. A vote shall then be conducted to approve the recommendations.

This item is clearly obsolete. Recommend we delete it and, at a future meeting, consider future needs for such a process.

Lew 9/26/2014 5:26 PM

Deleted: are responsible and accountable for

Lew 9/26/2014 5:26 PM

Deleted: ing

Board / General Assembly Relations, item 3E.

"Costs of attending District / Region Assemblies and similar gatherings."

This isn't a change to an existing item in this policy, but my recommendation that we add it. This is an added item to the list that begins, "Costs will be prudently incurred ..." It's important that, now following reorganization of the board without district board member elections, we preserve our contact, our linkage with districts and congregations. Without it we run the risk of becoming isolated from our constituents. Wherever possible we should have a board member at each district / region annual meeting / assembly. Lew's recommendation: Add this item. Can we afford this added cost? Can we afford to not do this? Is this really an added cost when you consider that when we were elected by districts, we attended district assemblies and the cost was borne by the district? As we move toward a common "Ask" these costs become part of the total cost of operating the association, just out of a different part of the budget.

Linkage, item 3.2b

"No task shall have a higher priority."

Linkage is extremely important; it's vital to the health of our association, but according to Massachusetts law, our most important priority must be our fiscal responsibility. Recommend we delete this item.

Assistant Secretary, item Board Elected Roles and Positions

Do we need an Assistant Secretary? The during-a-meeting work has changed. An assistant is probably not needed. However, during GA elections, a backup for the secretary is probably a good idea. Lew's recommendation: Fill the position.

The Committee on Committees, item Assistant Secretary and Board Committee Structure

Do we need a new procedures? Or, with a smaller board, can we handle these appointments informally? So, we should either delete the paragraph or devise a new procedures. Lew's recommendation: ambivalence.

Item, Board Committees.

"Each Board-appointed committee, including Working Groups, is charged with developing standards and processes for embodying the commitment to antiracism, anti-oppression and multi-culturalism in its work, and to develop a plan for the ongoing training and education of its members."

Great idea. Is it really needed?? Is it reasonably enforceable?? Has any board or board-appointed committee done this?? Lew's recommendation: Delete the item.

Transparency, Governing Style

Recommend adding an item to the list of kinds of business for which we would convene / transition to executive session.

"discussion of internal board relationships."

For practical purposes, this is what we do when we do our check-in prior to asking visitors to join us. This kind of session can become extremely important when new members join the board. How will we function as a board? Lew's recommendation: add this item.

3.7 Board Committee Principles, item 7.

"All members of Board-appointed committees are expected to have reasonable competence in the area of racism and oppression. Members of the AntiRacism/AntiOppression Assessment and Monitoring Team (AR/AO/AMT) and chairs of the Appoints Committee and Finance Committees must additionally have an understanding of change theories and demonstrated commitment to anti-racism and anti-oppression."

Delete the second sentence, "Members of the AntiRacism/AntiOppression Assessment and Monitoring Team (AR/AO/AMT) and chairs of the Appoints Committee and Finance Committees must additionally have an understanding of change theories and demonstrated commitment to anti-racism and anti-oppression.". The committee title is at least six years out of date. While we expect board members and key committee members to have completed some minimal training in AR and AO, levels of commitment to it are extremely difficult to measure. Even more difficult to measure in "understanding of change theories." Lew's recommendation: delete the second sentence.

PART 1: MONITORING INFORMATION

Prologue to Interpretation:

The UUA Administration believes in the power of our liberal religious values to change lives and to change the world. We understand healthy Unitarian Universalist congregations and communities to be primary means and methods to create transformation, especially so when they understand themselves as part of a larger movement of purpose focused outward. We see the role of UUA staff to empower and inspire those gathering with this intention (which includes both congregations and any other formal or informal gathering) to join together to increase the expression of those values in daily life, spiritual life and the world.

It is the congregations and communities themselves that actually do the work and make the changes this evolving world calls for and so we understand the UUA staff to be accountable for ensuring the communities have and know about the tools and practices that can make them more healthy and impactful, as well as creating the infrastructure for new kinds of communities to emerge. The UUA is also accountable for raising the general public recognition of the relevance of UU values in today's world.

We realize that, in so doing, the UUA as an institution, as well as the structure of our communities, may evolve in directions beyond our current institutional forms, and we believe it is our role to be open to and encourage that evolution.

ENDS MONITORING

Global End Policy

A healthy Unitarian Universalist community that is alive with transforming power, moving our communities and the world toward more love, justice, and peace in a manner that assures institutional sustainability.

Ends Monitoring Report January, 2015

Interpretation:

Everything that needs to be further interpreted in this policy is fully defined in the lower level policies with three exceptions below and so will be evidenced when the lower levels interpretations are found in compliance. The three exceptions are “Unitarian Universalist community,” “transforming power” and “institutional sustainability.”

We understand “Unitarian Universalist community” to include those who identify as Unitarian Universalists. This may include active participants in Unitarian Universalist affiliated congregations and also those who declare their connection and adherence to our principles and values. We are aware that this community is influenced by others – past, present and future – with whom we are in relationship, and that in turn our actions and values have impact upon the larger world. We also understand “community” to be the larger web of connections between and among UU congregations and communities and the UUA institution and other UU institutions.

We believe that “transforming power” is that which inspires people to understand their capacity for change and strengthens them in taking responsibility for that change. We also understand it to be that which, conversely, helps them recognize the ways in which they may not be in control or self-sufficient and therefore in need of others in community and to be open to moments of grace.

This will be evidenced by an increased number of UUs who attest to this experience through a self-assessment tool developed by the UUA and in focus group conversations recorded as anecdotal evidence.

We interpret “institutional sustainability” to apply to the ongoing ability of the UUA to serve as an instrument, through the actions of our congregations and communities, of achieving the called for transformation which will be accomplished through the measurement of impact and the judicious use of resources. This will be evidenced when at least 80% of major strategic programs designed to accomplish our Ends interpretation are being assessed with a formal process for de-

Ends Monitoring Report January, 2015

termining impact in order to make decisions about further efforts and when an annual analysis shows that of those, all were found successful or adjusted based the information.

It does not mean that the UUA will above all focus on maintaining our present institutional forms, but that it will sustain its ability to make the community/communities healthier as measured by the lower level policies.

Monitoring Data:

1. Congregational Self-assessment Tool:

This tool will ask congregational leaders to assess their institutional and community health according to six categories: Worship, Leadership, Faith Development, Community Life, Justice Ministries and Denominational & Community Connections. Each area includes an aspirational vision, questions for assessment, a storytelling exercise and articulation of future goals. This assessment tool will provide a structure for aligning UUA programming and resources toward helping congregations and communities fulfill the Ends of the Association. This tool is still in the development and testing stage and will be available for large scale usage by Spring of 2015.

We report non-compliance for lack of data.

2. Program Assessment Process

We are in the process of collecting data about congregational, community and individual participation in all programs, initiatives and resources of the UUA. This data allows us not only to determine how widely utilized our programs, etc. are, but also whether there are correlations to growth or cross congregational or denominational activity. This data collection is approximately 80% complete, and its collection is being further refined. This data is available for examination. (See attached memo for a description of ongoing development and refinement of this process)

We report non-compliance for lack of comparative data.

End Policy 1.1

Policy 1.1: Congregations and communities are covenanted, accountable, healthy, and mission driven.

Interpretation:

We believe congregations and communities, as stated above, are primary means and methods to fulfillment of our ends.

“Covenanted” We understand covenant to mean that congregations and communities make explicit and ongoing promises of faithful relationship to one another. We also understand this means individuals, communities and congregations understand themselves as a part of a larger whole (both institutionally and spiritually) in which they both contribute and receive. We also understand covenant to include our promises to others outside of our faith.

“Accountable” We understand accountable to mean that congregations and communities understand that their purpose is not just to serve their members, but are also under obligation to serve their surrounding community and the wider world, with particular accountability to the vision of our ancestors, the emerging generations, and people historically marginalized in larger society.

“Healthy” We understand “healthy” to mean that a community exhibits radical hospitality, passionate worship, intentional faith development, risk-taking service and witness, and faithful generosity.¹

“Mission-driven” We understand “mission-driven” as related to our earlier statement that congregations and communities are the means of transformation, and therefore their understanding of

¹ Adapted from *Five Practices of Fruitful Congregations* by Bishop Robert Schnase.

Ends Monitoring Report January, 2015

transforming purpose must be clear, concise and explicable to anyone joining or observing from outside. Their mission must not just be expressed but their activities must demonstrate alignment with their expression.

This will be evidenced by a majority of congregations and communities showing increased capacity over time in above areas based on a self-assessment and reflection tool developed by the UUA measuring healthy congregational behaviors.

Organizational Impact and Rationale:

As stated above, the values of Unitarian Universalism are those best expressed by our people from the inside out, from inside the persons, congregations and communities to outward action in the world.

We understand that “love, justice and peace” are ideal expressions of beloved community that are not achievable in this lifetime, but infinitely worthy of efforts in those directions. Healthy expressions of Unitarian Universalism, like healthy individual behaviors, are best encouraged through inspiration and example, rather than through prescription or dictates. Therefore encouraging congregational self-assessment of improvement over time gives us indications of progress which could be correlated to UUA efforts, but not caused by them.

The paradigm of learning that we are employing has shifted from “program” to “ethos” in which we communicate and encourage core values of approach, but do not proscribe the exact practice. We are finding that Unitarian Universalists learn best from one another, and increasingly understand our role as being to create structures of connection among UU communities.

We also believe that such states of health are not achievable by Unitarian Universalists alone, but require partnership with others who may not share our beliefs, and ask us to cross boundaries of comfort, and recognition, as well as class, race and creed.

**Ends Monitoring Report
January, 2015**

Monitoring Data:

See above description of Congregational Self-assessment Tool.

We report non-compliance for lack of data.

Ends Policy 1.2

Congregations and communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

Interpretation:

UUA staff will create and/or support programs and opportunities for congregations to learn together and gather together on a cluster, district / regional, and national levels. Success will be evidenced by at least 75% of functioning congregations participating in such opportunities and at least 50% of individuals reporting (through feedback mechanisms of these events) that their work toward mission has been enhanced.

Organizational Impact and Rationale:

Unitarian Universalists grow in their faith and their impact when they become inspired by one another. Leaders learn best from the example of one another and the ability to see themselves in a larger context. The role of the Association is to create accessible (physically and virtually) structures for such gatherings, and can encourage this as well by offering programs to collections of congregations, rather than just one-on-one.

Monitoring Data:

1. Attendance at General Assembly and Regional / District Assemblies
 - a. General Assembly Attendance
 - i. 64% of all congregations (including UUA International) sent at least one delegate to GA.

**Ends Monitoring Report
January, 2015**

1. 92% of Large congregations (over 550 members)
 2. 100% of Medium II congregations (400 – 549 members)
 3. 93% of Medium I congregations (250-399)
 4. 85% of Small II congregations (100-249)
 5. 42% of Small I congregations (0-99)
- b. Regional / District Assembly attendance
- i. 49 % of all congregations sent at least one delegate to Regional / District assemblies
 1. 75% of large congregations
 2. 73% of Medium II congregations
 3. 68% of Medium I congregations
 4. 63% of Small II congregations
 5. 34% of Small I congregations
2. We are in the process of gathering data for attendance at other district / regional trainings/ programs / events
3. We are currently in the process of developing consistent evaluation survey questions to assess impact of programs

We report non-compliance for lack of complete data.

Ends Policy 1.3

Congregations and communities are intentionally inclusive, multigenerational and multicultural.

Interpretation:

1. UUA staff, volunteer structures, and policies will model inclusivity of age, identity and culture as evidenced by increased diversity in these areas.
2. Congregations and communities will have access to resources (see Policy 1.5 interpretation) that deepen their ability to grow in their in-

**Ends Monitoring Report
January, 2015**

clusivity as evidenced by increased usage of relevant resources as well as participation in activities and partnerships that create border-crossing experiences.

3. Congregations and communities will engage in intentional self-reflection and cultural changes as evidenced by increased participation in learning arenas in these areas.

Organizational Impact and Rationale:

We believe the most important word in this policy is “intentional.” Communities that are authentically inclusive of all regardless of age, culture, class, race, creed, ability, and identity are created by a theologically grounded, learned and encouraged willingness to cross borders in all these arenas.

The role of the Association is to model inclusion in staff and volunteer structures; to create educational and experiential opportunities that invite individuals and communities into this learning; to discover, highlight and partner with best practices in communities that achieve high levels of inclusion.

Monitoring Data:

1. Modeling Inclusivity:

a. As of 9/30/14 UUA staff is comprised of: *[Note: the following terminology is according to EEO standard terminology and does not represent the UUA’s understanding of how these categories are/ should be coded]*

i. Latino / Hispanic:

1. 1 at Executive level (7%)
2. 1 at First Management level (3%)
3. 1 at Professional level (1%)
4. 0 at Sales Worker level
5. 1 at Administrative Support level (2%)

**Ends Monitoring Report
January, 2015**

6. 1 at Service Worker level (2%)

ii. White:

1. 12 at Executive level (85%)

2. 24 at First Management level (75%)

3. 87 at Professional level (90%)

4. 1 at Sales Worker level (100%)

5. 52 at Administrative Support level (81%)

6. 2 at Service Worker level (33%)

iii. Black or African American

1. 1 at Executive Level (7%)

2. 2 at First Management Level (6%)

3. 3 at Professional level (9%)

4. 0 at Sales Worker level

5. 3 at Administrative Support level (5%)

6. 4 at Service Worker level (67%)

iv. Native Hawaiian or Pacific Islander

1. 0 at Executive level

2. 0 at First Management level

3. 3 at Professional level (3%)

4. 0 at Sales Worker level

5. 0 at Administrative Support level

6. 0 at Service Worker level

v. Asian

1. 0 at Executive level

2. 0 at First Management level

3. 1 at Professional level (1%)

4. 0 at Sales Worker level

**Ends Monitoring Report
January, 2015**

- 5. 4 at Administrative Support level (6%)
- 6. 0 at Service Worker level
- vi. American Indian or Alaskan Native (0%)
- vii. Two or more races
 - 1. 0 at Executive level
 - 2. 1 at First Management level (3%)
 - 3. 2 at Professional level (2%)
 - 4. 0 at Sales Worker level (2%)
 - 5. 4 at Administrative Support level (6%)
 - 6. 0 at Service Worker level
- viii. Gender [*Note: EEO Standards do not include a category for transgender or gender neutral. We are in the process of determining how to track this in ways that do not force a choice and at the same time allow for personal privacy*]
 - 1. 8 male (57%) and 6 (43%) female at Executive level
 - 2. 16 male (50%) and 16 female (50%) at First Management level
 - 3. 28 male (29%) and 69 female (71%) at Professional level (3%)
 - 4. 1 male (50%) and 1 female (50%) at Sales Worker level
 - 5. 16 male (25%) and 48 female (75%) at Administrative Support level
 - 6. 1 female (17%) and 5 male (83%) at Service Worker level
- ix. We do not formally track for sexual orientation as we are concerned about protecting privacy

**Ends Monitoring Report
January, 2015**

- b. Volunteer Committees and Task Forces: We are currently in the process of determining how we may formally track for inclusion in our volunteer structures.

We report non-compliance for lack of comparative data.

- 2. Participation in and use of resources for inclusion (*the following metrics include total numbers of participants/ congregations in programs related to inclusion and border crossing. Because these programs change over time they are an inadequate measure for change over time, or impact or lasting effect. They are offered simply as a snapshot glimpse of congregations' and individuals' interest in these areas.*)
 - a. 762 congregations are officially recognized as Welcoming Congregations (72.8% total)
 - b. 443 congregations reported participating in some kind of Standing on the Side of Love event.
 - c. 65 congregations participated in College of Social Justice trips (106 participants.) 33 youth participated in 2 Youth Justice Trainings and 15 interns were placed in social justice settings (FY2013-14 only)
 - d. There are 600 UU United Nations Office Envoys representing 120 congregations. 185 attended the 2014 Spring Seminar including 42% youth and 15% young adults.
 - e. Out of 65 congregations in search for full or part-time ministry, 39 participated in Beyond Categorical Thinking workshops, representing approximately 8000 constituents.
 - f. The UUA Multicultural Ministries Sharing Project drew 1528 responses and included 27% who identified as a person of color, 56% as people with disabilities, 55% as someone with a marginalized sexual orientation and 2% transgender / gender non-conforming (see incidental report submitted 10-14)

**Ends Monitoring Report
January, 2015**

- g. 90 people have registered to participate in the “Virtual Community of UUs of Color” convened by our Faith Development Director.
- h. Out of the top 20 bestsellers in the UUA bookstore of 2013-2014, 8 are related to multiculturalism, multigenerationalism and justice ministry (including three which have only been published mid-year)
- i. Out of the top 100 page views in UUA.org, 46 are related to social justice, multiculturalism, inclusion, and multigenerational resources. The top ten include OWL, Tapestry of Faith and LGBTQ inclusion.

We report non-compliance for lack of comparable or evaluative data.

- 3. Intentional self-reflection and culture change: *[same caveat as above]*
 - a. The Mosaic Makers conference on intentional multiculturalism included 19 congregations (70 registrants plus 40 participants from the host congregation of All Souls, Tulsa)
 - b. The Leading Edge Conference of the Middle Collegiate Church of New York City added an additional day on multicultural worship for Unitarian Universalists in which 100 people participated: 80 registrants from 30 congregations and 20 UUA staff people.
 - c. The Southern Region Mosaic Makers Conference drew 75 people from 12 congregations.
 - d. As mentioned above: 762 (72.8%) congregations are recognized as Welcoming Congregations
 - i. 37 Large Congregations (95%)
 - ii. 296 Mid-Size congregations (96%)
 - iii. 423 Small congregations (60%)

We report non-compliance for lack of comparative data.

Ends Policy 1.4

Congregations and communities engage in partnerships to counter systems of power, privilege and oppression.

Interpretation:

1. The UUA administration will participate in partnerships at multiple levels of the organization and create a campaign structure (such as Standing on the Side of Love) which encourages congregations, communities and individuals to participate in such partnerships as well, as evidenced by increased numbers of collaborations at the administration level and increased participation in the campaign structure.
2. Congregations and communities will engage in their own communities in interfaith partnerships through other community or organizational structures, as evidenced by an increased number reporting such collaborations.

Organizational Impact and Rationale:

We understand that Unitarian Universalists have an obligation to learn about systems of power, privilege and oppression, both as systems we unintentionally participate in, as well as broader systems that are not entirely within our control. We believe partnerships with groups and individuals beyond Unitarian Universalism are vital to bringing the most power to change these systems. Such partnerships do not require complete alignment on everyone's part about every issue, but the development of connections and strategies relevant to our highest priority of justice issues.

The Association's role is to model these partnerships at an international, national and regional level through pursuit of our justice priorities and to help create a campaign infrastructure that allows local groups to participate in such partnerships.

**Ends Monitoring Report
January, 2015**

Monitoring Data:

1. The UUA Administration is an active participant in a great multitude of interfaith and social justice partnerships especially in these arenas:
 - a. Interfaith organizations promoting religious tolerance and understanding
 - b. GLBTQ rights and inclusion
 - c. Immigration Justice
 - d. Economic Inequality
 - e. Racial Justice
 - f. International peace
 - g. Worker justice
 - h. Shareholder Advocacy
 - i. Litigation “Sign-ons”

2. The Standing on the Side of Love Campaign structure has created a message and framework for congregations, communities, and individuals to participate in a recognizable way in demonstrations for justice. In a recent survey of 1300 UU religious professionals, 124 respondents reported that
 - a. 75% of respondents were on the SSL email or social media platforms
 - b. 75% have engaged in a public event using SSL branding / gear.
 - c. 64% share SSL information with their congregations
 - d. 59% use SSL banners / signs inside or outside their congregations
 - e. 54% have held a SSL themed worship
 - f. 34% have a social justice or SSL committee that tracks SSL issues
 - g. 33% have purchased and re-sold SSL gear at their congregations
 - h. 30% participated in 30 Days of Love.

We report non-compliance for lack of comparable data.

**Ends Monitoring Report
January, 2015**

Ends Policy 1.5

Congregations and communities have and use Unitarian Universalist Association resources to deepen the spiritual and religious exploration by people in their communities, to enhance the ministry of their members and to improve their operations.

Interpretation

#1: Resources which are designed to help congregations and communities, regardless of economic circumstances, achieve the interpretation of 1.1 (including physical and virtual publications, trainings, and events to connect them with others) will be used increasingly each year as measured by:

- a. Number of publications accessed
- b. Number of persons attending training
- c. Anecdotal evidence based on the number of joint efforts and their estimated attendance.

#2: Resources provided will be deemed to deepen, enhance and improve congregations when they are referenced as a source of improvement in a self assessment tool provided by UUA.

#3: The self assessment tool will be completed by an increasing number of congregations and communities each year.

Organizational Impact and Rationale:

We hold that the Association's role is to curate, develop and promulgate resources that lead congregations and communities toward their abilities to be covenanted, healthy, accountable and mission-driven as defined above in Ends Interpretation 1.1. We understand that many such resources already live within congregations and communities and external resources and that the Association is able to pursue this end by curating and promulgating best practices, creating learning communities among congregations and communities, as well as encouraging the use of local resources.

We have come to believe that the most sustainable learning does not always happen through the transmission of information but also

Ends Monitoring Report January, 2015

through the development of relationships that strengthen capacity and resiliency. Therefore creating encouragement and opportunities for congregations and communities to gather with one another strengthens this End.

We recognize that we must balance this End with institutional capacity and sustainability as outlined above.

Monitoring Data:

There is currently no technical capacity to track which resources are utilized by UU individuals or congregations. We are only able to track raw numbers of publications and sites accessed. The new Drupal-based website will allow us to create congregational and individual profiles that will enable us to track such data. The Congregational Self-Assessment will include surveys to allow congregations to indicate UUA resources used to increase their health toward Ends.

We report non-compliance for lack of data.

Ends Policy 1.6

There is an increase in the number of people served by Unitarian Universalist congregations and communities.

Interpretation:

There will be an increased number of people participating in UU congregations and communities and persons served by these communities (both existing and emerging) as evidenced by the self-reporting of communities on membership numbers and people served.

Organizational Impact and Rationale:

The role of the Association regarding growth is to offer congregations and communities strategies and resources for their own expansion of numbers and impact. Membership numbers are not the only indicator of growth, however. We understand it to be our role to encourage congregations to serve the community beyond their walls, as well as to deepen in their spiritual engagement.

Ends Monitoring Report January, 2015

Monitoring Data:

See accompanying Dashboard for growth data.

While we currently request numbers of “people served” by congregations, not just membership numbers, the collection methods and criteria for this data are not universal and therefore the numbers are unreliable.

We report non-compliance.

Ends Policy 1.7

There is an increase in the number of Unitarian Universalist congregations and communities.

Interpretation:

There will be an increase in the number of new communities and congregations in relationship to the UUA each year.

Organizational Impact and Rationale:

It is the role of the Association to encourage existing congregations to employ growth strategies which research shows to be effective in the larger religious context (such as multi-site development) to respond to self-organizing groups with resources, coaching and encouragement, as well as to train religious leaders in entrepreneurial methods.

Monitoring Data:

There were two new congregations recognized by the UUA Board in 2013-2014. There are 52 new communities being tracked and resourced by staff.

We report compliance.

**Ends Monitoring Report
January, 2015**

Ends Policy 1.8

There is an increase in the number of inspired ordained and lay religious leaders equipped to effectively start and sustain new Unitarian Universalist congregations and communities.

Interpretation:

There is an increase in the structural opportunities (within the UUA and with other institutional partners) for both lay and professional leaders to train in methods of entrepreneurial leadership.

Organizational Impact and Rationale:

The role of the Association is to partner with our theological schools and professional organizations to provide education about effective religious leadership (inclusive of ministers, religious educators, musicians and laity). We also understand it to be of great import to learn about and promulgate entrepreneurial methods and opportunities. We also understand our role to educate our entire Unitarian Universalist community about changing social and cultural contexts that create new challenges and opportunities for the creation of new communities. We believe existing healthy congregations are the best launching place for inspiration and our role is also to highlight and help others learn from effective multi-site ministries.

Monitoring Data:

1. The UUA is collaborating with the UUMA to provide a “Beyond the Call: Entrepreneurial Ministry” 2 year training for ministers to learn growth and outreach methods from secular entrepreneurial leaders. 25 participants were chosen to participate in this training which begins in February, 2015
2. Congregational Life is currently running 13 “Innovative Learning Circles” for religious leaders including 68 participants from 52 congregations.
3. Congregational Life has created a new “Multisite Ministries” website hub of resources and a network congregations participating in multisite experiments.
4. “Faithify” – a new crowd-sourcing funding support for innovative ministries launched in June, 2014 and has reaped these results:

Ends Monitoring Report January, 2015

PERFORMANCE REPORT
through November 2014



Active projects

[Commemorate 50th Anniversary of Selma Voting Rights Campaign](#)

[UUs and Climate Action: Congregations Ready to Respond](#)

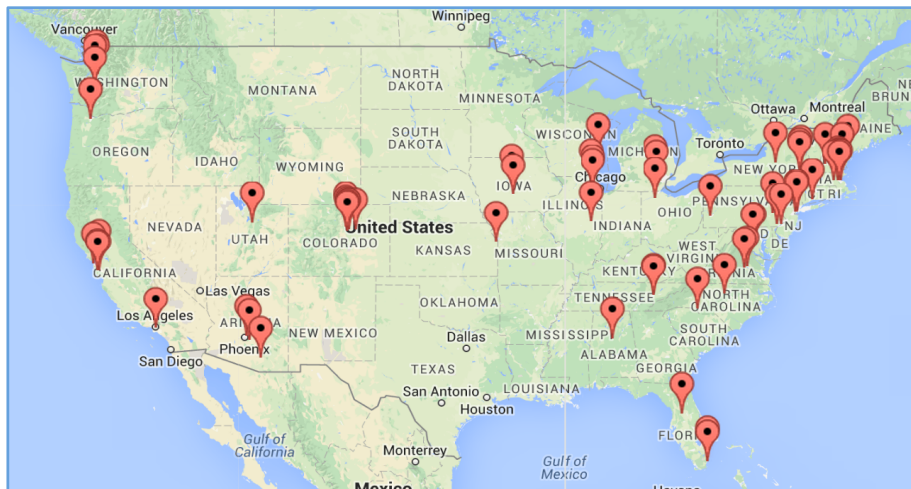
[Class Conversations: UUs Get Real About Privilege and Access](#)

[Sanctuary: Keeping Immigrant Families Together](#)

[FUSW Green Sanctuary Upgrades](#)

Cumulative to date (except as noted)		2014				
		28-Jul	25-Aug	25-Sep	25-Oct	25-Nov
money	pledges (\$)	\$48,917	\$95,913	\$108,391	\$122,337	\$129,288
	pledges (#)	490	863	912	987	1,082
	average pledge	\$100	\$111	\$119	\$124	\$119
	pledges to pending projects			\$1,865	\$10,371	\$6,126
	pledges to successful projects			\$95,017	\$100,457	\$103,033
	pledges to unsuccessful projects			\$11,509	\$11,509	\$20,129
	donations to our UUA (\$)			\$547	\$593	\$649
	donations to our UUA (#)			106	116	126
projects	projects posted	24	26	27	29	33
	open projects	24	3	3	3	5
	closed projects that met goal	2	13	14	15	16
	closed projects that did not meet goal	1	10	10	11	12
	project success rate			58.3%	57.7%	57.1%
social media	Facebook likes (as of report date)	899	925	965	1,116	1,170
	Twitter followers (as of report date)				169	440
	page views (this month)				6,092	8,901
	unique visits (this month)				3,038	4,317
	returning visits (this month)				409	797

Map of Recent Visitors to FAITHIFY (Nov. 22-24, 2014)



**Ends Monitoring Report
January, 2015**

We report compliance.

Ends Policy 1.9

Unitarian Universalist institutions are healthy, vital, collaborative partners invested in the future of Unitarian Universalism, its principles and theologies.

Interpretation:

We understand UUA institutions to include the congregations and communities, whose health, vitality and collaboration will be shown by compliance with the above lower level policies.

We also recognize our obligation to be in collaborative and supporting relationship to other UU institutions (such as the theological schools, UUSC, UUMA) that results in an increased number of people participating in cross-institutional programs that inspire deeper relationship to UU values.

Organizational Impact and Rationale:

We understand this policy to mean that the ends as articulated in all above policies are best achieved by empowering our congregations and communities to participate in a larger vision of Unitarian Universalism through their relationships to one another, their embodiment of our values within their own communities, and their willingness to give time, talent and treasure to the wider association. The UUA is not the only institution charged with serving this End, and we are most sustainable when we create partnerships and collaborative opportunities with other UU institutions that maximize resources and inspire other partnerships.

Monitoring Data:

1. Please refer to monitoring report 2.9.1 for data regarding our support of and relationship to UU identity schools.
2. The UUA and UUSC, along with the UUMA, UU Ministry for Earth and DRUUMM are collaborating in the development of "Commit2Respond," a two year crowd sourced campaign de-

**Ends Monitoring Report
January, 2015**

signed to increase congregations and individuals commitment to climate justice by growing the climate justice movement, shifting energy usage, and advancing the human rights of those affected by climate change. Over 2,000 individuals and 400 groups have already joined this effort.

3. The UUA International Office has collaborated with Meadville Lombard Theological Schools in conducting a 4 week intensive learning experience developed to support UU leaders outside of the US. These individuals are now in a peer community with one another and uniquely prepared to be leaders in our global movement.

We report partial compliance.

Ends Monitoring Accompanying Memo Learnings and Future Steps December 23, 2014

Introduction:

The data collection and assessment design process prompted by developing Ends Monitoring reports have resulted in many levels of learning about how we can better assess the impact of UUA programs and resources. We welcome fuller conversation with you about these approaches. Below is a summary of our learnings at this stage.

Congregational Self-Assessment

The Congregational Self-Assessment process will be a core component to tracking progress toward Ends. There have been a number of attempts to use this kind of instrument in the past, and none of them have been particularly successful. We have been analyzing these past efforts to learn how we might do this better, and are proceeding carefully with several planned stages of constituent input and beta-testing in order to increase the potential of congregational buy-in.

There are also a number of technical issues to sort out in terms of how data about such subjective subjects could be gathered effectively, and also in terms of who would represent the voice of the congregation. We fully expect to have a process tested in early spring and available by General Assembly.

As mentioned in the monitoring report, this effort will also provide an evaluative structure for us to align our programmatic priorities across staff groups, thereby giving us more consistent data to collect.

Universal Evaluation

One of the challenges we have encountered in gathering impact data, is that while each staff group assiduously gathers evaluations for each of its programs, there are not consistently and universally framed impact questions across the board, making it impossible to gather this information in a comprehensive way. A new standardized set of questions is being developed to be implemented by all staff groups in the spring.

This problem is one of the hallmarks of siloization and isolation among staff groups and affirms our strategic priority of regionalization of field services and the development of our Program and Strategy leadership team bringing all our program departments together.

Database improvements

Another result of previous siloization is that we have failed to develop one comprehensive data base providing us with full data about congregations and their leadership and their involvement with various UU entities. Each staff group developed its own special data base for its own special needs with no consistent technical structure, making merging these collections almost impossible until recently.

New developments in software applications that allow for substructures of consistent data but also customization of programmatic need give us a new opportunity to share and learn from robust data about congregations. This new system should be largely in place by June, 2015.

Website Development

Our new Drupal based website (an open source content management system) is due to be launched in February 2015. This site will allow us to curate resources and aim them much more intentionally at different constituent needs related to fulfillment of Ends. It will also eventually also congregations and individuals to create profiles on the site that will give us a chance to learn much more information about what they find useful, as well as give us a way to “push” information to them related to their particular interests.

Creating an Evaluative Culture

As mentioned above, our staff constantly conduct evaluations of individual programs. But with a lack of technical substructure that consistently gathers data across groups, we have, until recently, been unable to compare results. The process of gathering data for this report allowed us to create a tracking process that can be more fully populated and enhanced by the other technologies described above. When data is analyzed according to a variety of variables it allows us to adjust our programming accordingly. For instance, the fact that small congregations have been less likely to become Welcoming Congregations steers us toward a new kind of development of that program.

Inadequate Interpretations

And finally, it became apparent to us through this process that our interpretations don’t quite allow for the kind of analysis that would be helpful to all of us. The interpretation of policy 1.4, for example, stands out as an interpretation that steers us much more toward a report of activities rather than results. We will be presenting you with new interpretations in the next cycle of Ends Monitoring.

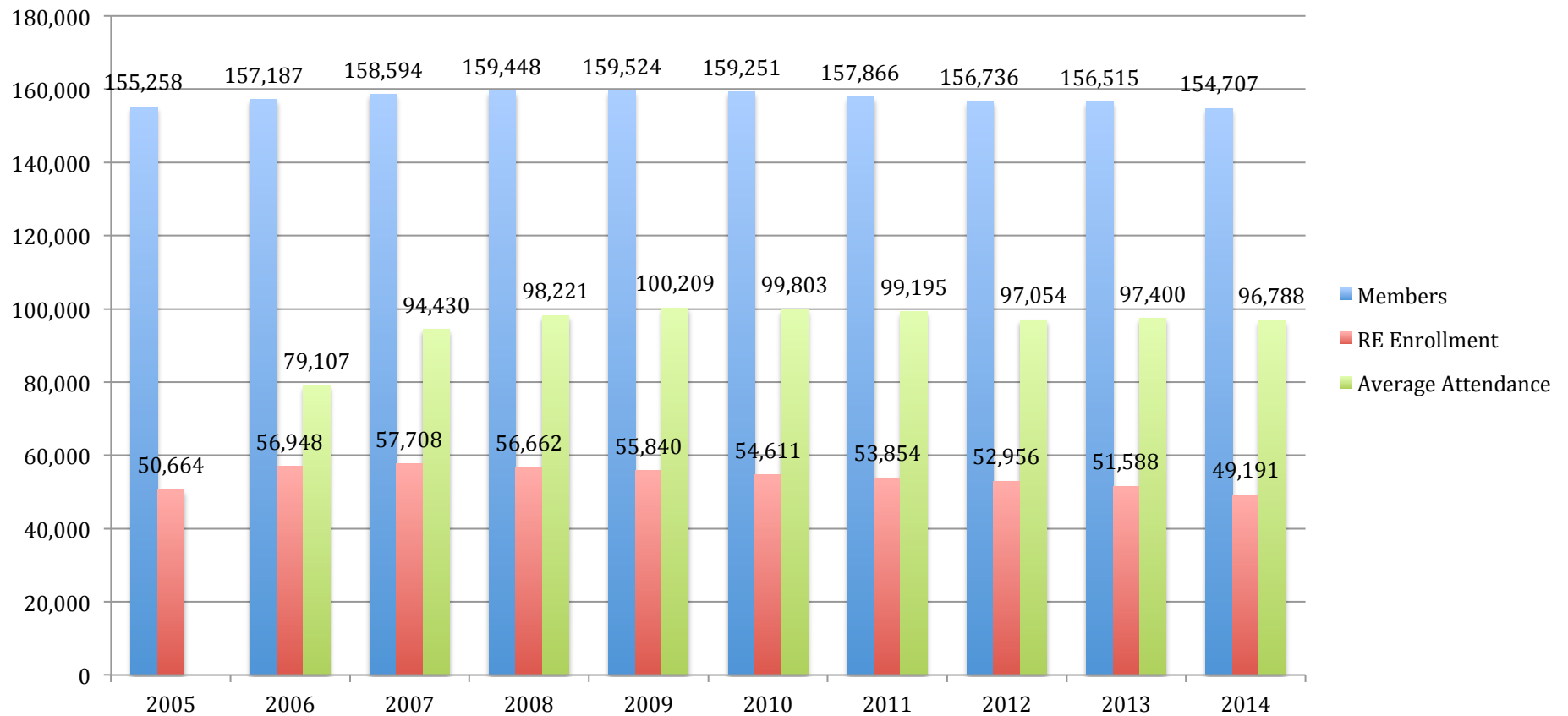
We welcome conversation about any of these reflections as well as any suggestions you may have for strengthening our efforts.



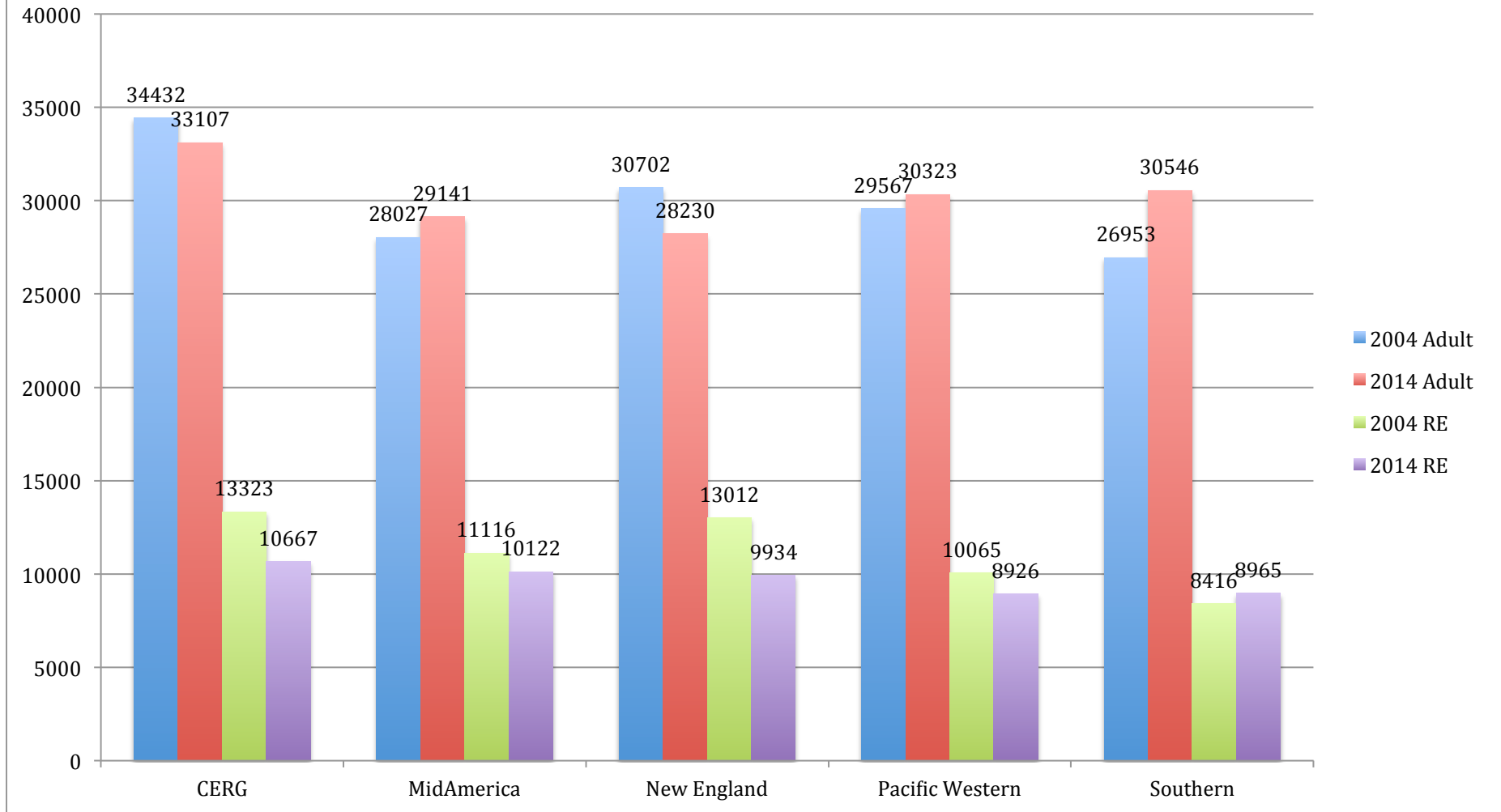
Metric Dashboard

December 2014

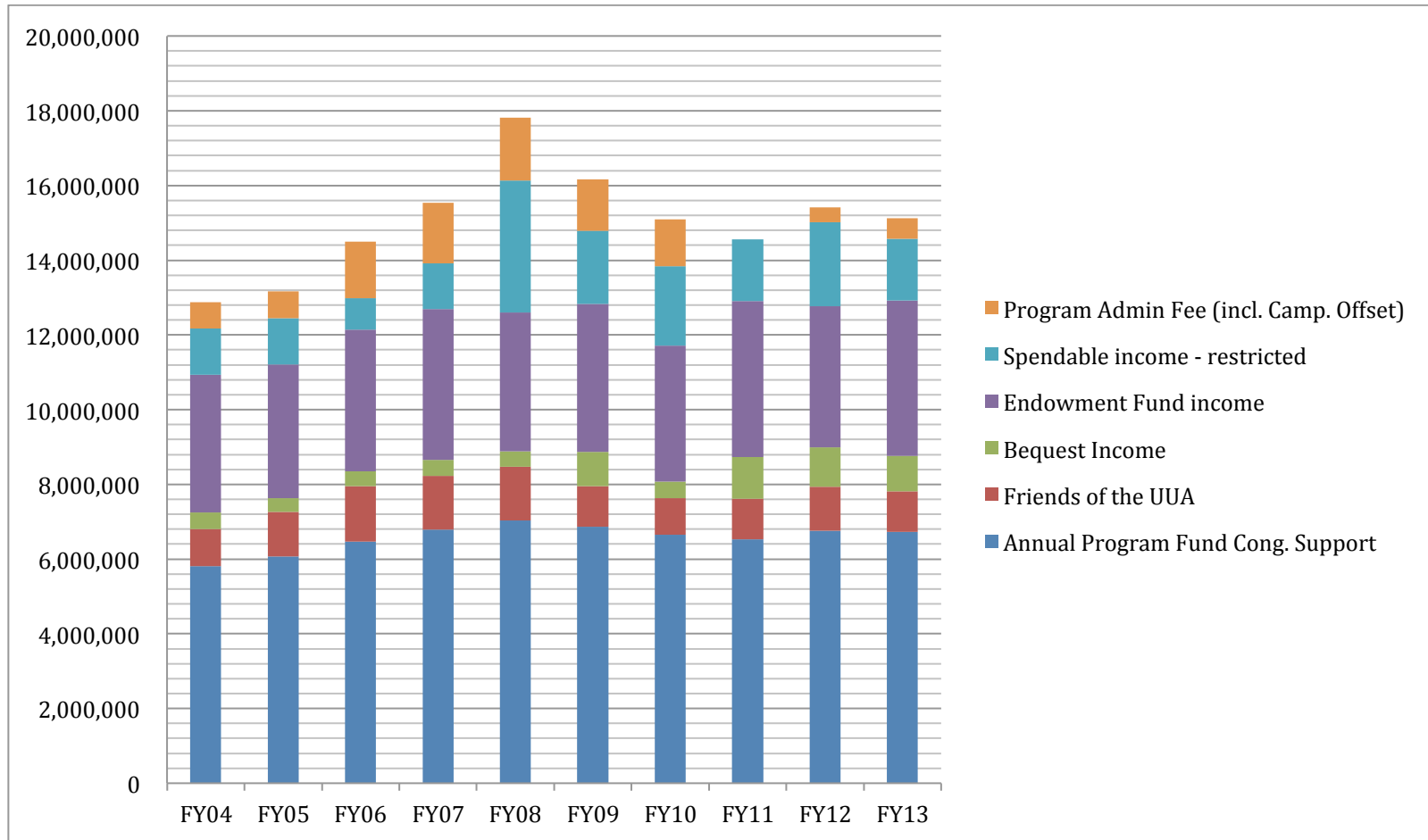
UUA in the USA Total: Adult Members, RE Enrollment, Average Sunday Attendance



10 Year Comparison by Region Adult Membership & RE Enrollment

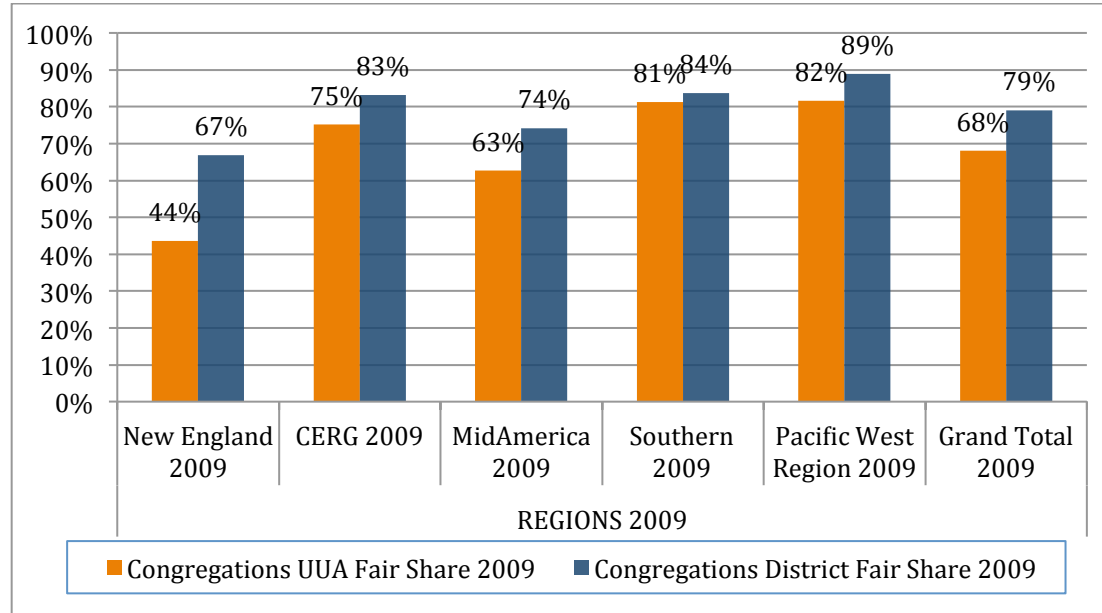


Fundraising

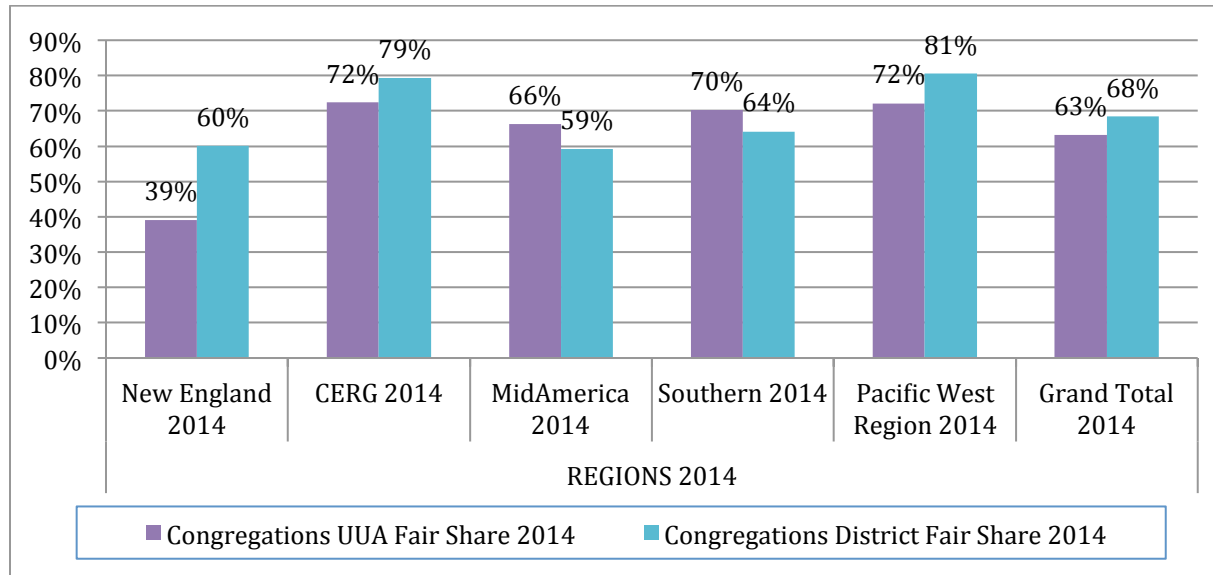


Fair Share Congregations UUA and Regions comparison 2009 to 2014

2009



2014



Commission on Appraisal Response to the UUA Board

January, 2015

We understand that the Board is considering Bylaws changes to reshape or eliminate the Commission on Appraisal. We understand this to be part of a larger effort to consolidate the many overlapping and sometimes conflicting lines of authority that have been established by the General Assembly, including entities such as the Board, Presidency, Commission on Appraisal, and Commission on Social Witness, as well as other bodies created in response to GA resolutions.

The Commission on Appraisal meets a need for independent review of congregational and Associational life that will be even more necessary with any consolidation of authority within the Association. If the Commission on Appraisal is eliminated by the General Assembly, we believe that there will still be a need for independent review and assessment of the Association as an institution. We understand that the Policy Governance model calls for this evaluative function to be held by the Board, but we are not convinced that critical oversight of governance is possible from within the chief governing body. In particular, we need the ability to have deep and sometimes critical conversations that are not influenced by fear of speaking truth to power.

Because the Commission on Appraisal was established by the General Assembly, it is appropriate that changes should be considered by the same body. However, we must also state that for at least six years, the actions of the Board and Staff have made the work of the Commission more difficult, creating a hostile work environment for volunteers that is in violation of policy 2.3 on treatment of staff (including volunteers). Midstream budget changes without a clear rationale or any relation to our mission, requests that we prioritize meeting in Boston when our budget does not support it, and refusal to provide clear explanations of processes has resulted in conditions that are inequitable, disrespectful, and unclear. Members of our Commission are unable to interact with delegates at General Assembly, to meet together on Commission business, or to operate independently without placing a financial burden on members.

Our current project – examining the impact of class on our congregations and Association - is timely and necessary. Class assumptions permeate much of our life, from implications for stewardship and leadership development to institutional structures. But the current environment makes it difficult if not impossible to do the work required for this project.

It is not clear what might replace the Commission. Our understanding is that a decision will be made at the Board's January meeting about whether to recommend eliminating the Commission, or replacing it with some other entity that will perform a similar function. It seems unlikely that an effective replacement for the Commission can be found in the planned time frame. So far, the thoughts we have heard on this subject – greater use of consultants or an

ombudsman office – seem likely to reinforce the trend towards a more corporate, professional class-dominated organizational structure that works from upper and middle class assumptions. This is exactly the type of management decision-making that a class-conscious movement would seek to avoid. The Commission's current project aims to create and elevate this type of awareness.

We recognize the desire to make more thoughtful use of resources in a time when resources are limited, but we doubt that the changes currently under consideration will be less expensive or more effective than an elected and independent Commission. In addition, a reliance on consultants or an ombudsman office means that the topics of study will not be chosen, undertaken, and offered by *members* of congregations. The Commission as it is constituted at present – lay leaders and ministers who represent the diversity of Unitarian Universalists (including diversity of theology, age, race, gender, religious background, ethnicity, and immigrant status) – means that the topics chosen and the work undertaken are grounded in congregational life.

We would prefer to see a Commission that is smaller, independent of Board and operational agendas, with a secure funding source that is not dependent on the operational or governance priorities of the moment. It would be helpful to work more closely with Board, Staff, and GA to identify topics and create reports; but ultimately the Commission should have the power to select topics and make recommendations independently of governance and operational bodies. The power to place items on the GA agenda provides a means to bring needed change to the attention of our constituency, and that election by the General Assembly provides clear accountability.

We recommend that the Board introduce Bylaws language to reduce the size of the Commission on Appraisal to six members, as we have previously suggested, and that the Board restore funding as needed to enable us to complete the work we have been charged to do by General Assembly.

The work of the Commission on Appraisal should continue.

Respectfully Submitted,
The UUA Commission on Appraisal
The Rev. Dr. Nana Kratochvil, Chair
The Rev. John Cullinan, Vice Chair
The Rev. Erica Baron, Secretary
Megan Dowdell, Treasurer
John Hawkins, Project Manager
The Rev. Lynne Garner, Chaplain
The Rev. Nathan (Nato) Hollister
The Rev. Myriam Renaud
The Rev. Xolani Kacela, Ph.D.

Reports from the Commission on Appraisal

The Commission on Appraisal has in its history recommended institutional changes, provided much needed insight and depth on critical elements of our faith, and built fuller relationships with our members. The following list of past commission reports includes a few specific recommendations from the COA that have led to concrete changes in bylaws, governance, and staffing. (This is not a complete list of concrete recommendations made by the Commission!)

2013: *Who's In Charge Here? The Complex Relationship Between Ministry and Authority*

2009: *Proposed Revision of Article II of the UUA Bylaws*

Language on inclusion was adopted in 2014.

2005: *Engaging Our Theological Diversity*

Recommended that the UUA devote a GA to theology and that a collection of worship materials be consistently available.

2001: *Belonging: The Meaning of Membership*

1992: *Leadership: Our Professional Ministry: Structure, Support and Renewal*

Recommended: creation of RSCCs; increase in the size of the MFC and ability to meet in 2 panels; higher bar to pass the MFC; and creation of a staff role (Transitions Director).

1997: *Interdependence: Renewing Congregational Polity*

1989: *The Quality of Religious Life in Unitarian Universalist Congregations*

1983: *Empowerment: One Denomination's Quest for Racial Justice*

Recommended formation of a committee to work on anti-racism.

1981: *Lay Leadership*

1978: *A Brief Look at the History of Extension: In the American Unitarian Association, the Universalist Church of America, and the Unitarian Universalist Association*

1977: *Denominational Fund Raising in the Unitarian Universalist Association*

1977: *The Representative Nature of General Assembly*

1975: *The Unitarian Universalist Merger: 1961-1975*

1974: *Report to the General Assembly* (Black Empowerment, Sexism in the Ministry, Gay Concerns, Election Procedures, Merger Review)

1972: *Report to the General Assembly* (Black Self-Determination, Rights and Opportunities for Women, Center City Churches, Health of UU movement)

1970: *Effectiveness of the General Assembly*

1969: *Report to the General Assembly* (Fund Raising and Finance, Nominations and Elections)

1968: *Study of District Organization Plan*

1965: *Report to the General Assembly* (Health of the Association, Districts, Ministry, Activities, Communications)

1964: *Report of Survey of Churches and Fellowships*

1936: *Unitarians Face a New Age* [for the American Unitarian Association]

Proposed Elimination of the Commission on Appraisal of the UUA
Proposed Bylaw Amendments
Insertions are underlined; deletions are struck through

[N.B.: Several of these sections will need to be renumbered if we recommend these bylaw changes.]

4.11 Tentative Agenda for Regular General Assemblies

The Board of Trustees shall prepare a Tentative Agenda for each regular General Assembly which shall include:

- a. reports and other matters required by these Bylaws to be submitted to the General Assembly;
- b. proposed amendments to these Bylaws which are submitted as prescribed in Article XV, Section 15.2;
- c. items referred by the preceding General Assembly;
- d. ~~Business Resolutions and proposed amendments to Bylaws and Rules submitted by the Commission on Appraisal;~~
- e. all proposed amendments to Rules and all Business Resolutions as defined in Rule G-4.18.2, submitted by:
 1. the Board of Trustees or the Executive Committee;
 2. not less than fifteen certified member congregations by action of their governing boards or their congregations; or
 3. a petition by not less than 250 members of certified member congregations with no more than 10 members of any one member congregation counted as part of the 250;
- f. proposed amendments to Rules and Business Resolutions submitted by a district by official action at a duly called meeting at

which a quorum is present but not in excess of three Business Resolutions per district; and

- g. Proposed Congregational Study/Action Issues submitted by the Commission on Social Witness pursuant to Section 4.12(a).

Resolutions submitted under (d), (e)(2), (e)(3) and (f) must be received by the Board of Trustees by February 1 whenever the regular General Assembly opens in June. If the General Assembly opens in a month other than June, the Business Resolutions submitted under (d), (e)(2), (e)(3) and (f) must be received no later than 110 days before the date set for the opening of that General Assembly. The UUA Statements of Conscience process deadlines are established by Sections 4.12(a) and (c) and by the Board of Trustees pursuant to Section 4.13 whenever one or more regular General Assembly is scheduled to begin in a month other than June. The Board of Trustees shall include on the Tentative Agenda all items so submitted. It may submit alternative versions of Business Resolutions in addition to the original ones submitted if in its judgment such alternatives clarify the resolutions and may make such changes in the Business Resolutions as are necessary to make each conform to a standard format. It may also submit one or more alternative versions for the purpose of combining two or more Business Resolutions. Adoption of Business Resolutions by a General Assembly shall be by two-thirds vote. The Tentative Agenda shall be mailed to each member congregation, associate member organization and trustee by March 1 if the General Assembly opens in June, otherwise, not less than 90 days before the opening of the General Assembly.

4.14 Final Agenda for Regular General Assemblies.

The Board of Trustees shall prepare a Final Agenda for each General Assembly which shall include:

- a. all reports and other matters required by these Bylaws to be submitted to the General Assembly and all proposed amendments to Bylaws and Rules appearing on the Tentative Agenda that meet the requirements of Rule G-4.18.3;
- b. those Business Resolutions, including alternative versions, on the Tentative Agenda which meet the requirements of Rule G-4.18.3;
- c. Business Resolutions, amendments to Rules or Bylaws or other items submitted by the Board of Trustees or the Executive Committee, which did not originally appear on the Tentative Agenda, provided, however, that any such items appear on the Final Agenda accompanied by an explanation for the delayed submission;
- d. ~~additional proposed amendments to Bylaws submitted by the Commission on Appraisal;~~
- e. those proposed Congregational Study/Action Issues on the Tentative Agenda which meet the requirements of Rule G-4.18.3, and if applicable pursuant to Sections 4.12(a); and
- f. the UUA Statement of Conscience submitted by the Commission on Social Witness pursuant to Section 4.12 (c) and (d), if applicable.

The Board of Trustees shall mail the Final Agenda to each member congregation, associate member organization and trustee not less than 30 days before the General Assembly.

5.1 Committees of the Association

The standing committees of the Association shall be:

- a. the Nominating Committee;
- b. the Presidential Search Committee;
- c. the General Assembly Planning Committee;
- d. ~~the Commission on Appraisal;~~
- e. the Commission on Social Witness; and
- f. the Board of Review.

The President shall be a member, without vote, of the General Assembly Planning Committee, ~~the Commission on Appraisal,~~ and the Commission on Social Witness.

5.9 ~~Commission on Appraisal.~~

~~The Commission on Appraisal shall consist of nine members elected to terms of six years. One third of the members shall be elected at the regular General Assembly held in each odd-numbered year. After serving a term in office, a member shall not be eligible for re-election until after an interim of at least six years.~~

~~The Commission on Appraisal shall:~~

~~review any function or activity of the Association which in its judgment will benefit from an independent review and report its conclusions to a regular General Assembly;~~

~~study and suggest approaches to issues which may be of concern to the Association; and~~

~~report to a regular General Assembly at least once every four years on the program and accomplishments of the Association.~~

15.2 Submission of Proposed Amendment.

Proposed amendments to these Bylaws may be submitted only by:

- a. the Board of Trustees;
- b. the General Assembly Planning Committee;
- c. ~~the Commission on Appraisal;~~

not less than fifteen certified member congregations by action of their governing boards or their congregations; such proposed amendments to Bylaws must be received by the Board of Trustees on February 1 whenever the regular General Assembly opens in June; otherwise, not less than 110 days before the General Assembly; or

a district by official action at a duly called district meeting at which a quorum is present, such proposed amendment to be received by the Board of Trustees on February 1 whenever the regular General Assembly opens in June; otherwise, not less than 110 days before the next General Assembly.

Memo

To: UUA Board (Jim Key, et al)

From: Matthew Johnson, co-chair, UUA Presidential Search Committee

Date: October 29th, 2014

Dear members of the UUA Board:

The UUA Presidential Search Committee recently completed its fall meeting in Atlanta, GA. We finalized the process for suggestions, applications, and nominations for the office. We finalized the job description as well - and thank you for your comments, passed along through Jacqui Williams, at your October meeting. You can find these materials at our blog, <http://uupresidentialsearch.wordpress.com>. In the coming days, we'll be reaching out to those folks who have been suggested to us (including by members of the committee itself) and sending them applications.

Coming out of our meeting, I bring to you three simple requests and two proposed Rule changes for the GA agenda.

1. We strongly encourage members of the Board to suggest people to us, and to encourage those individuals to complete an application for the office of President. You know people who would be excellent in this work, and we hope to receive many strong applications.
2. We've found that the salary and specific benefits offered to the President are negotiated with the Board upon election. It would be helpful if we could give applicants at least a range or rough estimate for the salary. (We also wondered if an adjustment might be made for a lay-person who would not be able to claim the housing deduction as a minister would.)
3. Jim, we would like space on the plenary agenda for GA 2015; as early in the week as possible. Applications are due to us by July 15th, 2015, and we want to encourage people to speak to us during the week. Thank you.

In addition, we hope that the Board will, at their January meeting, approve and put on the final agenda two changes to the UUA rules.

The first of these changes would bring the election campaign season into line with our timeline. As currently worded, candidates who elected to run by petition for UUA President would get a head-start on campaigning. Our understanding is that the goal of our work is, in part, to shorten the campaign season. We would hate to see the candidates that we nominate be disadvantaged by this.

We thus propose something along the following:

Rule G-9.13.7. Length of Campaigns for President and Moderator.

a. Campaigns for President and Moderator may appropriately begin ~~with small campaign committee organizational meetings and mass mailing letters~~ no earlier than ~~November~~ February 1 of the second year preceding the election.

b. It is appropriate for potential candidates, being considered by the relevant body or considering a run by petition, to have private conversations to discern their fit for the office, level of support, and ability to raise funds should they be nominated.

~~*b. Active campaigning and solicitation of endorsements shall not begin prior to January 1 of the year preceding these elections.*~~

~~*c. No electioneering (defined as publicly announced meetings, rallies or exploratory events) of any sort shall occur at the General Assembly two years preceding the elections for President and Moderator. Private meetings about campaign organization that take place outside of General Assembly booked meeting spaces are permissible.*~~

This amendment would provide equity and simplicity to the process, shortening the campaign. The wording of the new paragraph b is not exact and you may wish to alter it, but it gets at the reality that folks will need to talk with potential supporters, mentors, and others about the viability of a campaign, while keeping away from any public campaign.

The second rule amendment is in regard to campaign finance limits. As we discussed in a previous memo, you have two options about how to structure this. You might set monetary limits in the rule, or you might instruct and empower the election campaign practices committee to set the limit. If the latter, you will need to appoint a committee with due haste, so that a limit can be set soon - preferably by July 15th, 2015, when applications are due, and absolutely by Feb. 1st 2016. If the former, you may need to revisit the amounts in future campaigns to adjust for inflation or the results of experience.

The amendment could look like this:

Rule G-9.13.8 Campaign Finances Limits and Disclosure.

Candidates for the office of President may not, though the duration of the campaign, collect more than \$5,000 from any individual, nor more than \$100,000 in total. These limits shall be enforced by the Election Campaign Practices Committee.

All candidates for at-large elective positions shall keep detailed and accurate records of: . . .

Again, the exact wording is up to you. Such a limit would meet the goals of showing fundraising ability, while keeping the campaigns at a more modest level.

I'm happy to answer any questions you may have about these matters, including in person or by phone or video at your January meeting. It's been a great pleasure for our committee to do its work so far, and we're excited to begin receiving applications for the position.

In faith,

The Rev. Dr. Matthew Johnson

The Ministerial Fellowship Committee's Competencies Review

An Update to Stakeholders

December 2014

What is the Competencies Review?

In September 2012 the UUA's Ministerial Fellowship Committee began a review of the competencies that are required of all candidates for fellowship as Unitarian Universalist ministers. The review began by inviting input from stakeholders about the existing competencies and ones not yet defined. At the same time that this review began, the UUA and the UUMA entered a partnership with Education Development Center Inc. to create a model for UU ministry in the 21st century, published in 2013 as a handbook titled *Fulfilling the Call*. Drawing on input from stakeholders and inspired by the response to the model found in *Fulfilling the Call*, the MFC is releasing an initial draft of new competency descriptions and describing the next steps of our work.

How the Ministerial Fellowship Committee is using *Fulfilling the Call*.

While the MFC will continue to require academic ability as well as applied knowledge, *Fulfilling the Call* provides a considered approach to other duties and tasks required for 21st Century ministry in our faith. The rubrics described in *Fulfilling the Call* has offered the MFC new insights into the baseline competency they are looking for in successful candidates for UU ministry, as well as for the crossing the threshold into final fellowship.

Fulfilling the Call is more than an assessment framework; it is a potentially transformative look at the depth and breadth of the applied art of Unitarian Universalist ministry. (*Fulfilling the Call*, p. 5). Our new competencies involve some paradigm shifts in what the MFC will look for in candidates for ministry:

Paradigm Shift:	<u>From</u>	<u>To</u>
	è	
Knowledge-based competencies	è	Practice-based competencies
Learned Ministry	è	Learning Ministry
MFC tests academic subjects	è	MFC focuses on applied ministry skills.
MFC tests in 17 subject areas	è	MFC simplifies and focuses on 7 priority areas
MFC competencies are unique to this process	è	MFC competencies are aligned with other rubrics, specifically “Fulfilling the Call” and the RE credentialing process.
Anti-Racism, Anti-Oppression & Multiculturalism (ARAOMC) as well as Sexual Health and Boundaries are tested as separate subjects	è	ARAOM/C and Sexual Health and Boundaries competency questions are asked as applied ministry questions in relevant competency areas.

Draft of New MFC Competencies (Based on *Fulfilling the Call*)

One Leads Worship and Officiates Rites of Passage

- *Prepares holistic and inclusive worship, liturgy and rituals.*
- *Demonstrates awareness of multicultural and multigenerational approaches to worship.*
- *Prepares and delivers clear, composed, engaging sermons, homilies and reflections.*
- *Develops lay worship leaders.*

Two Provides Pastoral Care and Presence

- *Provides direct pastoral care, recognizing differences between pastoral and therapeutic counseling.*
- *Sets healthy boundaries and demonstrated knowledge of professional ethics.*
- *Recognizes different cultural and generational needs for pastoral care in ministry setting.*

Three Encourages Spiritual Development for Self and Others

- *Models spiritual depth or offers spiritual direction*
- *Leads curricula, workshops, or retreats for congregants, clients, or organization members*
- *Promotes increased depth of spirit in others and the organization*
- *Promotes spiritual development for children, youth, and adults through religious education*

Four Witnesses to Social Justice in the Public Square

- *Stays informed about justice issues in the local community and in the larger world*
- *Uses the pulpit and the public square to work for justice*
- *Integrates social theory/social ethics into this ministry*
- *Learns how power and privilege operate in society and is able to apply that lens to the work*
- *Determines how to work in partnership with persons of other faiths and community groups*
- *Absorbs the history of UU justice engagement and can connect it to the present*

Five Leads Administration

- *Guides the mission and strategic planning of an organization*
- *Manages professional staff and volunteers*
- *Promotes excellence in stewardship and fundraising*

Six Serves the larger Unitarian Universalist Faith

- *Collaborates with colleagues—both Unitarian Universalists and those from other faith traditions.*
- *Engages with Unitarian Universalism at a congregational, regional, and national level.*

- *Familiarizes oneself with current initiatives and issues within the faith movement.*
- *Contributes to on-going scholarship and support of professional ministry.*

Seven Leads the Faith into the Future

- *Uses a wide range of media technology to extend the ministry of the institution.*
- *Creates a vision for the future, assessing opportunities and challenges for Unitarian Universalism in a changing society.*
- *Builds alliances to advance the values of Unitarian Universalism.*
- *Identifies social and cultural trends and their impact on Unitarian Universalism and articulates a vision for the future*
- *Employs new ways of outreach (includes new media and intercultural hospitality)*
- *Explores entrepreneurial approaches to ministry*

A Draft - Advice to Candidates on New Statements of Competence

As you begin to fill in your statements of competence, the MFC has found it valuable to point out a few areas of emphasis that make these documents as illuminating as possible as we try to discern your preparedness for ministry. Please pay attention to the guideposts listed below:

- *Do more than list courses and book titles.* As much as possible help us to understand how you have applied what you have learned. Don't attempt to tell us what you know; show us how you do the work of ministry. How has your preparatory work shown up in how you minister? (E.g. How did the course in administration impact your skills in time management or other practical aspects of helping the organization or congregation run smoothly?)
- *Don't try to say it all.* Your packet will convey a great deal about the formative experiences you have had in seminary and elsewhere. You have 400 words for each area of competence

to summarize the impact of certain jobs, experiences, courses, etc. on your understanding of yourself as minister.

- *Tell us more than what knowledge you have gained. What skills, practices, and tools for ministry have you learned to apply to the work of ministry?* There is an art to ministry, and there are practical ways to apply your skills that help the art come alive. Share the ways you have found to uniquely and personally apply the arts of ministry.
- *The competencies should serve as an overview and introduction.* In reading these statements, the MFC should be able to glean both the course of study you have pursued, and how it has intersected with your emerging ministerial identity. The competencies are meant to show us the overall shape of your path in ministerial formation. The rest of the packet adds detail, color, and depth to the outline the competencies have drawn.

Tasks for the MFC to continue working on during 2015:

- Further communication with stakeholders about this draft
- Revision/Update of the MFC Reading List
- Collaboration with the seminaries about coursework and trainings
- Reimagining the Candidate's Packet based on new competencies
- Convene Focus Group of recent Candidate Liaisons re the packet requirements
- Align Preliminary Fellowship renewal forms with new competencies
- Work with Regional Subcommittees on their new authority for waivers increasing flexibility in requirements for dedicated community ministers.
- Align internship requirements and evaluations with the new competencies.
- Align RSCC and MFC interviews with the new competencies
- Create guidelines for Boards of Trustees and Committees on Ministry for using *Fulfilling the Call* and the forms that guide evaluations during Preliminary Fellowship.

Please note that since several of these tasks will extend throughout 2015, there is no expectation that the current competency requirements for candidates with appointments with the MFC through September 2016 will undergo mandatory changes. As changes are implemented, candidates may be given the option to use current or new requirements or forms as they are implemented.

HOW DO I GIVE FEEDBACK ON THIS DRAFT?

The Chair of the Ministerial Fellowship Committee, Rev. Wayne Arnason, welcomes written feedback through March 15, 2015 at his church email address: warnason@wsuuc.org.

The feedback will be compiled and reviewed by the Process Working Group of the MFC and be influential in the next steps of this review process during the MFC's April 2015 meeting.

UUA Recognized Communities

Pilot Program - 2015

This proposal was developed in the fall of 2014 by UUA senior leadership and the UUA Board of Trustees. Acknowledging the changing landscape of religious experience, the UUA seeks to find new ways to be in relationship with expressions of our faith that look different from traditional congregations. The UUA is creating a pilot program to offer a new “recognized communities” status, and will explore the value and potential of this designation in collaboration with local groups who are already in relationship with the UUA through other venues.



The goals of the pilot program are:

1. To provide formal recognition from the UUA.
2. To further the goal of growing our faith.
3. To foster relationship between the larger Unitarian Universalist movement and Recognized Communities.
4. To foster healthy stewardship within the Recognized Communities and the wider UUA.

Definition of Recognized Communities:

- Claim UU Principles and Sources, advance UU values
- Committed to being in covenant with the larger UU movement
- Not member congregations
- Following the patterns of our polity, communities are self-governed and freely associate with the UUA

Benefits for Recognized Communities

- Online resources for spiritual exploration especially curated for these groups
- Recognition at General Assembly on General Session stage



- Access to many UUA supports available to congregations – attendance at trainings, consulting with headquarters and field staff, opportunity to apply for programs and grants
- Participation in UUA insurance plans (health, retirement, etc.) and the UU Common Endowment
- Connection with new pathways of support for emerging groups, such as coaching and learning circles with peers
- Retain the option to ultimately become a UUA member congregation

Registration Process

To register as a recognized community, groups would provide:

- Group name
- Group description and purpose
- Contact Person (name, phone, email)
- Website
- Mailing Address
- Meeting Location
- Answer UU identity questions:
 - How do you claim UU identity and principles?
 - How do you advance UU values in the world?
 - What relationships do you have with other UU congregations, groups, organizations, etc.?
 - What are your covenanting practices or documents?

Each Recognized Community would meet with a staff member of the UUA, virtually or in person, to complete registration. Groups would also meet with UUA staff to discuss covenant and generosity and make a pledge to the UUA appropriate to their size and means (imagined to have a minimum expectation of \$100).

The Recognized Community status would be for one year and would be renewable.

For more information, contact Rev. Tandi Rogers at trogers@uua.org.

Recognized Communities List Update

January 2015

Prepared by Rev. Tandi Rogers

The Congregational Life Staff team has a key member in each region reaching out to a list of 50+ “low-hanging fruit” in their region. They are using the materials included in this packet to invite groups to consider this new designation. Below is a list of our progress by category:

Innovative Worship Communities

- Sanctuary Boston (MA): Needs more information about the larger covenant behind this new designation.

Intentional Social Justice Communities/ Missional Communities

- Welcome Table (Turley, OK): Considering
- Chalice Circle- Young Adult Group (Chicago, IL): Considering

Intentional Living Communities

- Lucy Stone (Boston, MA): Too busy purchasing another home to consider at this time. They also note that currently they are very happy with their relationship with the UUA

Prison Ministry Groups

- Discussing possibilities with Rev. Meg Riley of Church of the Larger Fellowship who is the primary support for incarcerated individuals

Military Ministry Groups

- Discussing possibilities with Rev. Sarah Lammert, Director of the Ministries & Faith Development Staff Team

International

- Discussing possibilities with Rev. Eric Cherry, Director of the UUA International Office

Small Fellowships & Meeting Groups

New England Region

- UU Fellowship of Stowe (Waterbury Center, VT): In discernment as to whether to be a congregation or a branch of a multisite.

Southern Region

- Most of the 20 identified groups are so small and tiny that even the designation Recognized Communities is too extravagant. Kathy McGowan is working to cluster these groups and connect them to an existing congregation for mentorship. We suspect that this will result in some MultiSite possibilities.

Pacific Western Region

- UU Society of the High Desert (Victorville, CA): Considering
- UUs of Goldendale, (WA): Considering
- Methow Valley UU Fellowship (Winthrop, WA): Considering
- UUs of Seward (AK): Considering
- North Kitsap UU Church (Poulsbo, WA): Congregation by GA
- Peninsula UU Fellowship (Port Orchard, WA): Congregation by 2016

Central East Regional Group

- Camden Area UUs (Camden, NY): Congregation by 2016
- Olean UU Community (Olean, NY): Congregation by 2016
- Schuylkill UUs (Schuylkill Haven, PA) Congregation by GA

MidAmerica Region

- Prairie UU Fellowship (Hutchinson, KS): Considering
- UUs of Buffalo (MN): Considering
- Spirit of Life Church (Saint Cloud, MS): Congregation by 2016

I listed the groups who have insisted their application for member is coming. We believe that the invitation to move from Emerging Congregation status to this new Recognized Communities may have mobilized them, and we thank you.

Please also note that earlier this month an Emerging Ministries Highway Design (development and support plan) got the green light by members of the Leadership Council to start building. Soon there will be support structures in place to care for and accompany these emerging ministries. This is a comprehensive, cross-staff-team effort.



Appointments Committee

Liaison Report

uua.org



Appointments Committee Liaison Report

- Collaboration with Nominating Committee
- Focus on Leadership Development - increased staff support
- Engagement with Moderator, President and Senior Staff
- On-Line Application – Identify questions, in general and class in particular.



Appointments Committee Liaison Report

- Appointments Committee Role
 - New appointments
 - Reappointments
 - New committee chair
 - Reappoint committee chairs*
- April 1 is target in preparation for April 23rd phone meeting of Board