

**Governance Working Group Monitoring Report**  
**Section 3 Policies**  
**January, 2016**

**Summary and Explanation:** I (Andy Burnette) have compiled the results of the trustees' votes on whether we are in compliance with the below policies. In only one instance, policy 3.7.1, did we rate ourselves out of compliance. Below I have listed each policy and sub-policy being reviewed, and have offered detail on policies about which the board either tied or voted 'not in compliance' on the question of whether the board is in compliance with the stated policy. The trustees did not vote that any of the policies are out of compliance with policy governance.

Policy	In Compliance	Out of Compliance	Policy is Compliant with PG	Policy is Not Compliant with PG
3.0 Part 1	6	2	6	2
Part 2	5	3	7	1
Part 3	4	4	7	1
Part 4	7	1	7	1
Part 5	6	2	7	1
Part 6	7	1	8	0
Part 7	6	1	7	0
Policy 3.1 Part a	4	1	5	0
Part b	4	1	4	1
Part c	3	1	3	1
Part d	2	2	2	1
Part e	3	1	3	1
Part f	3	1	4	0
Part g	2	2	3	0
Part h	4	0	4	0
3.2 Part 1	4	4	3	1
Part 2	2	4	5	0
Part 3	4	2	6	0
3.3 Part 1	3	3	6	0

Policy	In Compliance	Out of Compliance	Policy is Compliant with PG	Policy is Not Compliant with PG
Part 2	6	0	6	0
<b>Part 3</b>	3	3	5	1
Part 4	6	0	6	0
Part 5	5	1	6	0
Part 6	5	1	6	0
Part 7	6	0	6	0
3.4 Part 1	5	0	5	0
Part 2	5	0	5	0
3.5 Part 1	3	2	5	0
Part 2	4	1	5	0
Part 3	3	2	4	0
3.6 Part 1	6	0	5	0
Part 2	5	1	5	0
Part 3	6	0	4	0
<b>3.7 Part 1</b>	2	5	6	1
Part 2	4	2	5	0
Part 3	5	1	6	0

### **Policy 3.0**

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

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.

Our Sources of Authority and Accountability are defined as:

Our member congregations

Current and future generations of Unitarian Universalists  
The heritage, traditions, and ideals of Unitarian Universalism  
The vision of Beloved Community  
The Spirit of life, love, and the holy

**3.0 Part 3:** The purpose of the Board, on behalf of the Sources of Authority and Accountability, is to ensure that the Unitarian Universalist Association (UUA) (a) achieves appropriate results for appropriate persons at **an appropriate cost**

**Vote: 4 in compliance, 4 not in compliance**

**Evidence We Are Not In Compliance (Comments):**

- 1) As a Board governance costs, we can be more mindful of appropriate costs. I am thinking of the Financial Secretary's note to the Board last fall. As for the Association budget, we will not have strict compliance until we have more data for monitoring.
- 2) We don't have a clear idea of what appropriate results are, or who appropriate persons are. How could we know we're in compliance on costs?

**How Could We Improve Compliance? (Comments):**

- 1) Be more mindful of costs, perhaps providing estimates to Moderator of meeting costs. I believe shorter meetings will improve our compliance. Better data for monitoring.
- 2) Develop a values-based instrument to use as a measure of compliance. It would need to be designed in light of contractual realities. If the Board is to act as the Finance Committee it should be brought into the budget building process from a values perspective early enough in the process to allow for shared understanding.

**What Do We Need to Learn or Discuss?**

- 1) Board members should be aware of our costs. We implemented that reporting to the Board starting with the smaller Board and should continue.
- 2) We need to discuss and frame our understanding and practice of stewardship in the fullest meaning of the term.

### **Policy 3.1 Governing Style**

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.

### ***Policy 3.1 Part d: Clear Distinction of Board and President Roles***

***Vote: 2 in compliance, 2 not in compliance***

#### **Evidence We Are Not In Compliance:**

- 1) Clear distinction does not always seem possible or in the best interests of the UUA-- such as our APF discussion. I think what's important is that we are aware of times when collaboration and consultation may be effective, and why we and how we are engaging in those instances.
- 2) The APF conversation fell back into the old pattern of enlisting support by implying decision making authority where it does not exist.

#### **How Could We Improve Compliance?**

- 1) I don't think strict compliance is a good idea.
- 2) We need to break the old habit of fostering a sense of ownership by confusing decision making authority.

#### **What Do We Need to Learn/Discuss?**

- 1) The importance of role clarity, the difference between deliberative authority and decision making authority. The theological and historical narratives of authority in religion particularly in our own tradition(s).

***Policy 3.1 Part g: Pro-Activity***

***Vote: 2 in compliance, 2 not in compliance***

**Evidence We Are Not In Compliance:**

- 1) I think we respond to more problems after the fact than before they become problems, like, for example, the black lives matter aiw discussion.

**How Could We Improve Compliance?:**

- 1) That said, we have had some training that looks at what's coming next in the greater religious landscape (board meeting at ga 2015.) But, what did we actually do with that info? I think we should have an outside speaker every now and then to talk to us about what's next in UUism, and in the american religious landscape.

**What Do We Need to Learn/Discuss?: NO RESPONSES**

### **3.2 Board Job Description**

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

***3.2 Part 1: ...by creating organizational systems and performance, in accord with established Board policy.***

***Vote: 4 in compliance, 4 not in compliance***

#### **Evidence We Are Not In Compliance:**

- 1) While we measure administration performance via monitoring, we do not monitor our board committees very well if at all.
- 2) We likely have too many working groups. We don't have adequate data to effectively monitor achievement of the Ends.
- 3) I am not sure what is meant by this statement so I specified no.

#### **How Could We Improve Compliance?**

- 1) I object to these terms of strict and full compliance. By its nature compliance is binary. In or out of compliance.
- 2) We are still in the process of establishing initial data from which to begin longitudinal study. We need to be sure the Administration meets its data collection goals.
- 3) Fewer working groups and more data.

#### **What Do We Need to Learn/Discuss?**

- 1) We need to discuss committee performance.
- 2) We will need to monitor the adequacy of the accepted measures. There may well be other judicatories that have developed more effective measures.
- 3) What is an appropriate number of working groups?
- 4) Board (or may just me) needs to better understand what is meant by this policy.
- 5) I think we need a review of what the board has created in terms of structures. Committees probably part of it, policies and monitoring section 2 probably part of it.

### ***3.2 Part 2: ... by communicating organizational systems and performance, in accord with established Board policy.***

***Vote: 2 in compliance, 4 not in compliance***

#### **Evidence We Are Not In Compliance:**

- 1) This is an unnecessary policy in my view.
- 2) Most people don't know what the Board does. We can use more social media to get the word out on Board deliberations and monitoring. We might publish monitoring reports.
- 3) We have minimal communication regarding our organizational systems (though I am unclear what comprises org. sys) to association of congregations.
- 4) We really aren't good at communicating with the association with what we're doing. We have got to get better at this. Christina has gotten better with the facebook page, and Rob is taking a good step with the summary, but how are we getting that summary to the people proactively vs. putting it up for people to find.

#### **How Could We Improve Compliance?**

- 1) The Administration and Board cannot communicate what we don't yet know. It takes the time it takes. But the Board needs to hold the Administration to its commitments.
- 2) We can use social media more effectively, as the Moderator has recently to summarize Board actions and discussions (such as recent APF task force discussion).
- 3) A newsletter that goes out from the UUA Board with what we've been doing. -Maybe regular Q&A sessions, done on either zoom or google hangouts/youtube -Get the communications working group some expert help and assistance, either from staff or a consultant.

#### **What Do We Need to Learn/Discuss?**

- 1) How to be critical without being condemning in an evaluation averse culture.
- 2) What do UU's really want to know about organizational systems and performance?
- 3) I think we should have a communications expert train the board in best communication practices for the modern day at a future board meeting.

### **Policy 3.3 Board and Board Member Code Of Conduct**

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.

#### ***3.3 Part 1: The Board commits itself and its members to act in adherence with the UUA bylaws***

***Vote: 4 in compliance, 4 not in compliance***

#### **Evidence We Are Not In Compliance:**

- 1) It's not possible for the Board to comply with inconsistent Bylaws. For instance, we cannot comply with the rule allowing Business Resolutions submitted by petition under Section 4.11 (e) to be received up to February 1, and providing, and with Rule 4.18.3, which requires that Business Resolutions, to be on the Final Agenda, have a vote of a majority of congregations from the Congregational Poll (which goes out Nov. 15).
- 2) We do not fill vacancies on committees as directed by the bylaws.
- 3) I worry that we aren't following UUA bylaws in terms of committee vacancies. Despite Jim's reading of the bylaws that elected committee vacancies don't need to be filled up to the number in the bylaws, I really do disagree and feel that we're either violating the letter or the spirit of the bylaws. There's also Patrick's MFC issue.

#### **How Could We Improve Compliance?**

- 1) Fix the bylaws.
- 2) Change the bylaws to be more flexible about staffing.
- 3) Appoint people to fill all vacancies in elected committees before changing the bylaws.

#### **What Do We Need to Learn/Discuss?**

- 1) The Board is, in general, less than well-aware of the By-Laws. It might be useful to read through them together and discuss any inherent tensions between governance as practice and governance as laid out in the By-laws.
- 2) I also wonder if our orientation session might include a "nuts and bolts" bylaws overview for new trustees, to increase awareness of requirements and timelines for GA agendas.
- 3) How to make a persuasive argument to delegates that certain committees should have fewer members.
- 4) I don't want to say overrule a decision by Jim, but, well, overrule an interpretation of the bylaws. How can we also get guidance as a board.

### ***3.3 Part 3: The Board commits itself and its members to conduct themselves businesslike***

***Vote: 3 in compliance, 3 not in compliance***

#### **Evidence We Are Not In Compliance:**

- 1) I believe "businesslike" is an indistinct term that is less than useful in this context.
- 2) Our Board packet items are not always completed well in advance of meetings.
- 3) We are not always arrive to meetings on time.
- 4) I think this clause should be deleted - I don't necessarily think we SHOULD always be buisnesslike.

#### **How Could We Improve Compliance?**

- 1) I suggest this policy be marked for deletion or at least reconsideration.
- 2) Try to do better on timely submission of reports.

#### **What Do We Need to Learn/Discuss?**

- 1) What does it mean?

### **3.4 External Relations**

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.

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.

***All Sections Voted In Compliance***

### **3.5 Agenda Planning**

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.

***All Sections Voted In Compliance***

### **3.6 Election Of Officers And Officer Roles**

The General Assembly elects the Moderator (CGO) and Financial Advisor. The Board elects the Financial Secretary, Vice Moderator, and the Secretary. The Board also appoints the Youth Observer(s), Recording Secretary, and the Treasurer of the UUA.

***All Sections Voted In Compliance***

### **3.7 Board Committee Principles**

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

#### ***3.7 Part 1: Board committees will be used sparingly***

***Vote: 2 in compliance, 5 out of compliance***

#### **Evidence We Are Out of Compliance:**

- 1) We probably have more committees than needed.
- 2) We have a great number of committees and it is difficult to give them all the resources they need including our time, attention and budget.
- 3) We have a standing Board of Review that does not meet.
- 4) We are a Board of 11 trustees and now have 9 Working Groups and two task forces (APF and Covenanting).
- 5) We use board committees frequently, and too many exist, it seems to me.

#### **How Could We Improve Compliance?**

- 1) The committees working group is actively working this deficiency.
- 2) Review the charge of all our committees to see if there are any that could be sunset and/or combined?
- 3) We don't have the bandwidth for this many working groups to effectively do their work, and it doesn't promote Board wholeness. We should set dates for Working Groups to accomplish their work and consider, when they are formed, if the scope of work is reasonable given the overall work of members of the Board. We may need to rely more on task forces.
- 4) Continuing to work on reducing the number of board committees.
- 5) I think we need to get a review of board appointment committees started. We need to review and either create new or re-approve committee charters.

#### **What Do We Need to Learn/Discuss?**

- 1) Acting as the finance committee is a good idea but the board as a whole needs better understanding of the financial structure and realities of the UUA.
- 2) Reasonableness and humility.
- 3) What is the charge to each committee and to each working group?