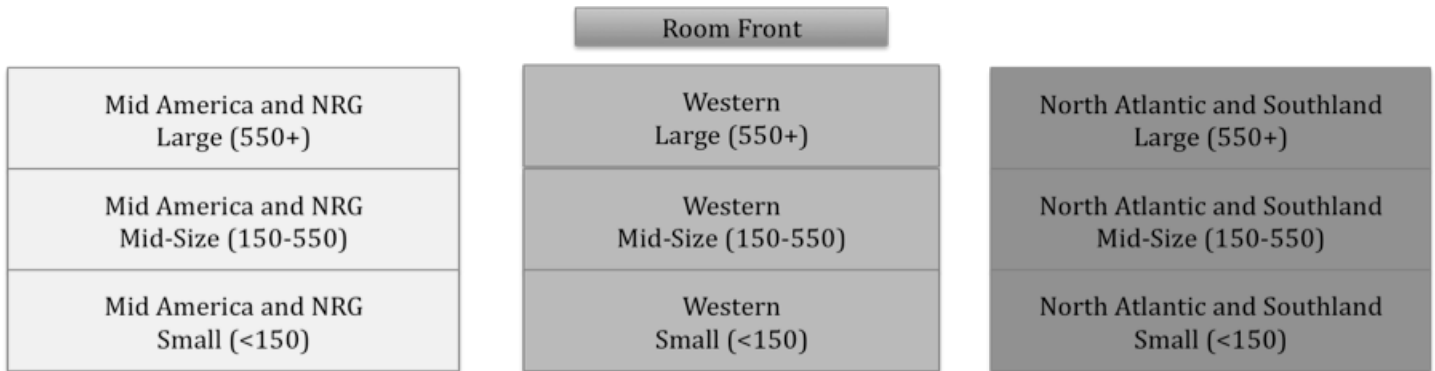


Getting Settled in the Room

To facilitate networking, we've arranged the room by geography and by congregation size. Please:

- Find a seat in the section that matches both your region and your congregation size. See the map below and on the screen. What Districts belong in each region? See the chart below.
- Introduce yourself to at least three neighbors with your:
 - Name
 - Congregation
 - Word that describes your trip to GA (Uneventful? Harrowing? Meandering?)
- Want to keep in touch after the track? See page 31 to record people's contact information!



What Districts Belong in Each Region?

Mid-America includes Districts: <ul style="list-style-type: none"> • Central-Midwest • Heartland • Prairie Star 	North Atlantic includes Districts: <ul style="list-style-type: none"> • Ballou-Channing • Clara Barton • Massachusetts Bay • Northern New England
NRG includes Districts: <ul style="list-style-type: none"> • Joseph Priestley • Metropolitan New York • Ohio-Meadville • St. Lawrence 	Southland includes Districts: <ul style="list-style-type: none"> • Florida • Mid-South • Southwest • Thomas Jefferson
Western includes Districts: <ul style="list-style-type: none"> • Mountain Desert • Pacific Central • Pacific Northwest • Pacific Southwest 	

Our Core Question and Our Agenda

Our Core Question:

How can governance liberate the energy and creativity of Unitarian Universalist congregations to transform souls and bless the world?

Our Agenda Day 1

- Experience of the Holy
- What's in Our Nested Bowls?
Values, Mission, ENDS
- Who's Accountable for What Work?
Assigning Governance Leadership
- How Will I Know It's Going Well?
Indicators of Governance Excellence
- What Do I Value about Governance?
- Policy-Based Governance: Overview and Case Studies

Our Agenda Day 2

- Worship
- Case Studies
- Before-and-After Board Meeting Demonstration
- Collage of Voices on Policy-Based Governance
- Your Governance Values and Policy-Based Governance
- Transitioning to Policy-Based Governance
- The Charge to You

Experience of the Holy Reflection

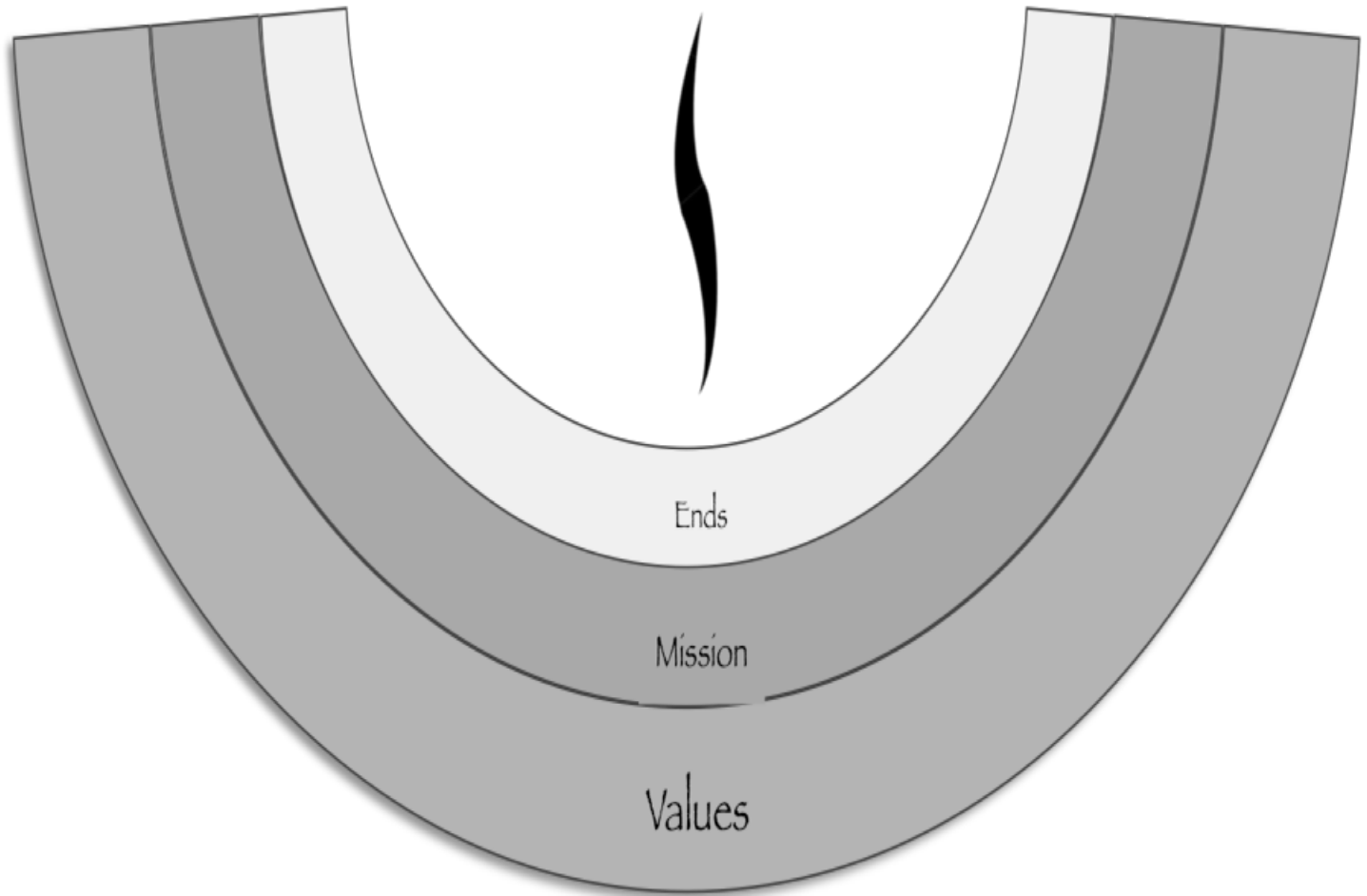
What's your experience of the holy, a time when you felt connected to something larger than yourself, a time when you felt your heart and mind expand? When did your story happen? Who was there? What happened? What made this experience holy for you?

What's your partner's experience of the holy?



What values are embedded in your stories? What qualities of your experience are key to the experience *being* holy? Does the story speak to an underlying value such as independence? Reverence? Empowerment? Authenticity? Wonder? Freedom? Generosity?

The Nested Bowls



Values: What qualities of our religious community will we carry forward into our future?

Mission: What overarching difference are we here to make and for whom?

Ends: What specific, measurable differences will we make and for whom?

The flame that lights the chalice: Close connection to your sources of authority and accountability, including, but not limited to, your members.

Sample Mission Statements

What overarching difference are we here to make and for whom?

All Souls Church, Unitarian in Washington DC Mission

To create a diverse, spirit-growing, justice-seeking community that transforms ourselves and our world into one great family of all souls.

Unitarian Universalist Association Mission (Global END)

Grounded in our covenantal tradition, the member congregations of the Unitarian Universalist Association will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.

Unity Church—Unitarian Mission

The mission of Unity Church-Unitarian is to engage people in a free and inclusive religious community that encourages lives of integrity, service and joy.

Unitarian Universalist Congregation of Atlanta Mission

The Unitarian Universalist Congregation of Atlanta is a community of faith that encourages and supports our individual spiritual quests out of which we act together for social justice.

Sample ENDS Statements

What specific, measurable differences will we make and for whom?

Unity Church—Unitarian ENDS

- The people of Unity Church – Unitarian have a deeply meaningful, transforming, liberal religious experience (within)
- Unity Church – Unitarian is a radically hospitable, spiritually vital and supportive community (among)
- Unity Church – Unitarian is a visible leader and partner, making a positive impact in our neighborhood and in the world (beyond)

Unitarian Universalist Association ENDS

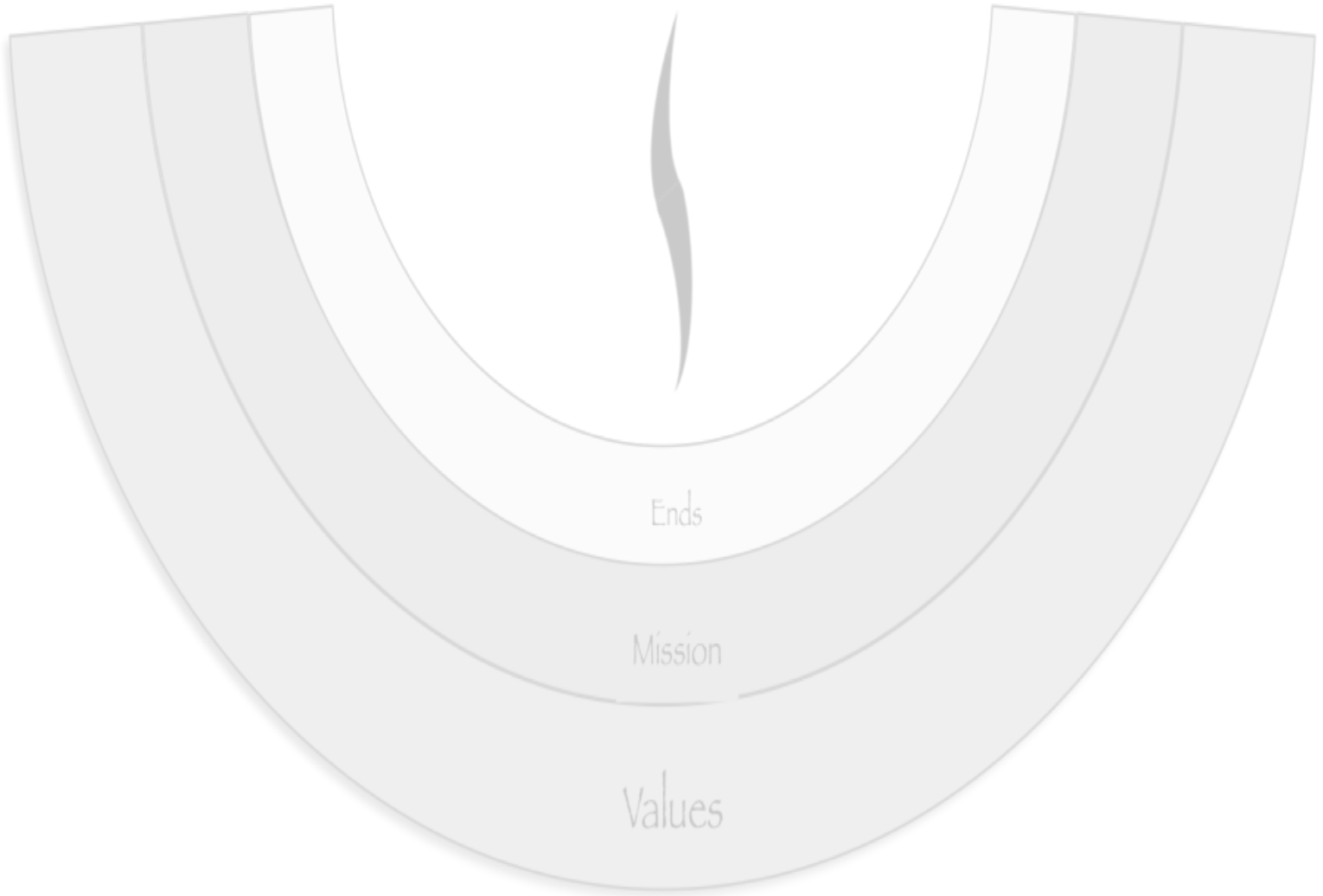
- Congregations unlock the power that transforms lives. (within)
- Congregations live in covenant with other congregations in our Association. (among)
- Congregations move toward sustainability, wholeness and reconciliation. (beyond)

All Souls Church, Unitarian in Washington DC Ends Statements

1. Church members and their families discover and articulate the source of love in their lives and cultivate the ability to act on that love in ever-expanding circles.
2. All Souls is an ever-more diverse congregation, overcoming the barriers that divide the human family.
3. Our building and our grounds are welcoming, comfortable, and accessible to all who seek their use in harmony with our mission.
4. All Souls Church is a congregation where members generously share human and financial resources to support our growing mission and ends.
5. All Souls Church is a leader in the Unitarian Universalist movement by witnessing to UU values in our nation's capital.
6. The Columbia Heights/Adams Morgan/Mt. Pleasant neighborhood is a more just and compassionate community because of All Souls' prophetic leadership.
7. All Souls Church is a vibrant and joyful community of communities where all seekers find connection, support and spiritual growth in groups large and small.

What's Your Congregation in the World to Do?

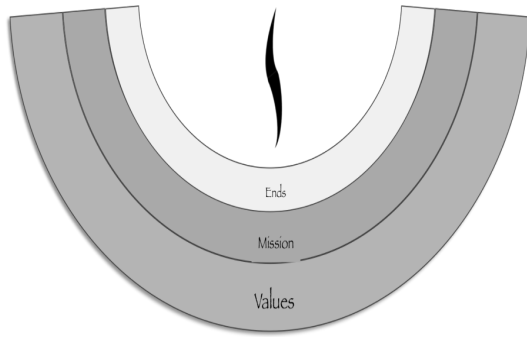
Use this page to write your reflections about what your congregation is in the world to do. What difference is your congregation here to make and for whom?



Assigning Governance Leadership: Two Types

Visionary Leadership: Lights the flame of ownership connection and fills the nested bowls. Represented by the nested bowls icon below.

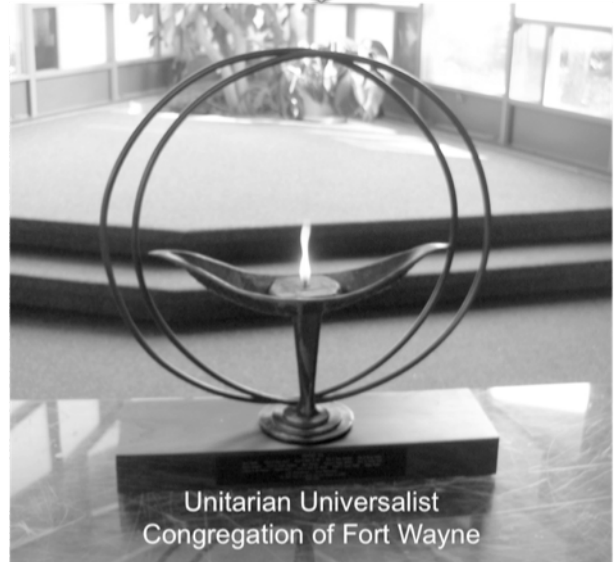
Executive Leadership: Makes sure the outcomes in the nested bowls become reality. Represented by the chalice photograph.



Who?

Who?

How?



Visionary Leadership Asks

- What does our membership care about, think about, ask about?
- What's at stake now and in scenarios for the future? What issues or realities do we need to prepare to address?
- How are our core values expressed in the mission, ends and policies of our congregation?
- What direction could we go? ... What direction will we go? ...
- What priority and portion of our resources should we give to each particular end in our vision for the future?

Executive Leadership Asks

- What programs and initiatives will enable us to make our vision reality? ... How will our programs and initiatives flow from the energy and creativity of our members?
- What do we need to change about our current situation to achieve our Ends?
- Who will be responsible for initiating and managing what programs? ... How will we manage, update and enhance our resources to achieve our Ends?

**Assigning Governance Leadership
Your Reflection**

Who's responsible for visionary leadership in your congregation?

Who's responsible for executive leadership in your congregation?

What's the relationship in your congregation between the two types of leadership?

How clear are the roles and the relationship in your congregation?

**Seven Indicators of Governance Excellence:
Assess Your Governance Health**

On a scale of 1-5, assess the state of each indicator in your congregation. 1=we never demonstrate this indicator 5=we consistently demonstrate this indicator

Trust. Your rating: _____

How much do congregants demonstrate that they trust your leaders will work towards the best interests of your institution as a whole and that they trust your leaders will use their power appropriately?

Articulation. Your rating: _____

How well have your nested bowls been considered, articulated and communicated?
How easily can congregants articulate your shared values, your mission and your ends?

Creative Engagement. Your rating: _____

How well do congregants focus on understanding issues and looking for solutions? How comfortable are congregants with initiating new programs? How well does the congregation respond with support and future learning when initiatives don't pan out?

Investment and Commitment. Your rating: _____

How willingly do Board members serve long terms, at least two years and usually three? How often do you have more people who want to be Board members than you have slots available? How often do Board meetings have full attendance and begin and end on time? How consistently do Board members continue as congregational leaders after their Board term ends?

Holistic View. Your rating: _____

How well do Board members consider the best interests of their congregation as a whole, rather than representing the narrow interests of a particular constituency?

Partnership. Your rating: _____

How well do you develop and sustain partnerships of all types, including partnerships with other UU congregations, other neighborhood congregations, and social justice partners?

Orientation Towards Outcomes. Your rating: _____

How consistently do you assess whether you're getting the results articulated in your nested bowls?

As you review your assessment of your governance health, where are your strengths? How can you leverage these strengths and the topics we've covered so far (connection to the holy, filling the nested bowls, articulating the leadership roles), to enhance your governance health?

Nine Principles of Policy-Based Governance for Congregations

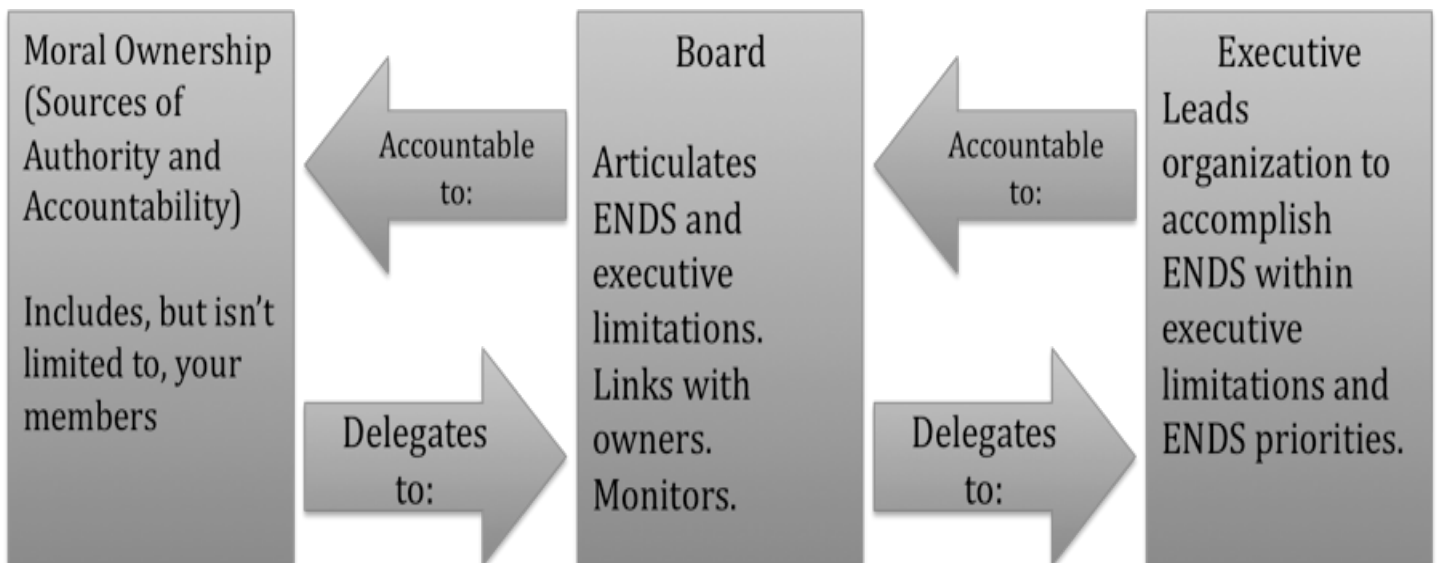
In policy-based governance, congregation Boards:

1. Govern on behalf of a moral ownership that is not seated at the table.
The primary relationship the board must establish, maintain, clarify, and protect is its relationship with its 'owners,' keeping in contact with them, and hearing their voices. (John Carver, *Basic Principles of Policy Governance*)
2. Speak as a Board with one voice or not at all.
3. Govern primarily through policy.
 - Ends policies
 - Executive Limitation policies
 - Governance Process policies
 - Board-Executive Relationship policies.
4. Delegate exclusively to the Executive Leader.
5. Distinguish Ends from Means.
Ends answer three questions:
 1. What difference do we want to make?
 2. For which people?
 3. At what cost or priority?Everything else is means.
Answering the three Ends questions is the primary work of the Board.
6. Control Means through Executive Limitations.
The Board's best control over operational means is to limit, not prescribe.
7. Develop policies as nested sets.
Boards :
 1. Formulate policy by determining the broadest values before progressing to the more detailed level.
 2. Ensure that the large policy contains all smaller related policies in a logical containment that omits nothing.
 3. Cautiously and intentionally choose to deal with smaller issues only after the broadest policy has been determined.

8. Monitor Executive performance effectively.
Boards need to evaluate Executive performance:
 1. Against the Executive Leader's approved interpretation of the Board's policy words.
 2. On how effectively the Executive Leader accomplishes the Ends without violating the executive limitations.
 3. Using data.

9. Commit to Board discipline.
Board members commit to be responsible for:
 1. The work of the board.
 2. Orienting and developing board members.
 3. Ensuring the integrity of the board's process and the assurance that board policy is not being violated.

Governance Process policies articulate these responsibilities.



Policy-Based Governance Glossary

Board-Executive Relationship Policies:

One of the four types of policies the board writes, these policies clarify how the board delegates authority to the executive, and how it will evaluate executive performance in relation to the ends and the executive limitations.

Ends:

One of the four types of policies that the board writes, ends define what long-term, mission-related results are to be achieved, for whom, and at what cost or priority. Determining ends, and avoiding involvement in means, is a pivotal board duty in policy governance that frees both the board and the executive leader to concentrate on what matters most.

Executive Limitations:

One of the four types of policies that the board writes, executive limitations define what the executive leader may NOT do as they work to accomplish the ends. While this approach may seem negative, executive limitations are, in practice, very liberating, as they allow the staff the fullest possible range of their creativity. They can do anything they want to make the ends become reality, provided they do NOT do the few things spelled out in the executive limitations.

Governance Process Policies:

One of the four types of policies that the board writes, board governance policies identify the board's philosophy, its accountability and the specifics of its own job.

Linkage:

If the board's primary responsibility is to write high-level policies on behalf of its moral ownership, the board needs a way to connect with its owners, to hear what they have to say and to represent them effectively. This process of connecting and listening to the organization's moral owners is called linkage.

Means:

Actions needed to accomplish the ends or to protect the operations that produce the ends. Notice how policy governance intentionally gives the executive leader full responsibility for determining what means they'll use to accomplish the ends and how they'll stay within the executive limitations. This is why policy governance works so well to release staff creativity and frees board time to focus on the long-range planning issues that matter most.

Monitoring:

The processes and tools boards use to evaluate organizational performance. Specifically, the board uses regular monitoring to track whether the executive is accomplishing the ends and staying within the executive limitations and to evaluate whether the board is faithful to its governance process policies. "If you haven't said how it ought to be, don't ask how it is," is the monitoring principle that forces boards to think carefully about what they want, what means they won't accept in getting it, and then to spell it out in written policies so they and the executive know what will be expected and monitored. Monitoring can be obtained three ways: internal reports from the executive leader, direct inspection by board teams, or external reports from professional experts.

Moral Ownership:

The people not at the board table on whose behalf the board governs and to whom the board is accountable. Determining who your organization's ownership is, who gives the board authority and accountability, isn't always easy. Often, you'll have owners that aren't legal owners. For this reason, policy-based governance uses the term "moral ownership" to include all owners, in both a moral and a legal sense. Another term for this is "sources of accountability and authority."

Policies:

Written statements that completely embody the board's beliefs, commitments, values, and vision. There are four policy categories boards must address: ends, executive limitations, board governance style, and board/executive relationship.

Staff

Any person, whether paid or volunteer, who is working on behalf of the congregation to achieve its ends.

Case Studies

Scenario 1

A staff member contacts the Board Chair about concerns she has had about the Senior Minister's "management style". She states that the rest of the five-member staff team is also unhappy with the Senior Minister. She requests that the Board take action against the minister and that the Chair maintain her confidentiality in this matter. What is the good governance response to this scenario? Which Policy Governance principles are involved in this case?

Scenario 2

The Board adopted Policy Governance a year ago, but continued the position of Board Treasurer because of a historical problem with staff mismanagement of funds. In addition, the Board Treasurer is a CPA who has a long history of involvement with the Board in fund raising activities. The Board Treasurer serves on the Finance Committee, mostly comprised of paid staff and volunteers. The Senior Minister comes to the Board Chair with a concern about the role of the Board Treasurer. She states that following a Finance Committee meeting two weeks ago, the Board Treasurer had called the Director of Religious Education almost daily asking for historic and detailed financial information. The requests have interfered with the RE Director's ability to fulfill the obligations of his position. What is the good governance response to this scenario? Which Policy Governance principles are involved in this case?

The Transition to Policy-Based Governance Before-and-After Board Meetings: Questions to Consider

What are some key differences between the agenda of each meeting?

What questions do Board members ask in each meeting?

What topics do Board members consider in each meeting?

How do you react to the “after” Board?

“Before” Board Meeting Agenda

(Note: pick up reports on side table as we gather)

Chalice Lighting & Opening

Approve minutes from last month's meeting

REPORTS

- Treasurer's Report
- DRE Report
- Minister's Report
- Long-Range Planning Committee Report
- Finance Committee Report
- Program Council Report on Committees

OLD BUSINESS

- Review of facility rental policy regarding non-church groups
- Yellow Pages ad -- continue or drop?
- Facilities plans for repainting the Religious Education wing

NEW BUSINESS

- Approve Coming of Age group fundraiser for Boston trip
- Select dates for the Board Retreat and Fall Services Auction

Reading

Adjourn

“After” Board Meeting Agenda

Goal: 85% of the time to create the future

Policies guide all our decisions. Ask: “What do our policies say about this?”

Gather 7:00-7:15

- Chalice Lighting & Opening
- Guided check-in

Meeting Preparation 7:15-7:18

- Confirm meeting objectives & agenda
- Meeting assignments: timekeeper, process observer, AR/AO assessment observer

Consent Agenda 7:18-7:20

- Approve minutes of last month's meeting
- Approve delegates to UUA General Assembly
- Approve new authorized signatories for investment account

Review the Past (Monitoring Reports) 7:20-7:50

- Ends Policy I.B.2 - "Among"
- Limitations Policy II.C.5 - Financial Conditions and Activities, Revenue & Expenses
- Governance Process Policy III.A - Board Governing Style

Create the Future 7:50-8:45

- Future Focus Topic: "Our Town 2020 -- The Faith Community Perspective"
- Linkage plans around Future Focus Topic for Q3 2009

Meeting Summary: Decisions Review, Action Items & Assignments 8:45-8:50

Meeting Evaluation: Process Observation and AR/AO Observation & Assessment 8:50-8:57

Closing 8:57

Adjourn 9:00

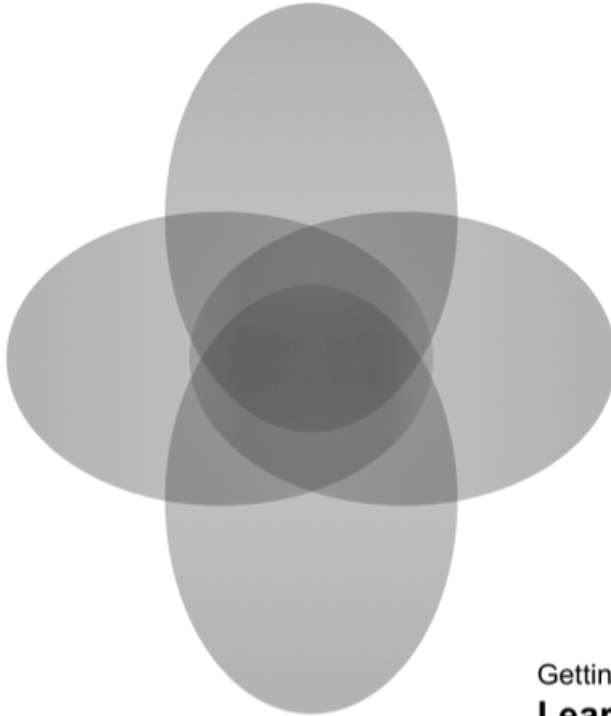
Next Meeting: Wed. July 15 at 7:00

All reports & materials for July Board Packet due to Secretary by Monday July 6

July Board Packet will be posted to the Board site on July 8

Transition to Policy-Based Governance

Four Distinct Phases



Getting It Started

Dreaming Over Oceans

12 to 18 months

Making It Happen

We'll Build a Boat

1+ year

Getting Used to the Model

Learning the Ropes

Year 1+ in the model

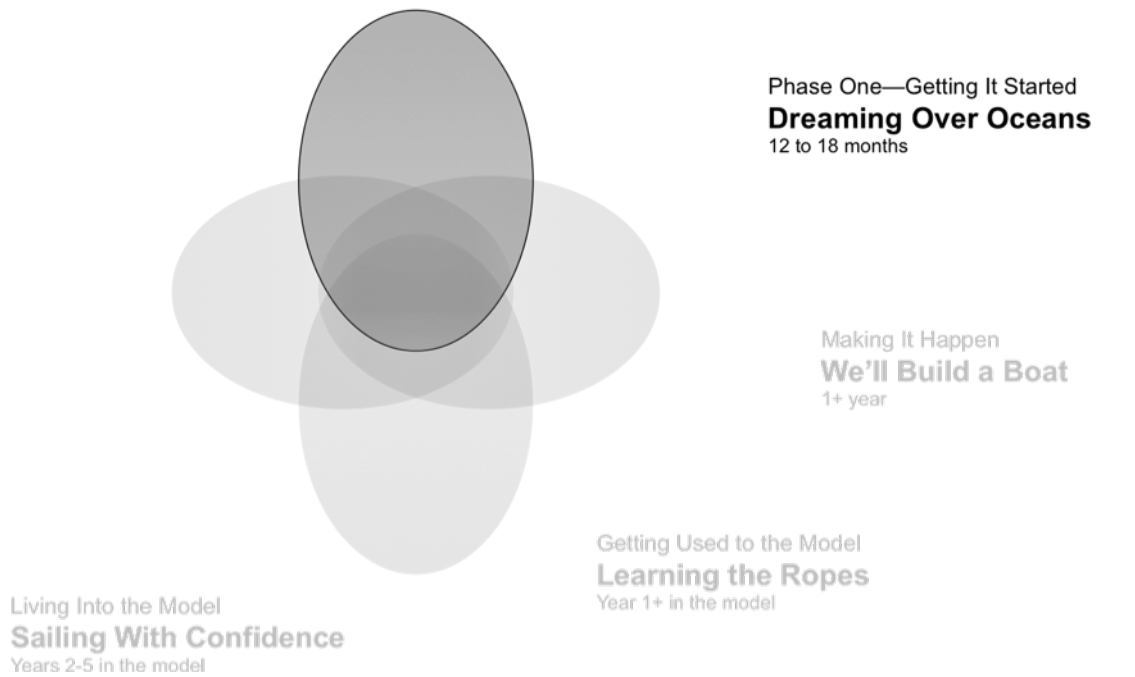
Living Into the Model

Sailing With Confidence

Years 2-5 in the model

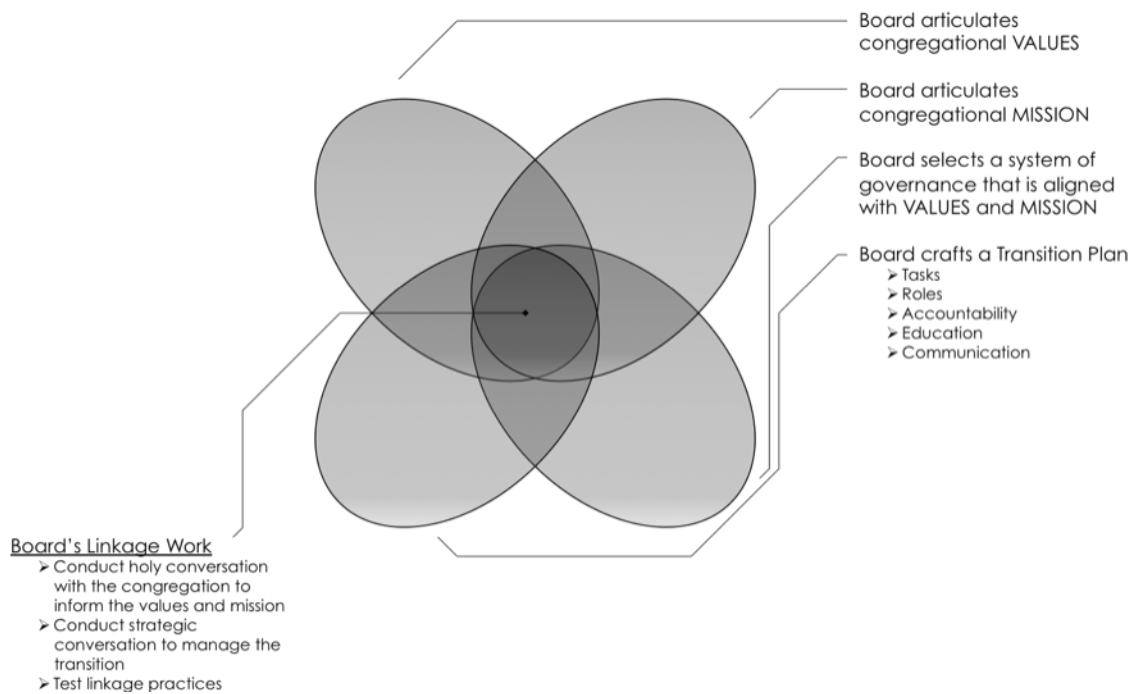
Transition to Policy-Based Governance

Four Distinct Phases



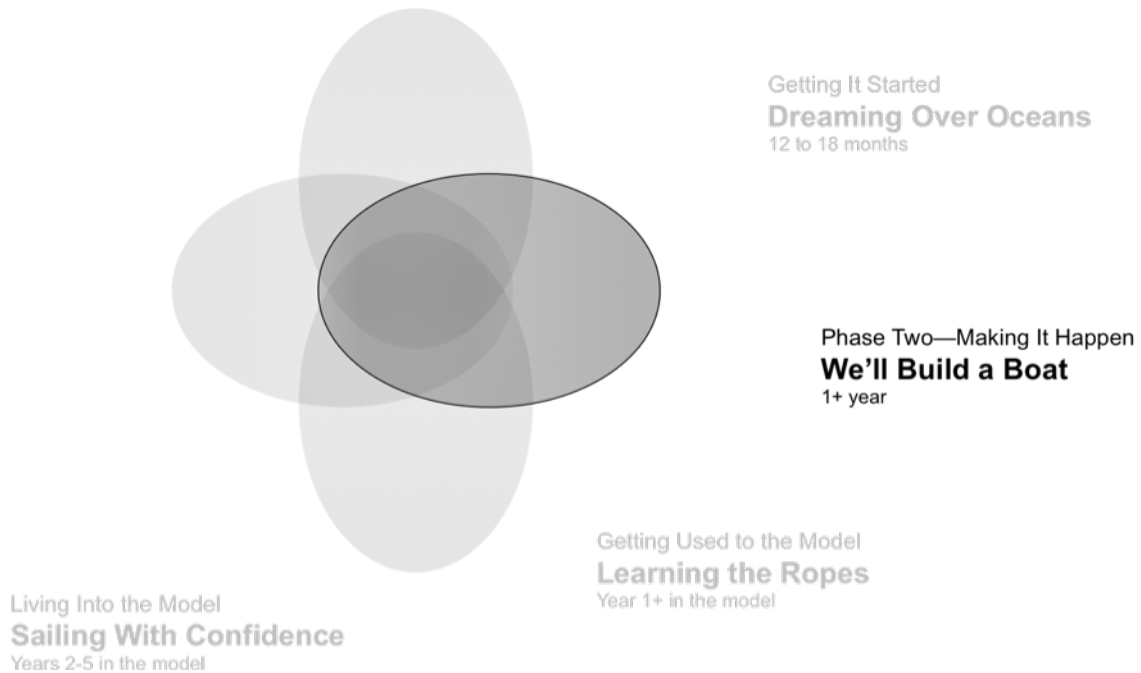
Transition to Policy-Based Governance

Phase One—Dreaming Over Oceans
12 to 18 months



Transition to Policy-Based Governance

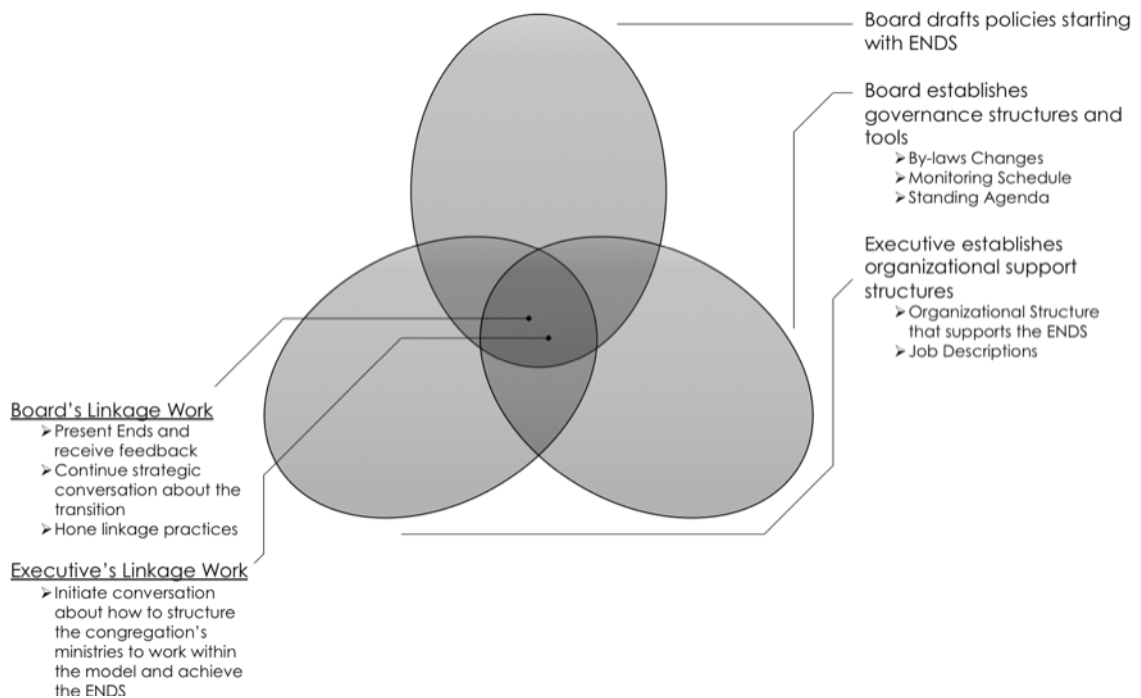
Four Distinct Phases



Transition to Policy-Based Governance

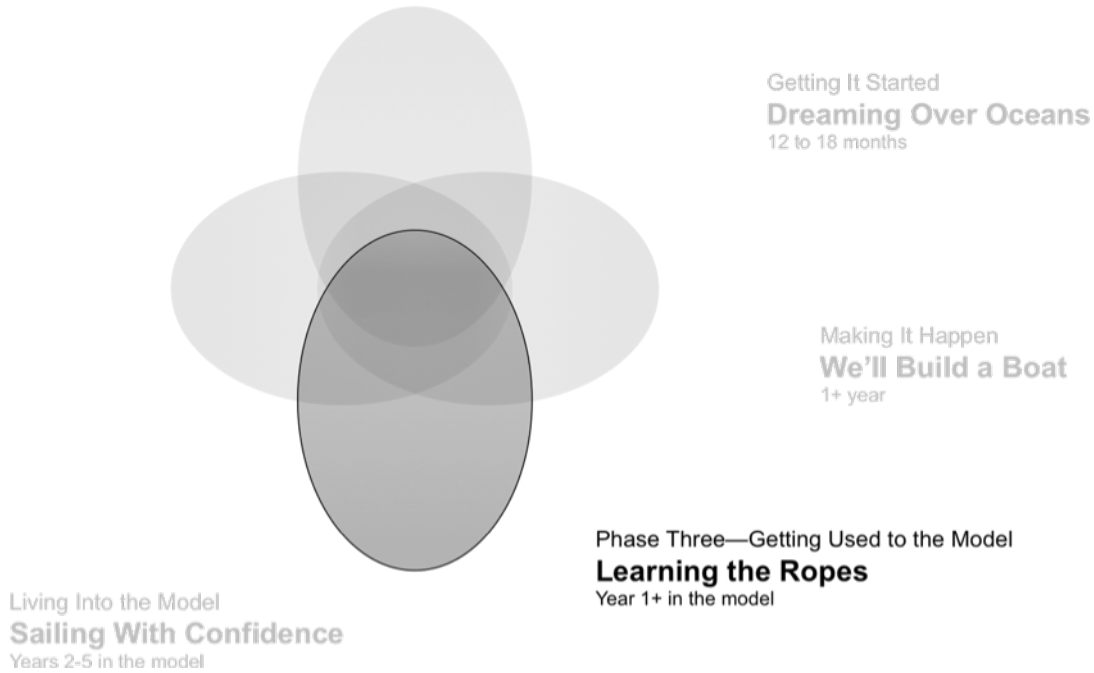
Phase Two—We'll Build a Boat

1+ Year



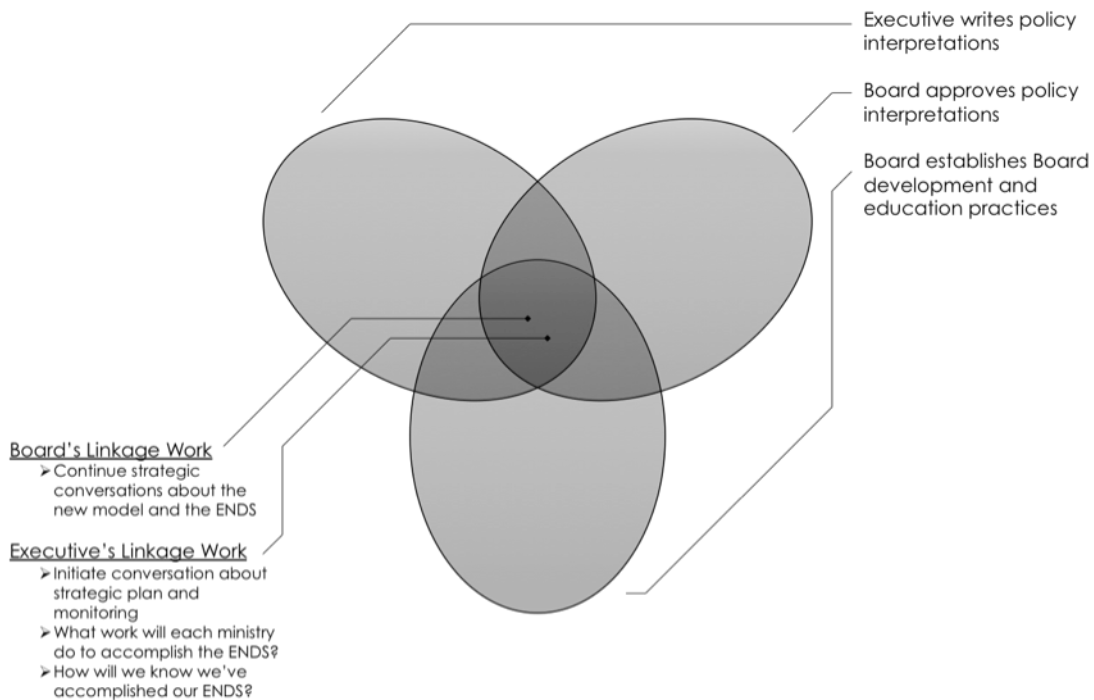
Transition to Policy-Based Governance

Four Distinct Phases



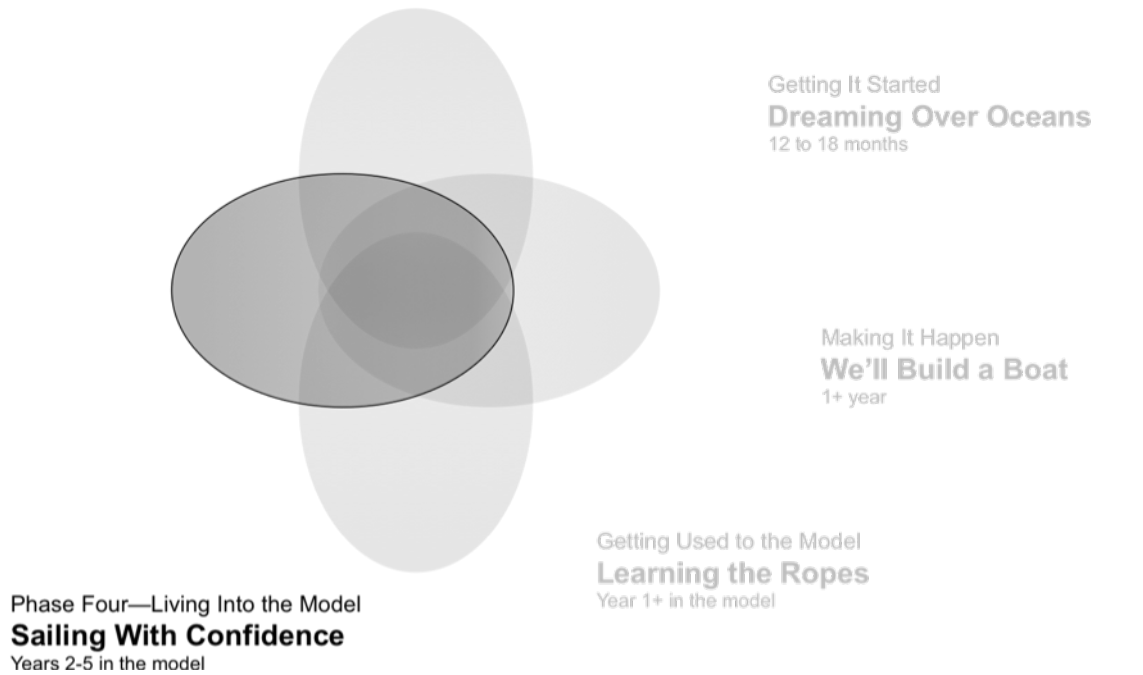
Transition to Policy-Based Governance

Phase Three—Learning the Ropes
Year 1+ in the Model



Transition to Policy-Based Governance

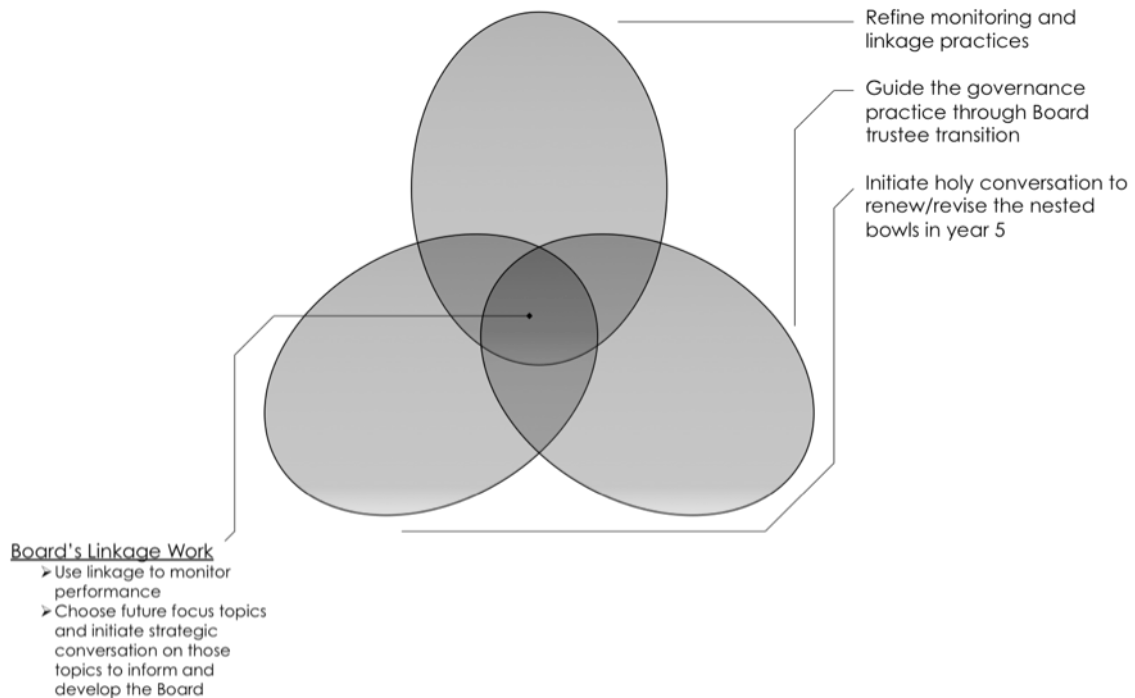
Four Distinct Phases



Transition to Policy-Based Governance

Phase Four—Sailing With Confidence

Years 2-5+ in the Model



Links to Congregation Policy Monitoring Schedules

UU Congregation of Atlanta

<http://www.uuca.org/us/governance/board-of-trustees/monitoring-reports>

Click on **Measuring Progress**

University Unitarian Church of Seattle

<http://www.uuchurch.org/our-church/administration/governance>

Click on **Monitoring** or **the policy monitoring schedule**

http://www.uuchurch.org/files/Policy_Monitoring_Schedule_v2.pdf

First UU Church Ann Arbor, MI

<http://www.uuaa.org/about-us/our-congregation/how-we-govern/195-governing-policies>

See **Monitoring and Reporting Schedule** at end of document under Policy 4.4

Joseph Priestly District of the UUA

<http://www.jpduua.org/pages/jpd-board.php>

Click on **Consolidated Policies** near the bottom of the page and see Monitoring Schedule on Page 5 of the policy document.

Assess Your Congregation's Readiness for a Transition to Policy-Based Governance

Thinking your congregation could benefit from a transition to policy-based governance? Make sure you set yourself up for success! Consider this checklist of strengths congregations leverage to support the transition. What's on your side already? What strengths can you develop?

Strengths	Yes, We Have It	We Can Develop It
<p>Champions You have at least one and preferably three or more leaders (lay and/or minister/staff) who can champion the policy-based governance system, work with congregants' fears and concerns, and guide the congregation and board through the first 3-5 years of the transition process.</p>		
<p>Visionary Leadership Your congregation has given your board responsibility to fill the nested bowls of values, mission and Ends. You have a process to recruit the visionary leaders you need to serve your board, leaders who are comfortable with change in the best interests of the congregation.</p>		
<p>Executive Leadership Your congregation has leaders, either the minister(s) and/or lay staff, with the skills to effectively provide executive leadership.</p>		
<p>Shared Ministry Your congregation supports a strong culture of shared ministry.</p>		
<p>Healthy Conflict Level Your congregation handles conflict openly and effectively and isn't facing any divisive differences of opinion.</p>		
<p>Healthy Trust Level Congregants trust your leaders to use power appropriately.</p>		
<p>Financial Stability and Stewardship Your congregation's financial stability and stewardship won't pose a barrier to moving forward. While you don't need all issues resolved, you do need to consider whether your issues pose a barrier to moving forward.</p>		

NEXT PAGE to analyze your congregation's strengths

So What? Now What?

What key insights from this track do you want to take back to your congregation?

How could these insights enhance your congregation's effectiveness?

What next steps will you take with your congregation to realize the benefits you anticipate?

Follow up with: _____ On: _____

Contact Info: _____

Resources for Further Study

Policy Governance Resources

Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations by John Carver (Jossey-Bass, 3rd edition, 2006)

This book is the "flagship" explanation of the Policy Governance model as it relates to nonprofit and governmental boards. It is the single most inclusive text on the model.

Reinventing Your Board: A Step-By-Step Guide to Implementing Policy Governance by John Carver and Miriam Mayhew Carver. (Jossey-Bass, 2nd edition, 2006)

This hands-on guide is a "how to do it" text meant to help boards or their consultants with the practical issues of implementation.

The Policy Governance Fieldbook: Practical Lessons, Tips, and Tools from the Experience of Real-World Boards Caroline Oliver (ed.), Mike Conduff, Susan Edsall, Carol Gabanna, Rande Loucks, Denise Paszkiewicz, Catherine Raso, and Linda Stier (Jossey-Bass, 1999)..

This book details the experience of eleven diverse organizations in the U.S. and Canada in implementing the Policy Governance model. The authors (all Policy Governance Academy graduates) apply their proficiency in theory and application to make this a skillful collection of case studies.

The Board Member's Playbook: Using Policy Governance to Solve Problems, Make Decisions, and Build A Stronger Board by Miriam Carver and Bill Charney (Jossey-Bass, 2004)

A playbook for boards to practice Policy Governance and hone their skills. Included are fifty different rehearsal scenarios, practice sheets, answers, and a CD-rom.

Internet Resources

<http://unityunitarian.org/UnityConsulting.htm>.

The services link on this page maps out the congregational policy governance transition process and contains links to a policy governance glossary of terms.

<http://www.carvergovernance.com/>

Website for John Carver, Ph.D. John Carver's Policy Governance® model.

PolicyGovernance-L

A UUA email list dedicated to the discussion of the Policy Governance model of board governance in UU congregations, its implementation, variations, and challenges. This list is for anyone including ordained ministers, lay leaders, and

UU University Governance Track June 25 and 26, 2009

Participant Booklet Page 29

© Unity Consulting

members of all sizes and shapes of UU congregations with an interest in Policy Governance. List co-managers are Gretchen Dorn, gdorn@isd.net and Marge Keip, interimtwo@aol.com To SUBSCRIBE send the following command in the first line of the message to listproc@uua.org (You can leave the subject line blank, as listproc will ignore it.)

subscribe PolicyGovernance-L YourFirstName YourLastName

http://uuism.net/uuwiki/index.php?title=Articles_about_policy_based_governance

Contains a wealth of materials on policy-based governance UUs have found useful.

<http://www.uua.org/events/generalassembly/uuuniversity/2009/128052.shtml>

The Governance Track page at the UUA website. We'll post track materials here after GA.

General Congregational Health and Governance

Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations by Gil Rendle and Alice Mann (Alban Institute, 2003)

Ideas, pathways, processes and tools to take planning from a technical process to a "holy conversation" that answers three critical questions: Who are we? What has God called us to do or be? Who is our neighbor?

Leading Change in the Congregation: Spiritual & Organizational Tools for Leaders by Gilbert R. Rendle (Alban Institute, 1997)

Provides theory and research, along with practical diagnostic models and tools, to help leaders lead change in a spiritual and healthy way.

Governance as Leadership: Reframing the Work of Nonprofit Boards by Richard Chait, William Ryan and Barbara Taylor (BoardSource, 2005).

In this book the authors reframe governance work into three primary modes: fiduciary, strategic and generative, that together enable effective trusteeship and invite trustees to think and govern like leaders rather than as managers.

Governance and Ministry: Rethinking Board Leadership by Dan Hotchkiss (Alban Institute 2009)

Offers congregational leaders a roadmap and tools for changing the way boards and clergy work together to lead congregations. Hotchkiss demonstrates that the right governance model is the one that best enables a congregation to fulfill its mission--to achieve both the outward results and the inward quality of life to which it is called.

UU University Governance Track June 25 and 26, 2009

Participant Booklet Page 30

© Unity Consulting

Keep in Touch!

Don't do this governance work alone! Record contact information for the people you meet, including when and how you'll next connect.

Name _____

Congregation _____

Phone _____

Email _____

Our Next Connection _____

Name _____

Congregation _____

Phone _____

Email _____

Our Next Connection _____

Name _____

Congregation _____

Phone _____

Email _____

Our Next Connection _____

Questions

Have more questions about your congregation's specific situation? Come talk with us at the UUA Congregational Services and District Services booth #431:

Friday June 26 from 2:00 p.m. until 6:00 p.m.

Saturday June 27 from noon until 1:00 p.m.

Sunday June 28 from noon until 1:00 p.m.

Use the index cards and the post-its at the end of the rows to submit questions during the track or to post questions on the "Questions" flip for your region.