

# **Policy Committee Report for January 22, 2019, Board Meeting Prepared by Tom Darnton**

## **Background: The Project**

In recent memory, UUCGT has had two basic governance documents, our by-laws and our Manual on Boards, Staff and Committees. The by-laws define the essential elements of who we are and how we make decisions. They create the governance structure. They are adopted and modified, as needed, by the vote of the congregation at a meeting called for that purpose.

The Manual sets out the policies and procedures organizing what we have decided to do and how we will go about that work. Policies and procedures have been adopted by the Board of Trustees, often on the recommendation of specific committees, and organized into what became the Manual on Boards, Staff and Committees. Keeping that Manual current has proven to be a challenging task; in its current form, there are 15 pages of material that precede the Table of Contents. As the need for a more detailed set of policies and procedures pertaining to paid staff became apparent, the task of keeping the Manual current became even more complex.

Both the Policy Committee and the Staff Resources committee came to the conclusion that the Manual should be separated into one set of policies and procedures pertaining to staff and another pertaining to the Board and committees. Staff Resources would assume responsibility for the staff manual and the Policy Committee would work on a Manual for the Board and Committees. The Policy committee has been at work on such a document.

Our current manual traces its roots to 1993. It developed without any effort to distinguish between policies and procedures and with the ground rule that all language in the manual or proposed changes thereto had to be approved by the board. Over the years, this led to patchwork development, delays and unnecessary resources being directed at our internal governing processes, rather than towards our mission.

As the Policy Committee began to work on the new configuration for the manual, it also adopted, with board approval, a format that distinguished policies from procedures, with only the former to require board approval. Policies are defined as the guiding principles that express our institutional culture, goals and philosophy. Procedures are the step-by-step descriptions of the tasks

required to support and carry out organizational policies. Committees would adopt their own procedures and would have the ability to modify those procedures without obtaining board approval.

I became one of the board representatives to the policy committee after I was elected to the board last year. At that time, the committee had been working on reorganizing and reformatting the manual for some time, including separating existing language into policies and procedures. Judy Myers, another member of the committee, undertook the major task of reviewing the existing manual provisions and dividing them into policies and procedures for each committee. She then engaged with all of our major, functioning committees, seeking each committee's consideration of the proposed manual entries. It is important to note here that Judy did not attempt to re-write any of these existing provisions; her work was to separate existing language into policies and procedures. Some of our committees responded to Judy's efforts with suggestions for revisions. We think that some of those suggestions should be considered by the board as policy changes, so that the new manual can reflect our current practice.

## **Board Decisions Desired**

The decisions regarding separating the existing manual into two manuals, one for personnel and one for the board and committees, and the policy and procedure formats have been made. (Any board can revisit these decisions but the Policy Committee is proceeding with these decisions in the background.) A decision resolving the conflict between our by-laws and our policies with regard to the office of Vice-President/President elect was made at the December, 2018 meeting.

**Issues for consideration at the January 2019 meeting are:** (1) the Stewardship Committee and (2) proposed changes to the Committee on Ministry

## **Stewardship Policy Discussion**

The decisions required are: (1) Change of title and focus from "Stewardship" to "Pledge Drive" (2) who does and does not have access to the individual pledge amounts; (3) whether the senior spiritual leader should be mandated to be involved in selection of the Chair and committee.

(1) Both the existing language and the proposed language include the following statement of purpose: "The purpose of the [Stewardship or Pledge

Drive] Committee is to develop new and innovative ways to bring the time, talent and financial resources of the membership to the service of the entire Congregation." However, the proposed language limits the focus of the committee to working on the annual campaign, whereas the existing Stewardship Committee language includes a broader focus.

(2) The proposed language would limit access to an individual's pledge amount to the Treasurer and Congregation Business Administrator. The existing language provides such access to the treasurer, congregation accountant, and stewardship Chair. The board level decision is whether to allow the stewardship chair to have access to individual pledge amounts.

(3) The proposed language provides that the spiritual leader is involved in selection of the committee chair and committee members, along with the board president. The existing language does not address how the committee members are to be selected, which, by default, makes the selection a responsibility of the president.

The current manual entries for the Stewardship Committee are as follows:

## **STEWARDSHIP COMMITTEE**

Access to pledge amounts is limited to the Treasurer, Congregation Accountant, and Stewardship Chair.

*Board approval 2011-03-15*

(Stewardship was created as a standing committee at the Board meeting of February 15, 2011, without a description. The 2009-2010 Board and Leadership Development Committee proposed a description for the Stewardship Committee, but did not have time to act on it. A draft of that proposal is in the Addenda section of the *Manual*.)

## **ADDENDUM**

### **STEWARDSHIP COMMITTEE**

The Stewardship Committee consists of 6 members in teams of 2, serving 3-year staggered terms. Leadership of the annual canvass is the responsibility of the longest-serving team. Mentoring of the newest team is the responsibility of the other two teams. The purpose of the Stewardship Committee is to develop new and innovative ways to bring the time, talent and financial resources of the membership to the service of the entire Congregation.

Responsibilities include:

- developing and continually refining the process for the annual stewardship campaign with the goal of a canvass that is the highlight of the social season;
- recording processes followed so that the canvass begins to run itself;
- obtaining a target amount for the canvass from the Board;

recruiting and supporting the individuals who canvass members and friends who do not return pledge commitments at the initial party.

## **PLEDGE DRIVE COMMITTEE [proposed]**

The proposed language for an updated Stewardship Committee, to be called the Pledge Drive Committee is:

### **[Proposed] PLEDGE DRIVE COMMITTEE**

#### **POLICY:**

The purpose of the Pledge Drive Committee is to develop new and innovative ways to bring the time, talent and financial resources of the membership to the service of the entire Congregation.

Access to individual's pledge amounts is limited to the Treasurer and Congregation Business Administrator.

#### **PROCEDURE:**

- The Pledge Drive Committee Chair is recruited annually by the Board of Trustees and the Senior Spiritual Leader. The Chair, with help from the Board and Senior Spiritual Leader, will then recruit a Committee. The Committee shall consist of at least four members.
- Pledge Drive Committee responsibilities include:
  - Developing the process for the annual pledge drive campaign.
  - Setting dates and a target amount for the pledge drive campaign consulting with the Finance Committee, the Board of Trustees and the Senior Spiritual Leader.
  - Following up with members and friends who do not return pledges by the end date of the annual pledge drive campaign.
  - Asking for time and talent interests from members and friends at least once every three years.
  - Recording processes followed so that succeeding Committees have the benefit of past experience.
- The Pledge Drive Committee will have access to cumulative pledge drive data but not individual's pledge amounts.

## **COMMITTEE ON MINISTRY Discussion**

Comparative Analysis, existing and proposed  
Prepared as briefing for January 2019 board meeting

### **Discussion**

The proposed revisions essentially change the Committee's mission from "support[ing] the spiritual health and wellbeing of the entire Congregation to " support[ing] the Senior Spiritual Leader of the Congregation in her/his ministry to the Congregation and the larger community."

Both the existing language and the proposed revisions are consistent with the very limited language of the by-laws, with the exception that the proposed language establishes a means for the Senior Spiritual Leader to appoint additional members, who may or may not be members of the congregation.

Both of these alternatives have the committee working in "executive session". The reasons for operating in secret are not set forth. My speculation as to the perceived need for secrecy is that our congregation has an aversion to holding frank discussions in the open, believing that such discussions can be divisive.

The existing policy seems to be based on a vision of a small, dedicated group working with the minister to keep the congregation focused on its mission. The proposed policy has that small dedicated group working as a support system for the Senior Spiritual Leader.

The board level decision is whether to maintain the current focus and structure for the COM or to shift its focus and structure as proposed.

### **Current By-Law:**

#### **ARTICLE X. THE COMMITTEE ON MINISTRY**

A Committee on Ministry of at least three (3) members shall be appointed by the Board in consultation with the Spiritual Leader for staggered terms of three years.

### **Current Manual Provision:**

#### **COMMITTEE ON MINISTRY**

The purpose of the Committee on Ministry is to support the spiritual health and wellbeing of the entire Congregation, as seen in member participation and accomplishment relative to the mission of the Congregation. Its primary responsibilities are to assess both the professional ministers' ministries and the Congregation's collective ministries in order to strengthen the quality of these ministries.

The Board in consultation with the Spiritual Leader shall appoint a Committee on Ministry. The committee shall be of at least three (3) members serving staggered terms of three years. New members of the Committee shall begin their terms on July 1, and terms shall rotate in a 2-2-1 pattern.

Members of the Committee on Ministry shall be members of the Congregation. The Committee on Ministry shall meet in Executive Session. The professional minister shall serve as an *ex officio* member of the Committee. Any member wishing to discuss a concern at a Committee on Ministry meeting shall contact the Committee to schedule that item on the agenda.

New members for the Committee on Ministry will be selected the Board with consideration of such factors as length of UUCGT membership, gender, participation, experience, interest, listening ability, impartiality, fair mindedness and good heart with a goal of providing balance to the composition of the existing Committee.

Committee on Ministry members may simultaneously serve on other Congregational committees but not simultaneously serve on the Board of Trustees. Member may not serve more than two consecutive terms on the Committee on Ministry and must maintain a minimum of two years before returning to the Committee.

## **language proposed by COM chair and forwarded to policy committee 3/1/18**

### **COMMITTEE ON MINISTRY**

#### **AUTHORITY:**

From the Unitarian Universalism Principles: "Acceptance of one another and encouragement to spiritual growth in our congregations."

From the UUC-GT bylaws (Article X): "A Committee on Ministry of a least three (3) members shall appointed by the Board in consultation with the Spiritual Leader for staggered terms of three years."

From the Covenant: “Mindful of our vibrant Congregational history and steadfastly committed to a strong future, we strive to promote good in the world and aid each other in ethical and spiritual development.”

#### POLICY:

The purpose of the Committee on Ministry (COM) is to support the Senior Spiritual Leader of the Congregation in her/his ministry to the Congregation and the larger community. The COM plays no role in the governance, policy, or operations of the UUCGT. The COM’s primary responsibility is to advise and assist the Senior Spiritual Leader in guiding the congregation in our individual and collective spiritual and ethical development and practices.

The membership of the COM will be comprised of at least three members of the Congregation appointed by the Board of Trustees to staggered terms of three years. In addition, any additional persons, whether a member of the Congregation or not, may be invited by the Senior Spiritual Leader to serve as a member of the COM and may remain for as long as their continued participation is mutually agreeable to themselves and the Senior Spiritual Leader.

#### PROCEDURE:

The members of the COM will, by unanimous consent, designate a facilitator from among them, who must be a member of the Congregation, to aid in their work. They may also at any time designate a different member as the facilitator. The facilitator will serve as the point of contact for the UUCGT Board of Trustees as well as staff and other UUC committees, as necessary. The facilitator will keep the UUCGT Board and staff informed of any changes in the membership of the committee.

The Committee on Ministry shall meet in Executive Session. No formal minutes of the COM sessions will be taken or preserved. The group will routinely participate in reflective dialogue, provide multiple perspectives, and review ongoing topics and activities related to the ministry of the Senior Spiritual Leader and the congregation as a whole. Non-members of the COM may only participate in COM discussions at the invitation of the Senior Spiritual Leader and after having signed a confidentiality pledge. Members of the Committee on Ministry may simultaneously serve on any other Congregational committees but not simultaneously on the Board of Trustees.

