

USG Board Agenda / Minutes

22-January-2019

Attendees: Eva Finney, Joanne Davis, Debbie Ward, Jenn Leiby, Sam Stormont, Kent Matthies, Jess Slivak, Michael Campbell, Andrea Parry, John Davis, Gloria Guldager, Tom Smith

Table of Contents

1. Approve December Board Meeting & January Board Retreat Minutes	1
2. MET Report	1
3. Governance Presentation by Andrea Parry	1
4. Security update: Door locks	2
5. Update on POWER teach-in	2
6. 9th Board Member Selection.....	2
7. ADI Log	2
8. Save the Date	2
9. Executive Session with Kent regarding Staffing.....	2
Appendix 1: January 2019 MET report.....	3
Appendix 2: Governance Presentation Slides by Andrea Parry	13

1. Approve December Board Meeting & January Board Retreat Minutes

- **Decision: The December 2018 Board meeting minutes & January 2019 Board Retreat minutes were approved.**

2. MET Report

See Appendix 1 for the January 2019 MET report

3. Governance Presentation by Andrea Parry

See Appendix 2 for the slide presentation

Background: governance policies on the USG Web site under Members > Policies and Procedures:

- Board of Trustees Covenant
- Board Responsibilities Policy

- Oversight by the Board of Trustees Policy
- Delegation Policy
- Establishing, Revising and Publicizing Policies

Andrea Parry reviewed the current governance structure, put in place with the governmental reorganization in 2014, as a refresher for current Board members. The Board discussed posting the governmental structure (organizational chart) and Allocation of Responsibilities for Board and MET, as well as pictures of current Board and MET members in a prominent location at USG.

Assignment: Jenn Leiby and Gloria Guldager to investigate creating a display for posting the governmental structure (organizational chart) and Allocation of Responsibilities for Board and MET, as well as pictures of current Board and MET members in a prominent location at USG.

4. Security update: Door locks

Gloria Guldager and Tom Smith provided an update on replacement of the door locks. A Request for Proposals (RFP) has been put out for an electronic lock and alarm (panic button) system. The assembly room replacement door will have electronic locks and handicapped access buttons. Electronic locks will also be installed on external doors to the sanctuary.

5. Update on POWER teach-in

Joanne Davis attended the POWER teach-in on 21-Jan-2019 in West Philadelphia at the Bible Way Baptist Church. It was preceded by a service. Approximately 300 people attended. The teach-in consisted of rotation stations, each focused on a different social justice issue. Attendees were able to visit several stations.

6. 9th Board Member Selection

The Board discussed potential candidates. A short list was developed and will be distributed after the meeting for a final ranking by Board members.

7. ADI Log

Topic deferred

8. Save the Date

- Anti-Racism Jubilee: 8-10-Mar-2019 at Main Line UU
- All Church Dinner: 30-Mar-2019
- Next Meeting: 26-Feb-2019

9. Executive Session with Kent regarding Staffing

Appendix 1: January 2019 MET report

Ministry Executive Team Report January 2019

Pledge Drive

2018/19 - We are pleased to report that efforts for the “fill the gap campaign” for the 2018/19 pledge drive have been successful. With good participation from staff and Stewardship committee members, Kent took the lead and made several phone calls. In addition, letters were sent to all USG households. Many people responded, and we are grateful for their generous giving which closed the \$25,000 gap.

2019/20 - The kick off date for the 2019/20 pledge campaign is March 17, 2019. Stewardship is in the process of finalizing plans for campaign activities which include “living room conversations” involving the 12 villages, tentatively scheduled for March 24 and April 7. In addition, Rick Rodes, Stewardship chair, will organize the entertainment for the March 30 Annual Dinner, which will include a special performance by the Deb Callahan Band.

Spring 2019 Special Events

- 1) All Church Dinner: Kay Weiser is coordinating the all-church dinner scheduled for March 30. Other members on the planning team are Bill Dowdell, Susan Smith, and Susan Bockius.
- 2) Lingelbach Dinner: John Anderson and Tom Ott will coordinate this event scheduled for June.
- 3) Seder: Deb Kish-Silver will coordinate the April 27 Seder.

May thanks to all of the special events volunteers noted above. Their support of these activities is greatly appreciated.

New Data Systems

In October, under Gloria Guldager’s guidance, we began the process of transitioning several of our data systems to new software providers. We are pleased to report that as of the end of December, all of the transitions are now complete. For the church database, pledge management and space use management, we transitioned from PowerChurch to Breeze. For online payments, we transitioned from Vanco to Breeze. And for email, we transitioned from Constant Contact to Mailchimp. These changes have provided significantly greater functionality and some cost savings. In addition, we purchased a new software program for the auction called Auctria. We anticipate much greater functionality for the auction this spring with this new software program. Thank you Gloria for a job well done!

Rental Income

MET invited Carolyn Cotton to discuss possible ways to increase rental income. Carolyn described the three tiers of pricing for USG rentals.

- 1) \$600 (ex. weddings, which currently generate the most rental income)
- 2) \$300 (non-profits)
- 3) \$200 (USG members)

Some ideas on how to increase rentals include updating the “Rentals” section on the USG website, creating a virtual 360 degree video tour of the sanctuary and other spaces, and continuing to work on building a reciprocal business list. Carolyn Cotton will coordinate the virtual tour video project, and Gloria and Carolyn will continue to meet regularly to explore additional possibilities. Finally, Gloria is taking a class

at the University of Pennsylvania to learn much-needed coding skills. Most of the new software programs we use assume some level of computer code understanding, including HTML, CSS and others. The class will run for six months.

POWER (Pennsylvanians Organizing to Witness, Empower and Renew) Legislative Assembly
USG hosted this annual POWER meeting on Tuesday, January 8. Over 120 people attended, including Rev. Kent and 15 USG members, as well as representatives from many area congregations and members of the community. After a fellowship hour, the group convened and discussed current and future policy issues and activities.

Archives

The new Archives Committee has made significant progress sorting through boxes to see what's contained within. Committee members include Susan Bockius (co-chair), Kay Weiser (co-chair), Mary Phalan, Howard Silver, Carolyn Cotton, Linda Bernstein, Barbara Vandergrift, and Ryan Hurd.

MLK Planning

The MLK Planning Committee, USG staff, and MET are working together to have another successful MLK Day of Service on Monday, January 21. Over 400 people have signed up to work on projects.

Staff Goals

We continue to review and support staff goals.

Roadmap Update

We are in the process of finalizing the Roadmap which includes 2018/19 Goals from various committees. A copy of the document will be sent to the Board within the coming weeks.

Financial Statement

The FY 19 Budget vs. Actuals YTD Report (ending December 31, 2018) is attached.



Unitarian Society of Germantown

BUDGET VS. ACTUALS FY19

July 2018 - June 2019

	TOTAL			
	ACTUAL	BUDGET	REMAINING	% OF BUDGET
Revenue				
4000 PLEDGES/GIFTS/GRANTS				
4001 PLEDGES & CONTRIBUTIONS	205,251.47	367,500.00	162,248.53	55.85 %
4002 SPECIAL GIFTS	15,069.62	15,000.00	-69.62	100.46 %
4003 SUNDAY PLATE	5,532.07	8,000.00	2,467.93	69.15 %
4004 CHRISTMAS PLATE	2,107.33	1,800.00	-307.33	117.07 %
4005 MISC GIFTS	390.00	600.00	210.00	65.00 %
Total 4000 PLEDGES/GIFTS/GRANTS	228,350.49	392,900.00	164,549.51	58.12 %
4010 FUNDRAISING/PROGRAM INCOME				
4011 MLK FUND RAISING	1,350.00	2,000.00	650.00	67.50 %
4012 SERVICE AUCTION	379.00	26,000.00	25,621.00	1.46 %
4013 REBATE FUND RAISING	254.57	200.00	-54.57	127.29 %
4014 MISCEL. FUND RAISING	42.00	300.00	258.00	14.00 %
4100 CHILD SPIRITUAL DEVELOPMENT	252.00		-252.00	
4300 ADULT SPIRITUAL DEVELOPMENT	3,051.00	6,000.00	2,949.00	50.85 %
Total 4010 FUNDRAISING/PROGRAM INCOME	5,328.57	34,500.00	29,171.43	15.45 %
4600 RENTAL INCOME				
4601 CO-OP NURSERY	10,378.93	17,844.48	7,465.55	58.16 %
4602 APARTMENT	8,750.00	15,000.00	6,250.00	58.33 %
4603 HOME SCHOOLING	9,120.00	15,000.00	5,880.00	60.80 %

4604 COMBINED RENTALS	13,680.00	25,000.00	11,320.00	54.72 %
A/V Technician for Rental	320.00		-320.00	
Security Deposit	-460.00		460.00	
Sexton for Rentals	965.00		-965.00	
Total 4604 COMBINED RENTALS	14,505.00	25,000.00	10,495.00	58.02 %
Total 4600 RENTAL INCOME	42,753.93	72,844.48	30,090.55	58.69 %
4800 CIF FUND REVENUES				
4801 GEN ENDOW TOTAL RETURN (4%)	18,538.98	37,078.00	18,539.02	50.00 %
4803 SULLIVAN ASSISTANCE FUND		7,000.00	7,000.00	
4804 MUSIC MAINTENANCE		1,882.00	1,882.00	
Total 4800 CIF FUND REVENUES	18,538.98	45,960.00	27,421.02	40.34 %
4900 GEN ENDOW TRANSFER TO COVER DEFICIT		6,263.25	6,263.25	
Total Revenue	\$294,971.97	\$552,467.73	\$257,495.76	53.39 %
GROSS PROFIT	\$294,971.97	\$552,467.73	\$257,495.76	53.39 %
Expenditures				
5000 TOTAL COMPENSATION				
5001 SALARY - COMPENSATION				
5002 MINISTER COMPENSATION				
5002.01 MINISTER SALARY	36,482.85	56,014.00	19,531.15	65.13 %
TOTAL				
	ACTUAL	BUDGET	REMAINING	% OF BUDGET
5002.02 MINISTER HOUSING	22,400.00	38,400.00	16,000.00	58.33 %
5002.03 MINISTER MEDICAL INSURANCE	3,734.88	7,424.00	3,689.12	50.31 %
5002.04 MINISTER DISABILITY INSURANCE	660.87	1,133.00	472.13	58.33 %
5002.05 MINISTER PENSION	5,888.30	10,164.00	4,275.70	57.93 %
5002.06 MINISTER FICA	-0.01	7,223.00	7,223.01	-0.00 %

5002.07 MINISTER UNEMPLOY COMP TAX		250.00	250.00	
Total 5002 MINISTER COMPENSATION	69,166.89	120,608.00	51,441.11	57.35 %
5004 DSD COMPENSATION				
5004.01 DSD SALARY	26,670.24	44,600.00	17,929.76	59.80 %
5004.03 DSD MEDICAL INSURANCE	392.56	5,103.00	4,710.44	7.69 %
5004.04 DSD DISABILITY		535.00	535.00	
5004.06 DSD EMPLOYER P/R TAXES	2,363.74	3,661.00	1,297.26	64.57 %
Total 5004 DSD COMPENSATION	29,426.54	53,899.00	24,472.46	54.60 %
5006 CHURCH ADMIN COMPENSATION				
5006.01 CHURCH ADMIN SALARY	35,208.89	53,907.00	18,698.11	65.31 %
5006.03 CHURCH ADMIN MEDICAL	572.86	8,111.00	7,538.14	7.06 %
5006.04 CHURCH ADMIN DISABILITY	377.37	647.00	269.63	58.33 %
5006.05 CHURCH ADMIN RETIREMENT/PENSION	3,578.24	5,391.00	1,812.76	66.37 %
5006.06 CHURCH ADMIN EMPLOYER P/R TAXES	2,851.36	4,373.00	1,521.64	65.20 %
Total 5006 CHURCH ADMIN COMPENSATION	42,588.72	72,429.00	29,840.28	58.80 %
5008 MUSIC DIRECTOR COMPENSATION				
5008.01 MUSIC DIRECTOR SALARY	12,980.70	22,500.00	9,519.30	57.69 %
5008.06 MUSIC DIRECTOR EMPLOYER P/R TAXES	1,034.40	1,971.00	936.60	52.48 %
Total 5008 MUSIC DIRECTOR COMPENSATION	14,015.10	24,471.00	10,455.90	57.27 %
5010 SEXTON COMPENSATION				
5010.01 SEXTON SALARY	10,537.49	20,930.00	10,392.51	50.35 %
5052 SEXTON - (EVENTS)	90.00		-90.00	
Total 5010.01 SEXTON SALARY	10,627.49	20,930.00	10,302.51	50.78 %

5010.03 SEXTON HEALTH INSURANCE	95.96	1,851.00	1,755.04	5.18 %
5010.06 SEXTON EMPLOYER P/R TAXES	878.90	2,500.00	1,621.10	35.16 %
Total 5010 SEXTON COMPENSATION	11,602.35	25,281.00	13,678.65	45.89 %
5012 ADMIN ASSISTANT COMPENSATION				
5012.01 ADMIN ASSISTANT SALARY	7,589.08	15,028.00	7,438.92	50.50 %
5012.06 ADMIN ASSISTANT EMPLOYER P/R TAXES	666.54	1,399.00	732.46	47.64 %
Total 5012 ADMIN ASSISTANT COMPENSATION	8,255.62	16,427.00	8,171.38	50.26 %
5014 CHILDCARE PROVIDERS COMPENSATION				
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TOTAL				
	ACTUAL	BUDGET	REMAINING	% OF BUDGET
5014.01 CHILDCARE PROVIDERS SALARY	2,772.68	5,668.00	2,895.32	48.92 %
5014.06 CHILDCARE PROVIDERS EMPLOYER P/R TX	280.72	575.00	294.28	48.82 %
Total 5014 CHILDCARE PROVIDERS COMPENSATION	3,053.40	6,243.00	3,189.60	48.91 %
5016 SOLOISTS COMPENSATION				
5016.01 SOLOISTS SALARY	4,376.00	8,820.00	4,444.00	49.61 %
5026.06 SOLOISTS EMPLOYER P/R TAXES	442.85	895.00	452.15	49.48 %
Total 5016 SOLOISTS COMPENSATION	4,818.85	9,715.00	4,896.15	49.60 %
Total 5001 SALARY - COMPENSATION	182,927.47	329,073.00	146,145.53	55.59 %
5050 INDEPENDENT CONTRACTOR - COMPENSATION				
5054 SPEAKERS	1,421.00	1,800.00	379.00	78.94 %

5056 MUSIC MINISTRY	1,515.00	4,200.00	2,685.00	36.07 %
5058 RENTAL COMMISSIONS	3,868.00	6,000.00	2,132.00	64.47 %
5060 ACCOUNTING SERVICES	1,992.91	6,000.00	4,007.09	33.22 %
5062 RENTAL SOUND TECHNICIAN	500.00	1,500.00	1,000.00	33.33 %
5066 CLEANING SERVICES	15,000.00	26,000.00	11,000.00	57.69 %
Total 5050 INDEPENDENT CONTRACTOR - COMPENSATION	24,296.91	45,500.00	21,203.09	53.40 %
Total 5000 TOTAL COMPENSATION	207,224.38	374,573.00	167,348.62	55.32 %
5025 PROFESSIONAL EXPENSES				
5025.01 MINISTER PROFESSIONAL EXPENSES	3,856.68	6,625.00	2,768.32	58.21 %
5025.02 DSD PROFESSIONAL EXPENSE	1,672.63	2,250.00	577.37	74.34 %
5025.03 CHURCH ADMIN PROFESSIONAL EXPENSES	100.00	2,250.00	2,150.00	4.44 %
5025.04 MUSIC DIRECTOR PROF EXPENSES		1,750.00	1,750.00	
Total 5025 PROFESSIONAL EXPENSES	5,629.31	12,875.00	7,245.69	43.72 %
6000 PROGRAM EXPENSES				
6100 FUNDRAISING CAMPAIGNS				
6110 STEWARDSHIP CAMPAIGN	100.00	750.00	650.00	13.33 %
6120 SERVICE AUCTION	129.95	1,200.00	1,070.05	10.83 %
Total 6100 FUNDRAISING CAMPAIGNS	229.95	1,950.00	1,720.05	11.79 %
6200 WELCOMING				
6210 HOSPITALITY	491.86	1,000.00	508.14	49.19 %
6220 CARING COMMUNITY		100.00	100.00	
6230 WELCOMING COMMUNITY	441.32	1,000.00	558.68	44.13 %
Total 6200 WELCOMING	933.18	2,100.00	1,166.82	44.44 %
6300 SPIRITUAL DEVELOPMENT				
6310 CHILD SPIRITUAL DEVELOPMENT	1,278.66	3,300.00	2,021.34	38.75 %

6320 ADULT SPIRITUAL DEVELOPMENT	912.67	4,000.00	3,087.33	22.82 %
6330 EARTH HONORING TRADITIONS	133.15	160.00	26.85	83.22 %
6340 SMALL GROUP MINISTRY	375.00	400.00	25.00	93.75 %
Total 6300 SPIRITUAL DEVELOPMENT	2,699.48	7,860.00	5,160.52	34.34 %
6400 SOCIAL JUSTICE				
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TOTAL				
	ACTUAL	BUDGET	REMAINING	% OF BUDGET
6410 SOCIAL ACTION EVENTS	1,040.00	1,550.00	510.00	67.10 %
6440 ENDING RACISM	190.96	700.00	509.04	27.28 %
6450 LINGELBACH DINNER		600.00	600.00	
6460 MLK DAY	379.88	2,000.00	1,620.12	18.99 %
Total 6400 SOCIAL JUSTICE	1,610.84	4,850.00	3,239.16	33.21 %
6900 WORSHIP ARTS				
6910 SHEET MUSIC EXPENSE	30.00	600.00	570.00	5.00 %
6920 PIANO/ORGAN MAINT		1,700.00	1,700.00	
6930 SUNDAY SERVICES SUPPLIES	58.42	250.00	191.58	23.37 %
Total 6900 WORSHIP ARTS	88.42	2,550.00	2,461.58	3.47 %
Total 6000 PROGRAM EXPENSES	5,561.87	19,310.00	13,748.13	28.80 %
7000 CHURCH OPERATING EXPENSES				
7002 BUILDINGS & GROUNDS				
7003 UTILITIES				
7003.01 ELECTRIC CHURCH	3,126.55	6,500.00	3,373.45	48.10 %
7003.03 OIL/GAS CHURCH	2,094.68	11,000.00	8,905.32	19.04 %
7003.05 WATER-CHURCH & LODGE	1,713.23	3,000.00	1,286.77	57.11 %
Total 7003 UTILITIES	6,934.46	20,500.00	13,565.54	33.83 %
Total 7002 BUILDINGS & GROUNDS	6,934.46	20,500.00	13,565.54	33.83 %

7004 BUILDING MAIN/OPER/REPAIR				
7004.01 FIRE/SECURITY SYSTEM	2,330.08	3,000.00	669.92	77.67 %
7004.02 GROUNDS/VOLUNTEERS	3,645.82	1,500.00	-2,145.82	243.05 %
7004.03 SNOW & ICE REMOVAL		6,000.00	6,000.00	
7004.05 EQUIPMENT		1,500.00	1,500.00	
7004.06 HEATING, COOLING & MAINT CONTRACTS	1,301.50	2,800.00	1,498.50	46.48 %
7004.07 MAIN/REPAIRS CHURCH	11,634.80	25,000.00	13,365.20	46.54 %
7004.08 MAIN/REPAIRS LODGE	3,117.06	1,000.00	-2,117.06	311.71 %
7004.09 ROOF	1,000.00	3,500.00	2,500.00	28.57 %
7004.10 TREES/FIREWOOD	1,770.00	8,000.00	6,230.00	22.13 %
7004.11 PARKING LOT	105.13	3,200.00	3,094.87	3.29 %
Total 7004 BUILDING MAIN/OPER/REPAIR	24,904.39	55,500.00	30,595.61	44.87 %
7250 ADMINISTRATIVE/OPERATING EXPENSE				
7250.01 PUBLICITY/ADVERTISING	539.99	1,500.00	960.01	36.00 %
7250.02 WEBSITE		300.00	300.00	
7250.03 SOUND SYSTEM	367.65	1,100.00	732.35	33.42 %
7250.04 CREDIT/ACH FEES	1,481.88	1,200.00	-281.88	123.49 %
7250.05 BOARD EXPENSE		500.00	500.00	
7250.06 MINISTRY EXECUTIVE TEAM (MET)	303.38	500.00	196.62	60.68 %
7250.07 MAILINGS (GENERAL)	154.66	750.00	595.34	20.62 %
7250.08 OFFICE SUPPLIES	701.34	1,200.00	498.66	58.45 %
7250.09 TELEPHONE LAND LINE	2,112.33	3,700.00	1,587.67	57.09 %
7250.10 CELL PHONE MIN/DSD/ADMIN	1,050.00	1,800.00	750.00	58.33 %
7250.11 EQUIPMENT/REPAIR/MAINTENANCE	81.99	2,000.00	1,918.01	4.10 %
7250.12 BANK CHARGE	30.00	250.00	220.00	12.00 %
<hr/>				
TOTAL				
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	ACTUAL	BUDGET	REMAINING	% OF BUDGET
7250.13 COMPUTER SOFTWARE	205.00	1,000.00	795.00	20.50 %
7250.14 SUPPLIES-BOOKKEEPER		250.00	250.00	
7250.15 COPIER EXPENSE	1,513.54	3,765.00	2,251.46	40.20 %
7250.16 PROPERTY & LIABILITY INSURANCE	11,077.30	20,000.00	8,922.70	55.39 %
7250.17 WORKERS COMP	877.60	1,500.00	622.40	58.51 %
7250.18 HOUSEKEEPING SUPPLIES	468.28	2,000.00	1,531.72	23.41 %
Total 7250 ADMINISTRATIVE/OPERATING EXPENSE	20,964.94	43,315.00	22,350.06	48.40 %
7500 DENOMINATIONAL DUES		26,224.00	26,224.00	
Total 7000 CHURCH OPERATING EXPENSES	52,803.79	145,539.00	92,735.21	36.28 %
Total Expenditures	\$271,219.35	\$552,297.00	\$281,077.65	49.11 %
NET OPERATING REVENUE	\$23,752.62	\$170.73	\$ -23,581.89	13,912.39 %
NET REVENUE	\$23,752.62	\$170.73	\$ -23,581.89	13,912.39 %

Appendix 2: Governance Presentation Slides by Andrea Parry

Governance and Ministry USG Governance Structure and the Role of the Board

USG Board Orientation

January 2019

Reference: Hotchkiss, Governance and Ministry (2009)

1

Agenda

- Why the current governance structure
- Refresher: nuts and bolts
- Role of the Board
- MET or Board – How do we tell?
- Policy overview
- Governing by policy
- Role of the Governance & Ministry Task Force

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Governance before July 2014

- Board was responsible for everything; no time for the big picture of how we live out our mission
- Complicated and time-consuming to get things done
- Duplication of efforts demoralizing volunteers and staff
- Staff had responsibility but not always concomitant authority

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Motion approved by the Board

April 22, 2014

- That the Board delegate to the Minister, supported by a team of staff and lay leaders, the authority to manage the regular operations of the church:
 - In accordance with the high-level guidance and strategic direction provided by the Board
 - Pursuant to policies adopted by the Board
 - In consultation and collaboration with the Board and others performing the function of governing the church.

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Or to boil it down:

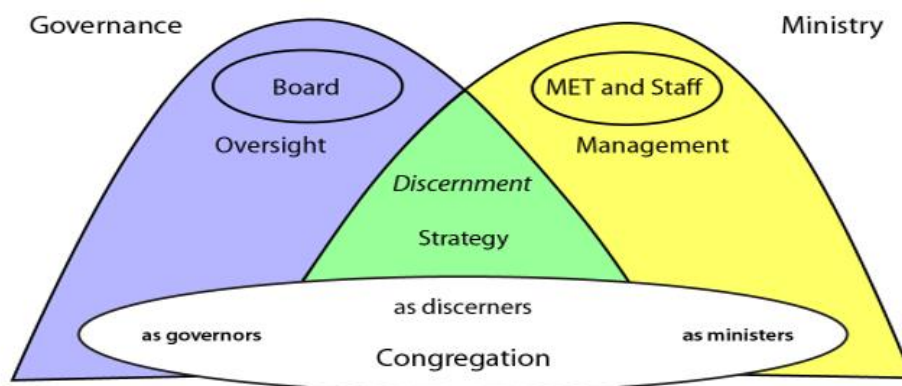
- Regular operations are run by a Ministry team
- Board's job to provide strategic direction, high-level guidance and oversight
- Ministry team must follow policies adopted by Board
- Collaboration is key
- Board shall not micromanage – but it is ultimately accountable to the congregation

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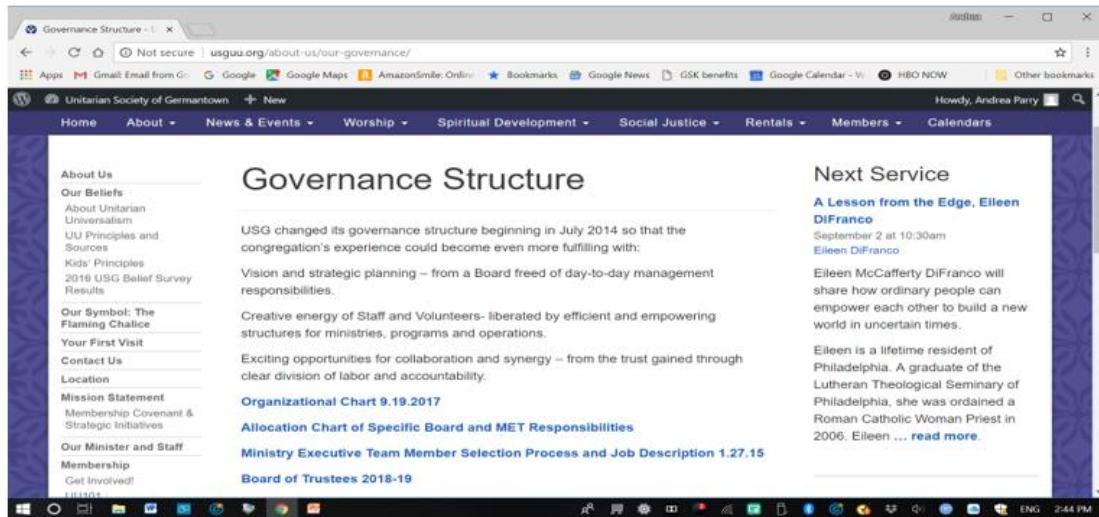
Board, MET, and Congregation

Figure 4.5, adapted

Roles of Board, MET, and Staff



To make it concrete
(check out the website)



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The Governance function

- Headed by the Board
- **Oversight** over human and material resources of the church
- **Overall mission and goal setting** in collaboration with staff and congregation
- **Major strategies** to achieve USG's mission
- **Protecting** congregation's assets and people
- **Delegating** power to those who will do the work, and **holding them accountable.**

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The Ministry function

Headed by the Ministry Executive Team (MET)
(Minister, Church Administrator, 3 lay leaders)

- **Managing regular operations** that make Church happen
- Spiritual and practical programs and tasks
- **Decide how to do it**, within policies set by Board
- Senior Minister is ultimately accountable

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Collaboration

- Board and MET confer and keep the other apprised. No silos.
- Regular MET reports to Board to enable Board strategic direction and oversight
- Board members can serve on committees; allows direct input to inform work of both committee and Board
- Congregation informed and able to provide input on both Governance and Ministry
- Governance & Ministry Task Force was historical forum for discussion and collaboration

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The Board's job

- Drive top level decisions re: mission and strategy
- Decide matters of strategic importance, e.g. should the congregation be asked to vote on a capital campaign
- Create policies - no more specific than necessary
- Oversee results of Ministry
- Review Minister's performance

1

Tool for discernment

Pathway for decision:

Approved by the Board of Trustees 5/26/2015

- Tool to help decide how issues should be handled, and free the Board from operational work
- Focus on whether the issue and sub-issues relates primarily to Governance (Board) or Ministry (MET)
- Who should be involved in decision making
- What their involvement should be
- Who should make the final decision

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Consider these questions:

(paraphrased to save space)

- What are the issues to be considered
- For each issue, is it more strategic (Governance/Board) or operational (Ministry/MET)
- Who should be apprised
- Who should be consulted
- How should collaboration be done
- Is there a clear final decision maker? Is the issue clearly more strategic (Governance/Board) or operational (Ministry/MET)
- If there is no clear final decision maker, the Board has final decision unless delegated.

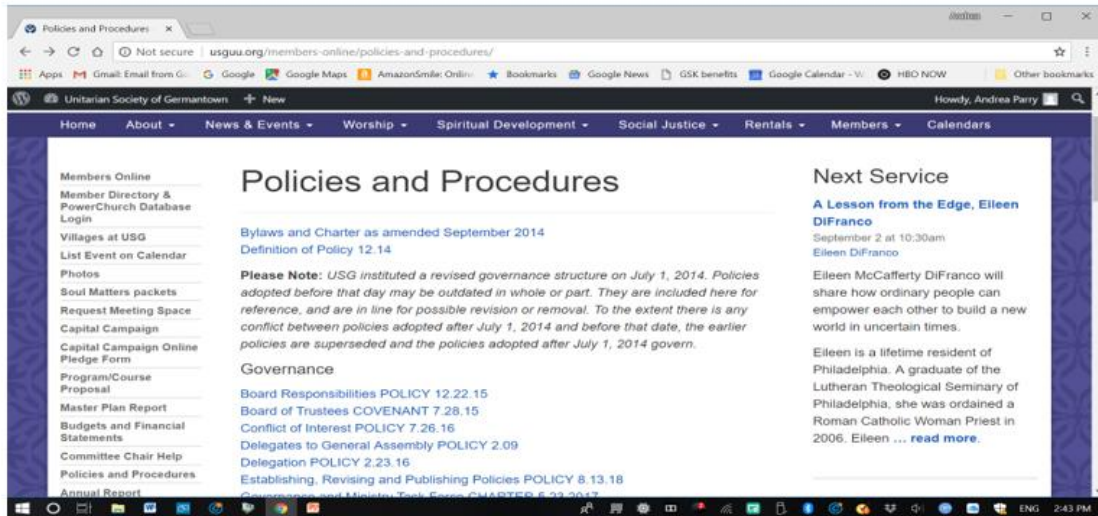
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[Case example]

- If time permits at the end
- Pick an exemplar case
- What are the issues that need to be addressed in order to decide
- How do we analyze each issue

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Policy overview



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Special focus on these policies:

- Board of Trustees Covenant
- Board Responsibilities Policy
- Oversight by the Board of Trustees Policy
- Delegation Policy
- Establishing, Revising and Publicizing Policies

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Challenges for the Board

- Abstract matters are tough. Easier to focus on the concrete and immediate.
- Challenge to get arms around what should be on the Board's agenda
- Board's oversight role is critical – but how to assure quality without micromanagement
- Key question when faced with operational issues: Do we need a policy we lack, or should we change a policy we have, to provide adequate guidance in this area?
(Hotchkiss, 185-87)

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Governing by Policy

(Hotchkiss, 104-08)

Boards often criticize themselves for “micromanaging,” and with good reason.

[Boards] are continually tempted to escape from the abstract and sometimes disturbing work of discernment, strategy, and oversight into the micro-world of management decision making. The usual proposed solution is to delegate more management decision making to committees or staff. By itself, this decision rarely solves the problem for long

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Governing by Policy

(Hotchkiss, 104-08, continued)

A board that tries to delegate often finds the matter back on its agenda a month or two later in the form of a progress report or a request to approve an incremental next step.

It is not only the board's fascination with concrete decisions that causes it to micromanage but also the timidity of staff and other ministry leaders who may prefer the safety of continually checking back over the rewards and risks of bold decision making.

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When do we need a policy?

(Hotchkiss, 91-92)

- A policy is an authoritative written statement designed to control many individual decisions over time.
- Many boards believe they are making policy when they actually are setting precedents.... A board that intends to govern by policy will question the appropriateness of any matter on its agenda that controls only a single event.

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Governance & Ministry Task Force

- Created to support Board on governance issues
 - Served as forum to discuss issues relating to governance, including collaboration between Board and MET
 - Assisted Board in developing policies and processes
- No formal structure now that policies are largely in place and governance structure is established, but could be called on for research and detail work.

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