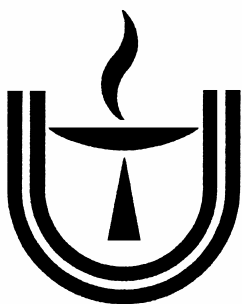


The Presidents' Roundtable

A Meeting of Congregation
Presidents/ Board Chairs

October 23, 2004
The Unitarian Church of Montclair



**Sponsored by the UU District of
Metropolitan New York**
Lynda S. Bluestein, President

Agenda

- 9:00—9:30 AM Ingathering
Meet and greet one another, pick up your handouts, fill coffee cups eat bagels
- 9:30 AM Opening Worship
- 9:45 AM Welcome from Lynda Bluestein, District President
- 9:50 AM Welcome from Janice Maffei, President UC of Montclair
- 10:00 AM Board Report—UUA Board of Trustees Rev. Charles Blustein Ortman
- 10:15 AM Boundaries
Rev. Charles Ortman and President Janice Maffei will lead a discussion about role definition in congregations
- 10:45 Break
After Break form 2 Groups - Presidents and Membership
Presidents with Lynda - - Membership Chairs/ Members with Rev. Harry Green
- 11:10 AM—12:15PM Concurrent Sessions for Presidents (Bluestein) and Chairs and members of Membership Committees (Green)
***For presidents: remember brevity (limit 250 words or 2 minutes) for intros)*
- 12:15—1:00 PM Lunch ALL Together
- 1:00 PM—3:00 PM Part II of Presidents/ Membership Sessions
We will discuss congregation presidents at GA
- 3:00 PM All Wrap up
- Closing Worship Rev. Harry Green

Who's Here Today?

Board Presidents/VPs

Andersen, Karl (East Brunswick)
Bredbenner, Lisa (Lincroft)
Brown, Lee (Hackettstown)
Brungard, Nancy (Somerset Hills)
Carroll, Robert (Westchester)
Copeland, Sharon (Princeton)
Curtis, Carol (VP Bellport)
Cutsumpas, John (White Plains board)
Davies, John (Mohegan Lake)
Eastman, Wayne (Orange)
Ehleben, Carole (Stamford)
Farrell, Gerri (VP Huntington)
Finch, Gloria (Stroudsberg)
Hueckel, Jill (Staten Island)
Jones, Peter (Plainfield)
Maffei, Janice (Montclair)
Morkal, Dave (Croton)
Musser, Carolyn (Ridgewood)
Putnam, Beth (4th Universalist)
Rothfelder, Marty (Summit)
Sink, Frances (Westport)
Soo, Pauline (Flushing)
Travis, Marilyn (Community NY)
Williard, Nikki (Huntington)
Wooley, Carol (Bayville)
Zubin, Winifred (VP Community NY)

Membership Chairs/Members

1 Membership (Huntington)
2 Membership (Stroudsberg)
Bouman, Dorothy (Mohegan Lake)
Bouman, Geert (Mohegan Lake)
Byron, Mary (Ridgewood)
Doran, Georgia (White Plains)
Farnick, Bill (Bayville)
Juliano, Margaret (Somerset Hills)
Kowalczyk, Frank (Bayville)
Lunin, Mary Lou (Summit)
Nowlin, David (Plainfield)
Oxman, Susan (Morristown)
Schwabacher, Larry ()
Selinski, Carol (White Plains)
Strano, Rich (Plainfield)
Thomas, John (Mohegan Lake)

District Board & Staff

Bluestein, Lynda (Westport) District President
Blustein-Ortman, Rev. Charles UUA Trustee
Golson, Laurie (Croton) District Administrator
Green, Rev. Harry Cong. Services Consultant
Hudson, Linda (Westport) District Board
Ruckes, Nancy (Community NYC) District Board
Schoeps, Fred (Community White Plains) “ “

What's new in congregational leadership?

Strong Leaders Make Churches Grow, Survey Shows By Marta W. Aldrich

(UMCom) – In a survey of United Methodist congregational development leaders, Anna Workman expected poor funding to be cited as the No. 1 cause of failed new churches. To her surprise, money wasn't even mentioned. Instead, she consistently heard grumbling, lamentations and outright horror stories about poor leadership - from inexperienced or poorly trained pastors to mismatched assignments to an inadequate system of expectations and accountability. "We always talk about not having enough money," says Workman, director of congregational development for the United Methodist Church's Virginia Annual (regional) Conference. "It was an awakening for all of us to see that every one of our fantastic failures had to do with leadership."

First Impressions Preferred parking, trained "greeters", and an alternative to the general cacophony of coffee hour await newcomers in congregations that have begun focusing on converting visitors to members. Studies have shown that a newcomer decides within the first eight minutes of his/her first visit to a church, whether or not they will ever return. Thus, there is a great deal of effort spent to make those first eight minutes comfortable and warm for newcomers. Since getting involved is what gives meaning and enjoyment to our congregational life, successful "welcoming congregations" are not hesitant to ask non-members to pitch in right away. We need to always remember that newcomers are looking for ways to connect. Working on projects is a great "toe in the water" way to get to know people in the congregation.

4 Leadership Team Dynamics to Put on Your Radar by John Lassiter

Healthy congregational leadership has reached an endangered species level. If effective local congregational leadership was a bird or native plant, there would long since have been concerted efforts to protect the species. The scope of the leadership crisis is brought into focus by Paul Ford, who has focused his ministry over the past dozen years with leadership teams, working with 60+ denominations and mission agencies primarily in North America. In a conversation last year, Paul remarked,

"I have had the privilege of working with over 1000 teams of all sizes and shapes and theologies, and would characterize less than five percent of those teams as healthy. By "healthy" I mean having

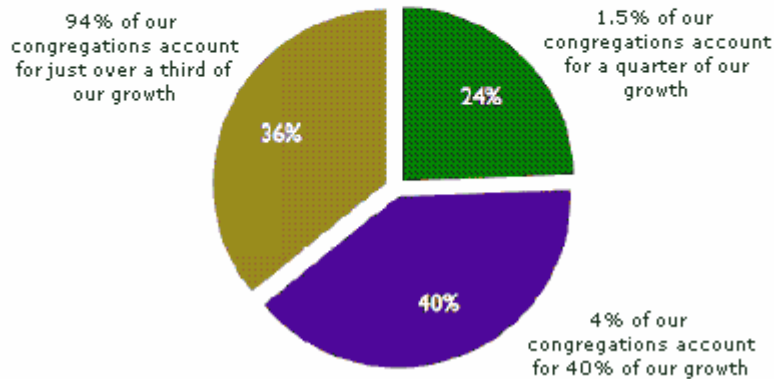
1. *A shared vision,*
2. *Some quality of honest communication,*
3. *The majority of the players owning the vision , and*
4. *Each leader playing his/her part."*

These four dynamics provide a framework for on-going dialogue and teambuilding among your leadership.

UUA Stats

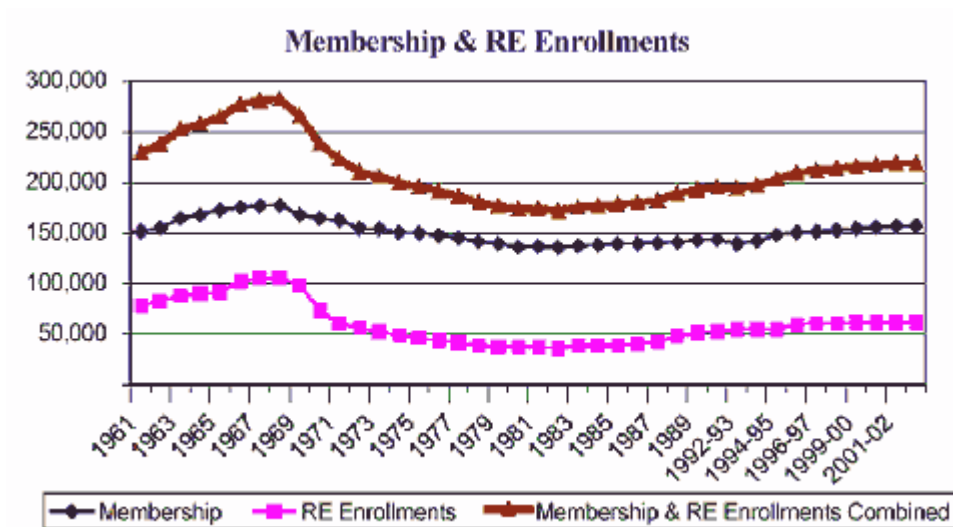
Our Fastest Growing Churches

- The 16 churches that have added 200+ members
- The 46 churches that added between 100 and 199 members
- The rest of the UUA



One quarter of the growth in the UUA in the last decade came from 16 congregations. Just over a dozen of our congregations grew by 200 members in the last ten years (that is 20 members a year). In other words, about one and a half percent of our congregations accounted a quarter of the growth in the entire association.

The next group, the churches that grew by 100 members over the past decade (10 members a year), account for another 40 percent of our growth. Together, about six percent of our churches accounted for almost two thirds of our growth.



Today our congregations report just over 150,000 adult members. That is the same number of members reported over 40 years ago when the Unitarians and Universalists merged. During these two generations the American population has grown by 50 percent. In order to stay where we were 40 years ago, we would have had to have grown by about 75,000 members. And that is just to stay even.

What are the responsibilities of individual board members?

Individual Board Member Responsibilities

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the congregation's mission, policies, and programs.
- Review agenda and supporting materials prior to board meetings.
- Offer to take on special assignments.
- Make a personal financial contribution to the congregation.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the congregation
- Follow conflict of interest and confidentiality policies.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the congregation's annual financial statements.

Personal characteristics to consider

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group. Evaluate ones self.
- Willing to: prepare for and attend board meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances. Develop certain skills if you do not already possess them.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your congregation's health and vitality, a sense of humor.

What is the role of a governance committee?

A governance committee is one of the most influential standing committees of the board. Sometimes also called a nominating committee or a board development committee, the governance committee's main role is to recruit new board members and to ensure that each board member is equipped with the proper tools and motivation to carry out his and her responsibilities. Some specific duties of a governance committee include

- Assessing the board's current composition and identifying missing qualities and characteristics
- Drafting a recruitment plan and continuously cultivating new prospects
- Developing job descriptions for board members
- Orienting new board members and continuing the educating of all members on their responsibilities
- Ensuring that the board regularly engages in self-assessment

What are 3 Ds, 3 Gs, and 3Ws?

Using catch phrases or acronyms makes it easy to remember certain principles or guidelines. There are several sets of triplicate letters that help board members recall particular expectations tied to their board service.

3 Ds refers to the legal obligations of board members. They are the duty of care, duty of obedience, and duty of loyalty. These duties indicate that a good board member makes prudent decisions, respects laws and the organization's legal documents, and does not put personal interests above the interests of the organization.

3 Gs means 'give, get, or get out.' Many boards expect their members to bring in money either by making a personal contribution or participating in fundraising or both. If this does not happen, a board member may be asked to leave to give the seat to someone else.

3 Ts and **3 Ws** take a more rounded approach to board service expectations. The Ts refer to treasure, time, and talent and the Ws refer to wealth, work, and wisdom. Besides participating in securing finances (treasure and wealth), board members are expected to participate in activities (time and work). The final important contribution is the board member's knowledge and expertise (talent and wisdom.)

What is a SWOT analysis?

When engaging in traditional strategic planning, debating future direction, or assessing existing opportunities for its organization, a board can rely on a helpful tool called SWOT analysis. During the analysis, the board lists and assesses the organization's **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Each of these controlling forces prompts the board to consider factors that might easily be overlooked as it shapes the future for the organization.

This process provides insights to the organization's internal and external positioning. It looks at internal and external elements that must be factored into future decision making. It prohibits the organization from becoming too insular and functioning without proper feedback.

For further reference:

▪Kocsis, Deborah L. and Susan A. Waechter. *Driving Strategic Planning: A Nonprofit Executive's Guide*. Order #319 through the [BoardSource Online Bookstore](#) or call 800-883-6262.

Should we have board member contracts?

Many boards have decided to craft a board member agreement or contract that they ask each new board member to sign as a part of the installation ceremony. These agreements usually spell out the responsibilities of board members and specific expectations tied to service on their particular board. These expectations may define requirements for personal giving, committee or task force duties, meeting attendance obligations, and other activities in which every board member is expected to participate.

The purpose of these contracts is to remind board members of what serving on this board means. They are not legal documents like employment contracts. If they fit the culture of your board, they act as gentle reminders while making a point that there are obligations with volunteering.

A Litany of Installation for the Board

Please join in reading this passage responsively. The first line of each stanza (**in boldface**) will be read by the congregation. The second line (*in italics*) will be read by the new Officers and Board

As our elected leaders you hold the interests and needs of our congregation as a sacred trust.

Board: We accept this responsibility.

Leaders are stewards of the spirit of cooperation and interdependence in our congregation and our religious movement.

We will be faithful stewards.

Leaders embrace challenges with optimism.

We embrace the challenges before us with optimism and courage.

Leaders call forth the leadership gifts in others.

We will encourage new leaders.

We will accept leadership in our turn.

We will share our common work as broadly as possible.

We will follow your leadership with responsible trust.

We will strive to deserve your confidence.

We rejoice in all that we do together as an independent congregation. We rejoice in the bold adventure that is (name of congregation).

Words by: Marye Gail Harrison, [Unitarian Society of Hartford](#)

Governance as Leadership

I. Problems of Performance

Most of the work done in the board-improvement field focus on three problems of performance.

First, both board members and analysts find that there are the common dysfunctions of groups - rivalries, domination of the many by the few, one-way communication, and bad chemistry - that prevent effective deliberating and decision-making by boards.

Second, board members are frequently faulted for being disengaged. They are faulted for not knowing what's going on in their organizations, and not demonstrating much desire to find out.

But it's a third problem - more than any other - that has captured the imagination of the board-improvement field. Boards do not perform well because they do not know what their job is. When we discussed with 28 nonprofit governance consultants their recent engagements with troubled boards, 19 characterized the client's problem as ignorance of or confusion about roles and responsibilities.

This roles-and-responsibilities approach to board performance has obvious appeal. With the problem defined as confusion about roles and responsibilities, the solution becomes clarity, and the holy grail becomes an unambiguous official job description. Organizations need only specify the board's role to cure the board's problem. In effect, boards can codify their way out of board problems.

II. Problems of Purpose

There is something else that keeps boards from being as effective and satisfying as we would wish, and that is the problem of purpose. Even people who try to help board by using the "roles-and-responsibility" approach acknowledge the problem of purpose when they reason that the board must be important since it endures as an institution. If the board is so important, why do we need a whole literature to explain why it's so important? What if one of the central problems plaguing the board is not, in fact, uncertainty about its important roles and responsibilities, but rather a lack of compelling purpose in the first place?

We maintain that many board members are ineffectual not just because they are *confused* about their role but because they are *dissatisfied* with their role. They don't do their job well because their job does not strike them as worth doing well. In other words, we believe that board members themselves - in asking "Why am I here?" and "What difference do I make?" - have offered the best diagnosis of all.

It helps to ask which duties we can imagine a board delegating entirely - either to staff or committees - and still claim to be governing the organization. Farming out fund raising and writing the newsletter (both of which are often shared among staff and committees) does not threaten governance in a fundamental way. But a board that outsources mission setting or management oversight is highly problematic. Sometimes it's not just trustee satisfaction that is at risk but also effective governing.

In our analysis, boards may know what to do, and do it reasonably well, but in the end they are derailed by the meaninglessness of what they do. Worse, it's not that some incidental parts of the job happen to be tiresome now and then: the problems of purpose are most acute when it comes to the board's key governing work.

An excerpt from:

Governance as Leadership: Reframing the Works of Nonprofit Board. Richard P. Chait, William P. Ryan, and Barbara E. Taylor. BoardSource 2004.

The Congregational Handbook: How to Develop and Sustain Your Unitarian Universalist Congregation

Third Edition Edited by Lawrence X. Peers Copyright © 1995, Unitarian Universalist Association, Boston

NOTE: This is available online at <http://www.uua.org/cde/handbook/> Dr. Angela Merkert, Congregational Services Director in the Central Midwest District, has added a process tool to the Congregational Handbook <http://www.uua.org/cde/handbook/tool.html>



Adding Worship Services: A How To Manual

Hot off the presses!! October 2004— by Margaret Beard and Susanna Whitman New Congregation and Growth Resources at the UUA. This 49 page handbook is available now online at <http://www.uua.org/cde/education/addingworshipservices/pdf>

Beyond the Collection Plate: Overcoming Obstacles to Faithful Giving

This is Michael Durall's second book (*Creating Congregations of Generous People*—1999) and it focuses a lot on high expectations in congregations, a theme that is also being written about in terms of membership and integrating new members into the congregation. Should be in your church library for lay leaders.

Churchworks: A Well Body Book for Congregations

This is Anne Odin Heller's classic UU book (1999 Skinner) that uses the human body as a model for the congregation.

Salted with Fire: UU Strategies for Sharing the Faith and Growing Congregations

Edited by Scott Alexander—still a book I recommend for the UU congregation lay leadership library.

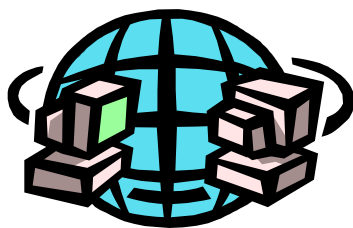
Behavioral Covenants in Congregations: A Handbook for Honoring Differences Gill Rendel—1999 Alban Press

Healthy Congregations: A Systems Approach Peter L. Steinke (Alban Press)

Where to shop for your UU Leader Books:

<http://www.uua.org/publications.html>

Buying Beacon Books is spiritual practice!



www.uua.org

I use the uua.org website almost daily. When I am looking for a reading for a service, or even to read through sermons. It is how you can visit other congregation's websites—look at and download sample bylaws if that 's what you're looking for. The addition of the google search engine has really made finding things at uua.org much easier. Try typing in "governance" on the home page or "canvass" and you will be offered a wealth of information. Do not forget to check in with the **Lay Leadership Resources** which you will find on the home page under "New Links"

http://www.jeffersonunitarian.org/programs/prg_volunteer.html

Pat Emery, Volunteer Coordinator at Jefferson Unitarian Church in Golden, CO gave a presentation at General Assembly in Long Beach on integrating new members into the congregation . She repeated her program recently at the joint St. Lawrence/Metro New York Districts Growth Conclave in Ithaca. The link above will take you to her presentation materials. I recommend a visit to this site!

<http://fact.hartsem.edu/>

Faith Communities Today is the largest survey of congregations ever conducted in the United States. There is the research report and a new interactive workbook online for lay leaders. Much of the FCT work that focuses on UU congregations has been done by the Rev. Charlotte Cowtan and can be found by going to <http://www.uua.org/cde/education/> Look for links to Charlotte's research on Large UU Congregations, Diversity in UU Congregations, results from a survey of UUs (who we are analyzed by congregation size) and more. This particular link to cde/education has a wealth of information for UU congregation leaders.

<http://www.congregationalresources.org/>

The Alban Institute and the Indianapolis Center for Congregations have created the Congregational Resource Guide to help congregational leaders connect with resources they need to gain insight into problems and to encourage transformation in their communities of faith. Be aware: Alban does not give away either its books or its workshops. Maybe your congregation or cluster of congregations may want to consider purchasing a group membership.

<http://www.boardsource.org/default.asp?ID=1>

This is Board Source's home page. I frequently use Board Source materials. This website has a wealth of information.

<http://www.uucnwt.org/about/board.html>

The Board of the UU Congregation of Northwest Tucson recently laid out its goals for the coming year. Check them out.

Changes—2003 to 2004

| Church Location | 2004 | 2003 | % Change |
|-----------------------|-------------|-------------|-------------|
| Baptistown NJ | 98 | 75 | +0.3 |
| Bay Shore NY | 42 | 34 | +0.2 |
| Bayville NJ | 65 | 63 | +0.03 |
| Beach Lake PA 16 | 16 | 0 | |
| Bellport NY | 60 | 63 | -0.04 |
| Brooklyn NY All Souls | 15 | 15 | 0 |
| Brooklyn NY First | 263 | 259 | +0.02 |
| Croton-on-Hudson NY | 128 | 113 | +0.13 |
| Danbury CT | 139 | 148 | -0.06 |
| East Brunswick NJ | 185 | 198 | -0.06 |
| Englewood NJ | 73 | 59 | +0.2 |
| Flushing NY | 44 | 51 | -0.14 |
| Freeport NY | 146 | 156 | -0.06 |
| Garden City NY 106 | 99 | +0.07 | |
| Hackettstown NJ | 50 | 48 | +0.04 |
| Hastings NY | 167 | 171 | -0.02 |
| Hollis NY | 15 | 15 | 0 |
| Huntington NY | 296 | 304 | -0.03 |
| Kingston NY | 110 | 150 | -0.26 |
| Lincroft NJ | 367 | 363 | +0.01 |
| Manhasset NY | 652 | 624 | +0.04 |
| Manhattan All Souls | 1268 | 1193 | +0.06 |
| Manhattan Community | 328 | 346 | -0.05 |
| Manhattan NY Fourth | 171 | 158 | 0.08 |
| Middletown NY 15 | 18 | -0.1 | |
| Mohegan Lake NY | 69 | 61 | +0.13 |
| Montclair NJ | 376 | 487 | -0.23 |
| Morristown NJ | 280 | 291 | -0.04 |
| Mount Kisco NY 121 | 127 | -0.05 | |
| Muttontown NY 10 | 16 | -0.38 | |
| Newton NJ | 53 | 54 | -0.02 |
| North Branch NJ 136 | 142 | -0.04 | |
| Northville NY | 44 | 47 | -0.06 |
| Orange NJ | 56 | 61 | -0.08 |
| Paramus NJ | 246 | 227 | +0.08 |
| Plainfield NJ | 204 | 225 | -0.09 |
| Pomona NY | 77 | 71 | +0.08 |
| Poughkeepsie NY | 170 | 165 | +0.03 |
| Princeton NJ | 421 | 434 | -0.03 |
| Ridgewood NJ | 277 | 281 | -0.01 |
| Rock Tavern NY 54 | 65 | -0.17 | |
| Southold NY | 64 | 67 | -0.04 |
| Stanford CT | 100 | 94 | +0.06 |
| Staten Island NY | 120 | 117 | +0.03 |
| Stony Brook NY 230 | 226 | +0.02 | |
| Stroudsburg PA 62 | 65 | -0.05 | |
| Summit NJ | 423 | 409 | +0.03 |
| Titusville NJ | 251 | 234 | +0.07 |
| Water Mill NY | 60 | 62 | -0.03 |
| Wayne NJ | 23 | 18 | +0.28 |
| Westport CT | 597 | 597 | 0 |
| White Plains NY 309 | 308 | +0.003 | |
| Average | 186 | 184 | -0.02 |
| Total* | 9652 | 9729 | -0.8 |

| District | 2003 | 2004 | Change | % Change |
|-------------------|----------------|----------------|------------|--------------|
| Ballou Channing | 5,908 | 5,777 | (131) | -2.3% |
| Central Midwest | 11,650 | 11,487 | (163) | -1.4% |
| Clara Barton | 7,035 | 7,004 | (31) | -0.4% |
| Florida | 4,898 | 4,965 | 67 | 1.3% |
| Heartland | 8,111 | 8,213 | 102 | 1.2% |
| Joseph Priestly | 14,276 | 14,348 | 72 | 0.5% |
| Mass Bay | 11,329 | 10,986 | (343) | -3.1% |
| Metro NY | 9,729 | 9,652 | (77) | -0.8% |
| Mid South | 3,462 | 3,368 | (94) | -2.8% |
| Mountain Desert | 6,048 | 6,177 | 129 | 2.1% |
| NH-VT | 4,674 | 4,613 | (61) | -1.3% |
| Northeast | 2,693 | 2,631 | (62) | -2.4% |
| Ohio Meadville | 5,331 | 5,461 | 130 | 2.4% |
| Pacific Central | 6,772 | 6,687 | (85) | -1.3% |
| Pacific Northwest | 8,587 | 8,865 | 278 | 3.1% |
| Pacific Southwest | 8,011 | 8,058 | 47 | 0.6% |
| Prairie Star | 7,996 | 8,455 | 459 | 5.4% |
| Southwest | 9,342 | 9,639 | 297 | 3.1% |
| St. Lawrence | 5,167 | 4,943 | (224) | -4.5% |
| Thomas Jefferson | 9,404 | 9,441 | 37 | 0.4% |
| UUA Total | 150,423 | 150,825 | 402 | 0.27% |

Northeast Districts

| | | | | |
|------------------|---------------|---------------|--------------|--------------|
| Ballou Channing | 5,908 | 5,777 | (131) | -2.2% |
| Clara Barton | 7,035 | 7,004 | (31) | -0.4% |
| Mass Bay | 11,329 | 10,986 | (343) | -3.0% |
| Metro NY | 9,729 | 9,652 | (77) | -0.8% |
| NH-VT | 4,674 | 4,613 | (61) | -1.3% |
| Northeast | 2,693 | 2,631 | (62) | -2.3% |
| St. Lawrence | 5,167 | 4,943 | (224) | -4.3% |
| NE Totals | 45,535 | 45,661 | (929) | -1.9% |

Prepared by Lynda Bluestein
 Metro District President
 October 2004

* late changes in 04 include Dorothea Dix (removed), Kingston and Montclair reducing their certified membership.