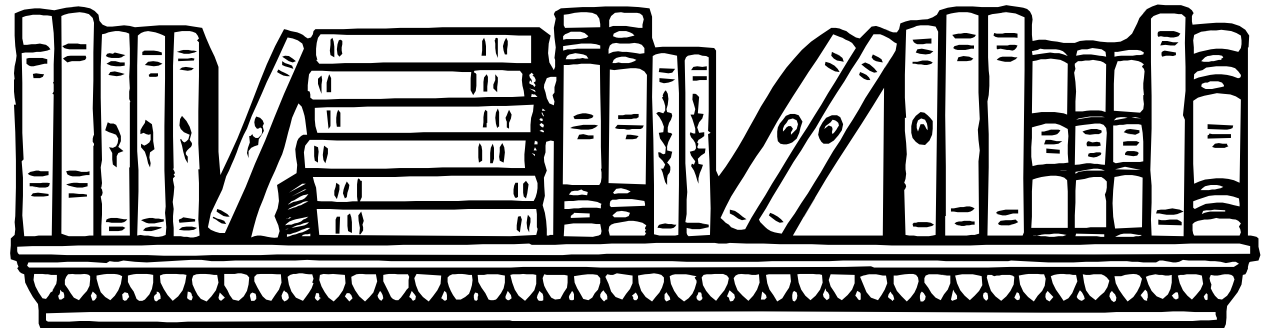


THE RESOURCE SHELF



HOW TO GOVERN MORE AND MANAGE LESS
SPRING PRESIDENTS' ROUNDTABLE
THE UU DISTRICT OF METRO NY

ATTENDEES 2002

CONGREGATION

UU Society of South Suffolk (Bayshore)
 UU Fellowship of Bellport (Bellport, NY)
 First U Congregational Society (Brooklyn)
 UU Fellowship of Briarcliff, Croton, Ossining, Inc.
 Unitarian Society of New Brunswick
 UU Congregation of the Palisades (Englewood, NJ)
 South Nassau UU Congregation, Freeport, NY
 UU Fellowship of Huntington
 UU Congregation of Monmouth County (Lincroft)
 UU Congregation at Shelter Rock
 The Community Church of NY UU

Fourth Universalist Society of NY
 The Unitarian Church of Montclair

The UU Fellowship of No. Westchester (Mt. Kisco)
 UU Fellowship of Sussex County (Newton)
 North Fork UU Fellowship
 First UU church of Essex County (Orange)

Nikki McDaniel, DRE
 First Unitarian Society of Plainfield
 UU Congregation of Princeton
 Unitarian Society of Ridgewood

UU Society of Orange County (Rock Tavern)
 UU Congregation of Somerset Hills
 The First Universalist Church of Southold
 The UU Society in Stamford
 The Unitarian Church of Staten Island
 UU Fellowship at Stony Brook
 UU Fellowship of the Poconos (Stroudsburg, PA)
 The Unitarian Church in Summit Mary
 UU Church at Washington Crossing
 UU Society of No. Fairfield County
 The Unitarian Church in Westport
 Lynda Bluestein, UUDMNY
 Community Unitarian Church (White Plains)

PRESIDENT/BOARD CHAIR

Nancy Pottak
 Jennifer Green, VP
 Carolyn Ellis
 Laurie Golson
 Kimberly Anderson
 Julio Perez
 Jan Robbins
 Patty Slawson
 Lynn Dash
 Richard Bock, VP
 Margaret Gonzalez

Jill Carter
 Ruth Karr

Todd Disston
 John Nagel
 Michael Comando
 William Slezak

John Hawkins
 Mike Patterson

Linda Carhart
 Bruce Lawrence
 Gale Alexander
 Lee Sullivan
 Tom Seluga
 Edith Gordon
 Linda Elsaesser
 Lou Lunin
 Linda Kay

Linda Hudson
 Tom Wacht

ALSO ATTENDING

Ann Parmely, VP
 Kay Aler-Maida, UUDMNY

Tom Gundling, VP

Sue McGovern, VP
 Bill Wilson, Sr. VP

Chris Warnasch, V. Chair,
 Nancy Ruckes UUDMNY
 Hugh Coyle, VP
 Bruce Anderson, VP
 Diane Connell, UUDMNY

Pat Lloyd, VP2B
 Nichole McDaniel

Wendy Pantoja, VP
 Sharon Copeland, VP Cong. Affairs
 Bob Sproul, VP
 Anita DiGiulio, Treasurer
 Carolyn Musser, Secretary
 Jim Bridges, UUDMNY

Art Freedman, VP
 Tom Howard, VP

Gale Alexander, VP
 Karen Wright

Harry Green, UUDMNY

LYNDA BLUESTEIN, PRESIDENT
 UU DISTRICT OF METRO NY

THE GOVERNING BOARD

Administrative Board

In this model, the governing board is composed of officers, trustees at-large, and committee chairs. The terms of office are arranged so that continuity and turnover are provided for. Communication between the committees and the board is direct. Coordination of program policy and budgetary responsibility is built into this model. A disadvantage is that committee chairs have to attend board as well as committee meetings, which can overburden them as well as the board with responsibilities best worked on in committee.

Policy-Making Board

In this model, the governing board is composed of officers and trustees elected by the congregation on a rotating basis, so that some members are replaced each year. Some or all board members may serve as liaisons to one or more committees. An advantage of this model is that board members are freed to attend to overall policy decisions and financial matters. They attend committee meetings as necessary but are not expected to be working members of other committees. A disadvantage is that communications between the board and committees may be haphazard. Consequently, this model depends on committee chairs and members interacting with the board as necessary.

Board-Council Model

In this model, the governing board and officers are elected by the congregation, as in the model for a policy-making board. The council is composed of chairs or representatives of the committees and may meet three or four times a year or monthly. The vice president sometimes also chairs the council. An advantage of this model is that it provides for program coordination without overburdening board members or committee chairs. This model is particularly appropriate for middle-sized and larger congregations that have several active programs. Large congregations may have several councils, each including representatives from committees that are closely related (e.g., Education Council, which includes Children's Religious Education Committee, Adult Religious Education Committee, Youth Adult Committee, Young Adult Programs). As a congregation grows in size, it may change models to allow for a greater distribution of responsibility among the committees and the council.

Whatever model a congregation adopts, the governing board in a local congregation is entrusted with the responsibility of making policies that are consistent with and help to further implement the congregation's mission and stated direction. The board in any congregation lives in the tension between governing and managing the congregation's affairs. It is easy for a board to get caught up in administrative details or to do the work that should be delegated to the committee or staff responsible for that area.

A board can often lead best by knowing when to engage the congregation's committees, staff, and membership in their conversation. Generally, in a congregation that draws on congregational polity, it is the congregation that convenes to make large policy decisions. Consequently, in addition to its role to set policy, the board has the responsibility of incorporating the congregation's decisions in its work as well as presenting major decisions to the congregation.

From: The UUA Congregational Handbook

Sources for congregation presidents & board chairs

TRENDS FOR THE FUTURE FOR GOVERNING BOARDS

Five strategic steps that could transform your board are presented below. They are the end product of a yearlong study conducted in 2001 by the American Society of Association Executives of trends to help NFP boards plan for the future. Adapted from Board Member, Volume 11 Number 2, February 2002.

- 1. E-communication is key.** Board members are responsive to it, it keeps them informed and engaged if (and a big IF here) it is not overused. One benefit of electronic communication and online meetings is reduction of time and travel which become barriers to board participation for many individuals. Boards in congregations should develop some agreements about E-mail conversations and have an online resource to look for past minutes, policy issues, financial information, etc. This would ideally be part of the congregation's website in an area that is password protected and for the use of the board.
- 2. Educate board members.** Board members, while they may be dedicated and forward thinking will still benefit from governance education. The entire board will be stronger, more effective, and enjoy the board experience if, at the beginning of *each* program year, the board agrees upon its governance role in the congregation, clarifies board member responsibilities, and creates a covenant for being together as a board.
- 3. Add more meaning into every activity.** If board-meeting time is focused on hearing one report after another or on discussing *ad infinitum* administrative items, board members will not be left with the feeling that time spent at board meetings was the most valuable time they could have spent in service to their congregation. Move toward consent agendas (written reports), and focus board time on addressing concerns related to the mission of the congregation, its growth and its health.
- 4. Promote a learning culture.** Board service can be a truly rewarding experience when members get engaged in issues, contribute intellectually, and do work that is valuable and meaningful to the congregation. Ask the question: how do we report this agenda item in our newsletter? What new did we learn? Have we asked how other congregations handle this problem?
- 5. Become a living organization.** Research best practices in congregational life including organization of committees, human resources, business office operations and technical support, governance, etc. Conduct an environmental scan, do a self-assessment, but most important, be proactive in setting a board agenda rather than being merely responsive to the crisis *du jour*.

LYNDA BLUESTEIN, PRESIDENT
UU DISTRICT OF METRO NY

BOARD BASICS

A board's culture—its way of doing business and the nuance of its behavior when members come together—is where the fallible, human aspect of governance is most on display. The Board may appear to be a conceptually unified entity, but it is in fact an assortment of individuals who trail their personalities into the boardroom along with their skills and experience.

The foundation of a committed, knowledgeable, and effective board is orientation and education. As an essential companion to orientation and education, every congregation should have a thorough, easy to use manual that board members can use throughout their terms. A board manual serves two functions. For the new board member, it is an orientation handbook that provides useful information about the congregation from a governance perspective, board structure and operations, and fellow board members and staff. For the balance of a member's board service, the manual then becomes an indispensable working tool and a central resource about the congregation and the board. Materials can be added and removed to create an up to date reference. Staff in consultation with the board chairperson and other officers develops the board manual. Present it to board members in a durable, attractive loose-leaf notebook with a table of contents and clearly divided and labeled sections. Date every item, and replace material when necessary. Insert stationery, brochures, and similar items in pockets of the notebook.

Board manual contents checklist

General information: History of the congregation (include a list of past Board Presidents), Purpose, and Administration; Mission statement; Congregation fact sheet (brief history and summary of current programs) ; Bylaws; Current strategic plan (or a summary); Organizational chart ; and Annual calendar.

Board Information: Description of individual board member's responsibilities; Committee job descriptions ; Current annual calendar of board and committee meetings; Most recent annual report; most recent minutes (two meetings' worth); Up to date list of board members' names, professional titles, addresses, and E-mail and telephone numbers.

Finance and Fund-Raising: Current financial statements and budget for the current fiscal year; a review of fundraisers past and planned; most current canvass materials available *and* a written description of what is expected of individual board members.

Sources for congregation presidents & board chairs

BOOKS

UU RESOURCES

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 also available online at <http://www.uua.org/cde/handbook/>



FROM THE NOT FOR PROFIT WORLD

Carver, John, *Boards that make a difference : a new design for leadership in nonprofit and public organizations*, Jossey-Bass, 1990; 2nd edition, 1997

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.

John Carver on Board Leadership: Selected Writings From the Creator of the World's Most Provocative and Systematic Governance Model 2001

Carver, John with Miriam Mayhew Carver, *Reinventing your board : a step-by-step guide to implementing policy governance*, Jossey-Bass, 1997

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

Oliver, Caroline (ed.), *The Policy Governance Fieldbook: Practical Lessons, Tips, and Tools from the Experience of Real-World Boards*, 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.

O'Connell, Brian *The Board Member's Book*, Second Edition 1993 The Foundation Center.

This book is written for board members as well as leaders. It captures in simple English the hard-won lessons learned by the author from his forty plus years as a community organizer.

Andrigo, Robert C. and Engstrom, Ted W., *Nonprofit Board Answer Book*, 2002 BoardSource.

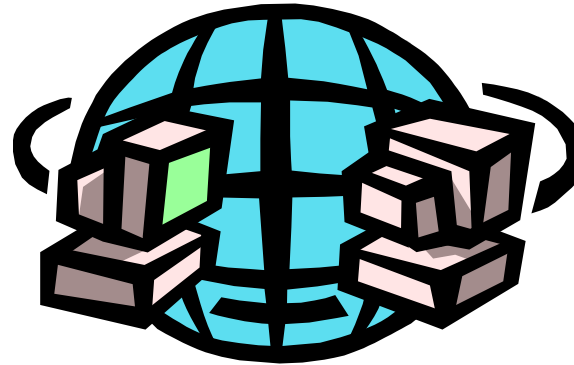
Answering 60 of the questions most frequently asked by nonprofit board members and chief executives, this new and expanded edition offers comprehensive coverage for nonprofit governance.

The Board Meeting Rescue Kit, 20 Ideas for Jumpstarting Your Board Meetings, 2001 National Center for Nonprofit Boards (NCNB.)

The title says it all — this 32 page booklet is a handy tool kit for Board Chairs/Presidents with ideas for everything from agenda makeovers to evaluations.

LYNDA BLUESTEIN, PRESIDENT
UU DISTRICT OF METRO NY

WEB SITES



www.uua.org

What can one say about the one place where you can get more information about governance, church management, ideas, issues, topics and more? The addition of the Google search engine on the uua website has made all the difference.

www.uua.org/interconnections/policy/alternative_models.html is a discussion of alternative models of governance and a good place to get started.

www.uua.org/interconnections/policy/articles.html is the place to go for reading up on various policy governance articles, Carver and others.

www.boardsource.org/

One stop shopping for books and booklets, CDs and tapes, FAQs and more. BoardSource, formerly the National Center for Nonprofit Boards, is the premier resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations worldwide. Through its highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build strong and effective nonprofit boards.

www.carvergovernance.com/

Website for John Carver, Ph.D. John Carver's Policy Governance® model — a conceptually coherent paradigm of principles and concepts (not of structure). The model enables boards—as "servant-leaders" of shareholders, public, members (or other "ownership" equivalent)—to ensure that organizations achieve board-stated goals and conduct themselves with probity.

Sources for congregation presidents & board chairs



UNITARIAN UNIVERSALIST ASSOCIATION
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Moderator: Diane Olson Metro NY's Trustee: The Rev. Beth Graham
President: Bill Sinkford Congregational Services: Tracey Robinson-Harris



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President: Lynda Bluestein
District & Congregational Services Consultant: The Rev. Harry Green
Religious Education Consultant: The Rev. Susan Davison Archer



BOARD SOURCE

1828 L Street NW Suite 900 Washington, DC 20036-5114
800-883-6262
[Http://www.boardsource.org](http://www.boardsource.org)

BoardSource is a 501(c)(3) nonprofit organization that provides resources to nonprofit leaders through workshops, training, governance consultants and its website. If 11 or more UU presidents become members the cost is \$25 per year.



POLICY GOVERNANCE

PO Box 13007 Atlanta, GA 30324-0007
404 728.9444
[Http://carvergovernance.com](http://carvergovernance.com)

The most thorough explanation of the Policy Governance model is in *Boards That Make a Difference* by John Carver (Jossey-Bass, 2nd edition, 1997), although four other books and almost 160 published articles and monographs describe various aspects and applications of the model.

LYNDA BLUESTEIN, PRESIDENT
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