

**The Community Church of Chapel Hill Unitarian Universalist  
Board of Directors Meeting  
Tuesday, September 13, 2011**

**Present:** Steve Marshall; Rev. Maj-Britt Johnson; Kari Andrade, vice-chair; Scott Provan; Eleanor Armstrong; Bob Weston; George Thompson; Nathan Hollister; Marianna Fiorentino; Josh Socolar; Maggie Scarborough; S.A.M. Brooks; Paige Hall Smith, chair; Jim Siplon; Hillary Waugh, secretary

**Guest:** Mark Molitor (facilitator for visioning process)

**Opening**

Maggie Scarborough, board member of the month, lit the chalice and led the board in a meditation.

**Board Sharing**

Board members shared updates from the past month.

**Board Learning**

It was reported that congregation members are signing up steadily for the visioning sessions.

About 75 people have taken the survey that was sent out so far. It was noted that it must be taken by Friday, September 16 and that not many young people have filled it out thus far.

Mark Molitor, visioning consultant, was introduced. He was hired to help develop the visioning statement, but said he isn't a big fan of these because they are usually vague and don't often serve their intended purposes. He is a big believer in shared visions, which helps to go deeper to figure out what the vision actually means and to be as inclusive as possible in this process. He is working with team of board and congregation members, as well as Maj-Britt, to develop a plan that includes the development of the survey as well as the two day-long meetings in September and October (vision brainstorming and vision refining session, respectively). He then led an activity wherein board members considered when they first came to the church and why and what kept them coming back.

Things that were mentioned included: the sense that people (congregation members) transcend place; great music, great services, great RE; that the church not easy to locate; that people coming to the church need a more 1-on-1 experience in order to come back, stay, and thrive; that people are looking for direct opportunities for contact with the minister; that they were struck by how much people are on the same page

**Consent Agenda**

There was a motion to approve the consent agenda from Jim Siplon. It was seconded by Marianna Fiorentino. The motion passed with one abstention.

**Ministerial Evaluation Process Update**

Josh Socolar said that things are moving along with the Ministerial Evaluation process. He said that they have received responses to the targeted survey as well as more general one. They haven't yet begun to synthesize or act on the information.

Some issues that arose near the deadline of the process were: 1) that people questioned the wisdom of contacting external people, which needs to be addressed for future review processes; 2) whether it is appropriate to ask a supervisee to write an evaluation for their supervisor (Maj-Britt), which raises issue of how to gather feedback from staff without necessarily providing feedback about their supervisor; and 3) what should be included in Maj-Britt's self-evaluation and how that process should go, since that is currently unclear and it should be clarified what the board wants to see from her.

Suggestion for #3 by Paige, which is that her self-evaluation would be a reflection on the evaluation; Maj-Britt proposed that she write what she sees fit this year and then we can learn from this process, and then she will also write a document reflecting on the evaluations. Maj-Britt also proposed using some of her professional development money to hire a consultant to help lead her and the board to help sort out the ministerial priorities and focus.

The idea that congregation members may be lacking input channels was mentioned, which could mean that information that was not directly relevant to the questions in the survey were shared. It was also suggested that the board get feedback on this evaluation process from an outside source going forward.

This Ministerial Evaluation committee has been tasked with creating a set of procedures, but this will not happen immediately, since these issues need be discussed by the board in the future. They will also synthesize results and important points from the survey, which will be given to the board.

It was also noted that the visioning and the ministerial surveys should not have gone out within ten days of each other, since this could have been confusing to many congregation members.

### **Annual Report Update**

Eleanor Armstrong shared that the report is  $\frac{3}{4}$  of the way done. She is in full editing mode now that reports from committees have been received. She requested photos from the board members to be included. Eleanor noted that ideally it will be completed by 9/30 in a .pdf format. The idea is for it to be sent via Constant Contact as an attachment and then sent in hard copy to those who don't have email (the office staff has a list of these individuals). It was mentioned that a note can also be put into the bulletin that it will be coming out to members.

### **Info for Nominating Committee**

Paige Smith shared that the Nominating Committee is currently looking to find a fourth member.

Given the work the board be doing in the next year, the question was raised of what the Nominating Committee should be looking for in potential board candidates. It was shared that the board will be working on governance, membership, stewardship, and communications.

The board generated a list of names to give to suggest to the committee. It was noted that the board is looking for diversity of ages and membership length and level, among other factors. There was also a discussion of how to get youth more involved in leadership opportunities within the church.

### **Minister's and Management Report**

The Chief of Staff recommends that the Board approve the hiring of Munsie Davis for the position of Office Assistant at the rate of \$12.00 per hour, for twenty five hours per week, 9-2 Monday through Friday. Munsie has excellent qualifications, both interpersonal, and technical. She is detail oriented, and at the same time has a quick grasp of the "big picture," in an organization having worked as a project manager for numerous local non-profits. She is interested in organizational systems and the skills needed to maintain them. She has a strong desire to work in a non-profit setting as well, and was raised in a UU congregation in Annapolis, MD. Her recommendations have been called, all of whom have given her a glowing report. The staff is in the process of submitting a criminal background check, per usual policy.

S.A.M. Brooks moved to recommend that we approve the person in the Office Assistant position; Maggie Scarborough seconded the motion; it passed unanimously.

Maj-Britt Johnson discussed the new Volunteer Coordinator position description. The main purpose is developing, promoting, and monitoring volunteer opportunities and helping maintain and guide people's path to membership for individuals. This position will be in 15 hours a week and can be a congregation member but is also being advertised outside.

The ministry team has not yet been formed.

### **Peace and Justice Committee Request**

There was a request to use the church banner (which includes the church name) at the upcoming NC Pride parade.

The church doesn't have a policy in place as to how the church's name is used in public.

The executive committee recommends that the following be added to the Policy Book. According to the Policy Book approval of a new policy has three steps: (1) the board has to have first reading, (2) we affirm it at a subsequent meeting; at that point it will take effect for the trial year. This was a first reading of the policy.

“Added to Section 4 Policies on Management (IV.A.7]

The Chief of Staff has the responsibility and authority to approve sponsorship requests from ministry teams that are in line with the vision, mission, and strategy of the church. This includes public use of the name “The Community Church of Chapel Hill, Unitarian Universalist” and use of the church banner at public events. “ The board requests that the COS develop a procedure for this.

Ruth Gibson has volunteered to write up the procedure for this.

This is the first reading, it can be affirmed at the second meeting (October), and then will be in place as a trial for the following year before becoming official. Next month the board will also be discussing how new policies are communicated to the congregation.

Paige will reiterate and bring to next meeting for further discussion.

Discussion ensued about who should be responsible for authorizing these requests.

There was a on whether the Peace & Justice committee could use banner at this year's Pride parade. S.A.M. made a motion, Bob seconded. Jim offered an amendment that the committee or other church members are empowered to use the banner for all gay pride and marriage equality events each year, which was adopted. The motion with the amendment passed unanimously.

### **Budget Process Review**

The board reviewed the created timeline.

### **Action Items**

Steve Marshall shared the action items noted during the meeting.

<b>TOPIC</b>	<b>ACTION</b>	<b>WHO</b>	<b>WHEN</b>
Vision	Register for Visioning Workshops on Sept 24 and Oct 22 at <a href="http://c3h.wikispaces.com/Vision+2011">http://c3h.wikispaces.com/Vision+2011</a>	Whole Board	By Sept 16
Vision	Take the 20/20 Vision survey at <a href="http://c3h.wikispaces.com/Vision+2011">http://c3h.wikispaces.com/Vision+2011</a>	Whole Board	By Sept 16
Annual Report	Send Eleanor a recent digital photo!	Whole Board	By Sept 18

P&J	Communicate results of board vote on use of banner at gay pride/marriage equality events	SAM Brooks	ASAP
Nominating	Identify any more good FUTURE board member	Whole Board	Send to Paige

Note: November Board meeting will be in the Manse

### Process Observations

George Thompson shared the process observations from the meeting.

1. Attentive listening when others spoke
2. Followed agenda
3. Evaluation discussion, clarification, learning process since it is our first time. Where do we go from here? Followed respectful
4. Paige called on those with their hands up.
5. Josh - clarified the evaluation process as he and the committee understand.
6. MBJ - process will lead to better working relations with the Board
7. Time constraints (ran over allotted time for eval. Process), loose ends, etc.
8. Volunteer job description discussion - Maggie reminded us of the time.
9. Our first policy! Paige explained process and how it fits in. Open question next month. Discussion ensued. Respectful interchange of ideas. Recognized Nato to speak , otherwise he might not have been heard.
10. Decision to extend time on policy discussion. Paige will revise based on our input.

### Closing

Maggie Scarborough, board member of the month, closed the board meeting.

### ANNOUNCEMENTS

The November board meeting will be at the manse

Be prepared for the October board meeting to run long; I and the Executive Committee will try to keep it on time but it would be best if you could prepare in advance for a longer meeting.

### BOARD LEARNING

Our visioning consultant, Mark Molitor, will present.

Below is an summary of some of the responses to the visioning survey to date.

#### 20/20 Vision Summary

Approximately 40 people have signed up for the Sept 24 workshop

Approximately 12 people have signed up for the Oct 22 workshop

You can sign up at <http://c3h.wikispaces.com/Vision+2011> or at the 20/20 Vision table after service

The committee has been working to try to communicate information to the congregation. Committee members Caroline Pence and Carolyn Holt have spoken from the pulpit on the past two Sundays.

To date, approximately 75 people have completed the on-line survey. The following results are based on an analysis of the first 50 respondents.

Age	Response Percent	Response Count
<29 years	0.0%	0
30-39 years	6.5%	3
40-49 years	17.4%	8
50-59 years	23.9%	11
60-69 years	34.8%	16
70+ years young	17.4%	8
answered question	46	
skipped question	5	

#### Level of involvement with the Community Church

Answer Options	Response Percent	Response Count
Current or prior formal leader (Board, Officers, Committee chairs)	56.5%	26
Currently member of a committee	56.5%	26
Come on Sunday regularly and currently involved in activities beyond Sunday services (e.g adult RE classes, covenant groups, choir, RE teachers, greeters, etc).	78.3%	36
Involved in activities (see above) but do not attend on Sunday	0.0%	0
Currently come on Sunday at least twice per month, but I am not involved further.	13.0%	6
Currently come on Sunday about once per month, but I am not involved further	0.0%	0
Currently come on Sunday infrequently, but am not involved further	0.0%	0
Other (please specify)	23.9%	11
answered question	46	
skipped question	5	

#### **EXECUTIVE COMMITTEE ACTION**

Between the August and September Board meetings the executive committee approved this budget adjustment item at Maj-Britt's request (see also Addendum to Budget)

Per the new governance, which, as Andrea and I both remember, allows me to move up to \$5000 around, I am going to re-fund the hospitality coordinator position. The cost is just under \$3000 per year (\$2886). We have \$1,566 that will be unspent in the office assistant position due to shortened summer hours, which we can move over there. We also have \$1200 that came in as a pledge that we had thought we wouldn't get (James Ingram, deceased), but has already arrived from his kids. That leaves only \$122 to fund the position. I will take that from the new staff line.

#### **Addendum updating 2011-2012 budget**

**Updated Addendum to the 2011-2012 Budget  
Scott Provan and Maj-Britt Johnson**

The figures in the table include the budget changes we approved at the August board meeting plus one change approved by the Executive Committee between the August and September meetings: This change is described here:

*We have \$1,566 that will be unspent in the office assistant position due to shortened summer hours, which we can move to the Hospitality Coordinator line item. We also have \$1200 that came in as a late pledge.*

*We have used this additional \$2766, plus \$120 from the Personnel line below, to re-fund the hospitality coordinator position for 2011-2012 at \$2888 annually.*

Membership Coord.	\$9,446	(beginning October 1)
R.E.	\$4,108	(amount requested by the CRE committee)
Pianist	\$1,900	(necessary to fully fund the position as it now exists)
Associational Connections	\$ 791	(amount requested to fund leadership/scholarships)
B&G lawn care	\$ 965	(re-instates the funds up to last years amount)
Visioning	\$1,000	(requested by committee for food at two fall retreats)
Ministers Sabbatical	\$3,000	(for speaker fees, restricted fund, addl. needed 2012)
D.R.E. sabbatical	\$1,500	(to cover cost of adding hours to Sheila's workload)
Stewardship	\$ 300	(brings line item up to the requested amount)
Membership Committee	\$ 300	(ibid)
Covenant Groups	\$ 250	(ibid)
ECO	\$ 310	(ibid)
Board Activities	\$ 700	(ibid)
I.T. - computers	\$ 500	(250 of which is essential for current contract)
Endowment	\$ 750	(for brochures)
Personnel	<b>\$ 1,780</b>	(to use for trainings, gifts, morale boosters etc.)
Worship Honorariums	\$ 950	(less than req. amount, which was for summer serv.)
Hospitality Coordinator	<b>\$ 2886</b>	
Miscellaneous	\$ 576	(we constantly have surprise little things to fund)
<b>Total</b>	<b>\$32,012</b>	\$29,246 + \$2766

## EXECUTIVE COMMITTEE MINUTES

*Minutes from the September Executive Committee meetings*

### **Community Church of Chapel Hill – Executive Committee Meeting**

**Date: September 6, 2010 @ 5:30 p.m.**

**Present: Paige Hall Smith, Scott Provan, Maj-Britt Johnson, Steve Marshall, George Thompson, Kari Andrade**

#### **To-Do**

Steve to send Summary of Vision Committee work to Paige for inclusion in board agenda

**Board Learning - Vision**

Mark Molitar, Vision Retreat Facilitator, will attend and lead a short Discussion  
Encourage board members to take the survey and come to both retreats

**Budget**

Scott will present revisions to the budget  
Non-email members will be notified via postal mail

**Consent Agenda**

Human resources – office manager position has been filled

**Minister's Report**

Volunteer coordinator position – job description has been revised  
Office manager position has been filled – MBJ will present overview of successful applicant  
Stewardship Update

**Securing Good Board Members**

Paige will discuss

**Bylaw revision**

Trial Year is over in March; need to solicit input and consider changes. This needs to be progressed before it can be discussed by the Board.

**Annual Report**

George, SAM, & Eleanor will provide update

**Scheduling for Future Exec meetings**

For Oct, Nov & Dec, the Exec will meet from 5:00-6:30pm.

**IV.A.7 Proposed new Policy on Church Sponsorship of Public Event (as of 09 06 11)**

Date of First Reading:

Date Affirmed:

Date Adopted:

Suggested Date of Review:

The Chief of Staff has the responsibility and authority to approve sponsorship requests from ministry teams that are in line with the vision, mission, and strategy of the church. This includes public use of the name “The Community Church of Chapel Hill – Unitarian Universalist”, and use of the church banner, at public events.

**The Board of Directors may periodically request a report on sponsorship activities and will maintain oversight of sponsorship.**

**Ministerial Evaluation Update**

We have received 18 responses from the 27 targeted questionnaires that went out. (We did not send it to the 3 external people on our list because of concerns expressed by Maj-Britt.) We have received 41 responses to the general survey. All of these have been forwarded to Maj-Britt.

We are hoping to have Maj-Britt's self-evaluation on Sept 20. It might be helpful for the Board to discuss our collective expectations

for this document, which may be different from the needs of the Review Committee and may determine whether Maj-Britt can plausibly get it done in time for our committee to make use of it.

The committee will meet on Sept 22 to discuss the responses, with Maj-Britt joining us briefly at the beginning. We will submit a report to the Board in the first week of October.

There is no action required on the part of the Board at this point. There have been questions raised, however, about the procedure we adopted. For future reviews, we will have to approach the staff differently due to concerns about evaluating one's supervisor. And we will have to consider the question of external respondents.

### **Annual Report Update**

No materials provided.

### **Securing Good Board members**

At this time we will discuss what qualities we would seek in new board members given the work in the year ahead. Ideas for names to share with the Nominating Committee ; please think about names of people we can submit to the Nominating Committee

### **Ministers and Management Report: Volunteer Coordinator Position**

#### **Report and discernment on the changing role of the Membership Coordinator to Volunteer Coordinator.**

Volunteer Coordinator  
The Community Church of Chapel Hill Unitarian Universalist  
Job Description

#### Overview of the position

This position will have responsibility for developing, promoting, and monitoring volunteer ministry opportunities within the congregation, in consultation and collaboration with the Ministry Team, in alignment with the mission of the church, as well as a vision for volunteer ministries established by the Ministry Team.

Supervision - This employee is supervised directly by the Minister.

Volunteer/Staff Linkages - This employee is a member of the Ministry Team\* and will attend its meetings. This employee is the staff link to the Membership Team, but is not required to attend Membership meetings. His or her primary connection will be through collaboration with the chair(s) of the Team.

#### Primary Responsibilities

-Assists new and continuing members in discerning their desired level of belonging, and service within the church (which may include directing them to opportunities for service to the larger community).

-Ensures systems are in place which will track, and assist, persons on the path to membership from “visitor” to “newcomer” to “friend” or “member”, as defined in the Stewardship/membership procedures developed by the Ministry Team.

-In collaboration with the Ministry Team, this employee will develop and facilitate the delivery of (whether directly or indirectly) a specific “Path to Membership” and a “Path to Ministry” program, and will develop and maintain visible, clear, and coordinated publicity about each.

-Collects and maintains information in the ICON database, for members, friends, newcomers, and visitors which will allow the Ministry Team to periodically assess the overall level of involvement of our members in the life of the church: It’s programs, ministries and committees.

-This position will delegate the entry of such membership data to the office assistant, but will be responsible for collecting it for said employee.

-Will develop and maintain a consistent system by which to assess each member’s involvement, and will establish regular mechanisms by which less active members, or members who are not keeping up with their pledges, are contacted by appropriate persons at times other than during the annual Stewardship campaign.

-Ensures informational linkages are in place with the Staff directors (e.g. R.E., Music, Administrator) and other program leaders of the church, in order to track member involvement and facilitate opportunities for service and personal growth.

Database requirements:

Maintain information on rites of passage for all families: Births, child dedications, Coming of Age, marriage or commitment ceremony, deaths, divorce.

Maintains information regarding level of commitment and involvement in the church of its members.

Core Competencies

Ability to think creatively and flexibly about organizational structures, and compassionately about the human beings who inhabit them.

The desire to be of service, and help others find their path to service and spiritual growth.

The ability to translate organizational/philosophical ideas into practical systems that work.

The ability to manage a multitude of details without losing their sense of the bigger picture.

An interest in other people’s “stories” and well-being, and the ability to listen deeply.

An outgoing “entrepreneurial” spirit, unafraid to reach out to strangers.

Ability to work competently with ICON, google docs, and other forms of communication.

Willingness to learn and grow with the job, and the desire to be a part of living out a new vision in a changing organization.

Other Requirements

If not a Unitarian Universalist, a willingness to learn about our history and faith, and a general sense of resonance with our values, principles, purposes, covenants and mission.

\*still to be recruited!

**Peace and Justice Committee Request**

Peace and Justice Committee requests permission to use the church banner at the upcoming Gay Pride Parade, Standing on the Side of Love, to be held in Durham Sept 24. Currently there is no policy or procedure in our policy book to govern use of the Church’s name at events. Under our new structure we need to have a policy in place that governs this “class” of actions rather than making case-by-case decisions.

*The executive committee recommends that the following be added to the Policy Book. According to our Policy Book approval of a new policy has three steps: (1) the board has to have first reading, (2) we affirm it at a subsequent meeting; at that point it will take effect for the trial year. This is a first reading of the policy.*

**Added to Section 4 Policies on Management (IV.A.7]**

**The Chief of Staff has the responsibility and authority to approve sponsorship requests from ministry teams that are in line with the vision, mission, and strategy of the church. This includes public use of the name “The Community Church of Chapel Hill, Unitarian Universalist” and use of the church banner at public events.** The board requests that the COS develop a procedure for this.

We need to know vote separately on whether P&J can use the flag since we don’t have a policy.

**Budget Process Review Meeting Report**

**Budget Process Revised**

**Based on Budget Process Review meeting (August 25, 2011)**

**Present: Paige Hall Smith, Maj-Britt Johnson, Andrea Sordean-Mintzer, Scott Provan, Kari Andrade, Jay Miller, Laurence Kirsch, Bill Poteat, Maggie Scarborough, Bob Weston**

<b>What</b>	<b>When</b>	<b>Who</b>	<b>Principle</b>	<b>Comments</b>
Approval of reserve policy	October BODM (Board of directors meeting)	FC Board	Good governance	We want our actions to be in line with our policies
Initial visioning process	December BODM	Board Minister	Inclusion Mission driven	This year’s initial visioning session will be based on what we are learning from the visioning process; in future years it will come from the new vision and strategic plan
Input on Annual Vision on Ministry (AVOM) for 2012-2012 by ministries	After December BODM – January	Minister: develops plan for getting input Ministry visioning team Staff	Mission driven Inclusion Equity	The initial vision set at the Dec BODM will guide this; this process should result in a Vision of Ministry for 2012-2013 that is presented by the Minister to the board at the retreat

Development of the VOM 2012-2013 and goals for the year	Board Retreat February 4-5	Minister Board	Mission driven	Minister will present AVOM at retreat; board and minister will arrive at final AVOM
Development of budget parameters: key line items as related to AVOM, ministerial compensation, income targets, reserve target	Board Retreat February 4-5	Minister Board FC	Mission driven Attainable Inclusion	Finance committee need to be prepared to have recommendations for reserve amount, and B&G reserves Minister is responsible for communicating to staff and ministry team leaders; Communications committee can consult with minister/Stewardship for their role
Communication of AVOM and budget parameters to congregation, ministries, for budget preparation process	Just after board retreat	Minister Board of Directors [communication committee] Staff	Inclusion Mission driven Attainable	Communications committee can consult with minister/Stewardship for their role
Development of stewardship campaign	Just after Board retreat – March 15 kickoff	Minister Stewardship Board rep to Stewardship?	Attainable Mission driven	Campaign will reflect the AVOM and the pledge target, and key line items targets (ie, reserves, B&G)
Development of budget requests by ministries and presentation to minister	Starting after board retreat	Staff Ministry team members	Inclusion Mission driven Equity	Minister is responsible for developing a plan for this process
Minister may bring any budget issues to board for review, input or consideration	March BODM March 13	Minister		
Stewardship Launch	March 15	Stewardship Minister Board chair	Attainable	Minister and Board Chair (or other rep) will participate in Sunday kickoff from the pulpit need pledge target
Communication about stewardship	Ongoing	Minister Stewardship chair Treasurer/FC	Attainable	
Minister presents budget draft based on parameters and ministry input to Board; Minister also presents stewardship update	April 12 BODM	Minister Andrea	Mission driven Attainable	Minister finalizes budget based on input from ministry teams, budget parameters and AVOM. Minister may want to

Communication of budget to staff ministries: Budget reconciliation	ASAP after April BOD meeting and <b>prior to town hall meeting</b>	Minister	Inclusion	communicate details of budget to key ministry leaders/staff before board meeting Minister is responsible for communicating budget issues to staff/ministry especially about any changes to their requests
Town hall meeting for congregational input: focus on process and on how this budget is consistent with our principles (inclusion; attainable, mission-driven, equity)	April	Board Chair FC Chair Minister?	Inclusion Equity Mission driven	<b>How can we better engage the key ministries in the meeting?</b>
Revision of budget based on town hall meeting	After town hall meeting and before May BODM	Minister Andrea FC Board chair	Inclusion Attainable Equity	Minister is responsible for communicating changes to staff/ministry teams
Minister presents budget to board and presents a stewardship update; board approves budget	May 8 BODM	Board of Directors	Mission Driven Attainable Equity Inclusion	Minister is responsible for communicating changes to staff/ministry teams
Notice to congregation about congregational meeting; budget for their affirmation	Just after May 8	Communications committee	By-laws	Notice and the budget must go out at least 14 days prior to the congregational meeting and can be emailed and hard copies sent to those without email
Congregational meeting to affirm budget (focus on how budget is consistent with our principles)	June XX	Board of directors Role of Minister?	Inclusion	
Minister revises budget as necessary based on final income figures and presents to BOD for approval	Probably August BOD meeting	Minister Andrea Stewardship FC? Board of Directors	Flexibility	
Minister has authority to make budget adjustments up to a certain amount	Ongoing	Minister Andrea	Flexibility Attainable Mission-driven	
Minister has authority to request budget changes	Ongoing	Minister Andrea	Flexibility Attainable	

during the budget year in response to budget deficits or surpluses or changes in ministry work , staffing etc.

Treasurer

Mission-driven

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## **Action Items**

*\*\*\*Please follow up as soon as possible. Steve will summarize at the end of the meeting.*

## **Board Minutes**

### **Minutes of the Board of Directors' Meeting The Community Church of Chapel Hill – Unitarian Universalist 7:15 p.m. – August 16, 2011 – The Commons**

#### **Present**

**Members:** Paige Smith, Chair; Kari Andrade, Vice Chair; George Thompson, Past Chair; Steve Marshall; Board Member at Large; Eleanor Armstrong, S.A. M. Brooks; Mariana Fiorentino; Maggie Scarborough; Josh Socolar; Bob Weston

**Ex Officio:** Maj-Britt Johnson, Minister; Scott Provan, Treasurer

**Visitors:** Marion Hirsch, Director of Religious Education; Laurence Kirsch, Finance Committee

**Substitute Recording Secretary:** Barb Chapman

**Absent** – Jim Siplon

#### **Welcome**

Paige Smith, Chair

#### **Lighting of the Chalice & Reading**

Kari Andrade read a poem by Rumi.

#### **Board Sharing**

Board members shared summer travels.

#### **Announcements**

The November BOD meeting will be in the manse.

Mark Molitor, visioning consultant, will be at the September BOD meeting.

#### **Board Learning**

Director of Religious Education Marion Hirsch presented “Email Hygiene – Improve the Email You Receive by Improving the Email You Send”. See **Attachment No. 1 (pp.4-6)**.

#### **Consent Agenda**

**Receipt:** Minutes of August 9, 2011 Executive Committee Meeting.

See **Attachment No. 2 (p.7)**.

**Approval:** Minutes of June 14, 2011 Board of Directors' Meeting

**Minutes were approved by consensus.**

#### **Business**

##### **Past Business**

The C3H-UU Financial Report through 6/30/11 – Laurence and Scott. See **Attachment No. 3 (pp.8-10)**.

Balance sheets have been cleaned up at December 31, 2009 and December 31, 2010.

Financial Reserves presently appear on the books as having a value of \$26,754 at June 30, 2011, but after

adjustments, the final value may differ by several thousand dollars, and will most likely end in the \$20,000 to \$30,000 range.

UUA and Southeast District dues for the fiscal year ending June 30, 2011 were booked in that year and so (correctly) reduced the Financial Reserves shown on the books at that date.

The church is now using accrual accounting.

Maggie asked whether committees, such as Building & Grounds, are aware their funds are zeroed out, that monies do not carry over. Maj-Britt said they were; however IT is now under the staff, and she will check on the status of IT monies.

Scott indicated that extra money will go into reserves unless the BOD decides otherwise

**Maggie Scarborough moved that any extra monies from the 2011 six-month fiscal period be added to reserves. Bob Weston seconded the motion. The motion passed unanimously.**

The BOD thanked Laurence for preparing and presenting a great financial report.

July-June Stewardship Update and Budget Changes – Maj-Britt. See **Attachment No. 4 (p.11 )**.

There is \$20,000-30,000 in Financial Reserves at June 30, 2011 and there is forecast to be \$35,000-40,000 thousand at June 30, 2012.

At the Congregational Meeting there those present expressed differing opinions about how much money should be put into reserves and into programming.

We have met the reserves, and we need to honor the other voices, that is, use \$29,000+ which we received for the 2011-2012 above and beyond the budgeted amount to reinstate ministries.

There was an error in the amount allotted for the pianist's time; this will be corrected.

A single anonymous donor is funding whatever will be paid to visioning consultant.

DRE Marion Hirsch will be on sabbatical from January-April 2012. She will be attending Starr King credentialing in religious education. The amount required for her assistant's additional time during this period is \$1500.

Sabbatical time for the senior minister accrues at the rate of one month per year. Maj-Britt will be eligible for sabbatical in the fall of 2012.

**Josh Socolar moved to accept Mai-Britt's recommendations regarding the distribution of funds.**

**Marianna Fiorentino seconded the motion. The motion passed seven (7) votes YES, three (3) votes NO.**

Points made in the discussion prior to this vote:

Clarification is needed regarding the exact amount in Financial Reserves.

The church should have three months operating expenses (about \$130,000) in Financial Reserves. We do not have that now.

It was suggested that we have a Town Hall meeting on reserves to know what the congregation wants with regard to reserves and how long it should take to have the reserves where they should be. This may make doing budget easier and less stressful.

## **New Business**

Steve Marshall presented a vision and strategic planning update. See **Attachment No. 5 (pp.12-22 )**.

Mark Molitor will do a visioning exercise at the September BOD meeting

Congregational workshops are scheduled for Saturday, September 24; the evening of Friday, October 21; and Saturday, October 22.

George requested direction regarding the time by which BOD members are to complete the on-line template

Steve requested that all BOD members

Complete the on-line survey

Attend at least one workshop. The workshops will be different and attendance at both would be great.

Talk to others in congregation about becoming involved in the visioning and strategic planning process.

Securing Good Board Members – tabled until September BOD meeting.

## Ministerial Compensation

Paige read Dan Hotchkiss's thoughts regarding how the senior minister's compensation should be determined:

Maybe have a standing committee on compensation – on staff compensation in general

Could be an ad hoc committee with half of members from BOD and half not on BOD

Minister's compensation must be set by BOD itself

BOD sets specifics of senior minister's compensation

BOD gives rationale for senior minister's compensation

BOD's conversation about compensation is separate from evaluation of senior minister and ministries

All staff compensation, except senior minister's, is done by senior minister [in role as Chief of Staff] based on policies set by BOD

A question was raised regarding why the senior minister's compensation is not tied to evaluation. Responses included:

Josh – In the Board's deliberations about compensation, it will be fine to take into account the results of the review process, but it is important for the review to be done first without the issue of compensation hanging over it. The Ministerial review process currently underway was not developed with the compensation issue in mind.

Maj-Britt – It's all about relationships in ministry. It's either working or it's not.

Bob and Paige agreed to look into various systems for ministers' compensation, including UUA and other congregations, and bring a recommendation for the process to the next BOD meeting.

## Closing

### Action Items from August 2011 Board Meeting

#### TOPIC ACTION WHO WHEN

VisionRegister for Visioning Workshops on Sept 24 and Oct 22 at [HYPERLINK](#)

"<http://c3h.wikispaces.com/Vision+2011>" <http://c3h.wikispaces.com/Vision+2011>

Whole Board

Before Sept 13,  
if possible!

Nominating  
Cmte

Each current board member should identify one member who would be a good FUTURE board member

Whole Board

Sept 13  
board mtg

Ministerial  
Compensation

Propose a process for determining appropriate compensation for the minister each budget cycle

Paige and Bob

Sept 13  
board mtg

Note: November Board meeting will be in the Manse

### Process Observations – George Thompson

Clear directions

Respectful listening

Consensus regarding what goes into the minutes

Adhered to time

Healthy sense of humor

**Closing** – Kari read Mary Oliver's poem *Summer Day*.

**Attachment No. 1 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU**

**Board Learning – Marion Hirsch**

**Email Hygiene—Improve the Email You Receive by Improving the Email You Send**

It is a great irony that most people believe the email they send is necessary, important and well crafted but most people believe that much of the email they receive is unnecessary and even irritating.

Email seems like a time saver but it is not. Each message has to be opened, read, acted on and responded to.

Each one takes an average of 2 minutes to deal with. So if you get 30 messages a day, then it's at least a solid hour every day. So it is important that each email you read is actually necessary and easy to understand.

We don't have that much direct control over the email that comes to us but one effective way to control email that comes to you is to control the email that you send out. If you want less email sent to you, then you should send less. Every message you send generates more mail. If you want to improve the quality of email sent to you, improve the quality of email you send. If your messages are well crafted then it is more likely that the messages returned to you are well crafted.

### 3 Keys to Good Email Hygiene

#### **Only Use Email When It is The Optimal Communication Medium.**

Email has certain advantages over other kinds of communication. The primary advantage of email is efficiency and control-- it allows the sender and recipient a lot of control over the time of communication. But if people are drowning in email then it erodes the benefits of the convenience and control.

So only send email when email is actually the best way to communicate.

Email is particularly good for

Sharing information: meeting reminders, agendas, minutes, reports.

Requesting non-urgent information

Requesting non-urgent action

Email has a lot of disadvantages as a communication form. The disadvantage of email is that it is casual, asynchronous, not confidential and directed to individuals (even on a mailing list, the mail comes to each individual as an individual.) Email is not good for these situations:

Conflict or emotions—Always pick up the phone or talk face to face instead.

Dealing with personnel issues or confidential matters—email is not truly secure.

Urgent communication—you cannot expect that people read their email constantly. In the church some people only read during the day at work. Others only read late at night and on weekends.

Serious Discussions involving lots of people.

*It is very hard to follow a genuine discussion in email. It is easy for things to be passed over or misunderstood.*

*But most of all it takes a lot of everyone's time to follow. That is what meetings are for. Meetings are actually more efficient for serious discussion. That is what meetings are for. Example: To follow a serious discussion with lots of responses on email takes everyone an hour, not counting the time taken by some to respond. On this Board that's at least 15 person hours as opposed to one hour together. Do not delude yourself into thinking that this saves time. Not only does it take hours more of time but it increases the possibility of avoidable conflict*

#### **Limit the recipients**

For requests for information and requests for action, it is best if email is sent to one person—the person who can answer the question or do the action. Figure out who can do something and just ask them. Don't email lots of people asking for information or requesting action because then people don't know who is being asked and each person has to spend time reading it and deciding how and whether to respond.

For information sharing email only send messages to people who really need the information. Remember every person who gets your message has to deal with – if only to feel guilty about it before they delete it.

Do not reply to all, unless it is actually necessary which is very rare.

Use blind copy for large lists and for information sharing so you reduce other people replying to all. (It is generally not good form to use blind copy for other purposes.)

When you forward—delete the addresses of original recipients. It protects their email addresses and it makes it easier to read. Don't pass on chain mail.

#### **3. Send better email**

Use strong subjects. People should know what the message is about before they open it. Change the subject when subject changes. It makes it easy for people to manage their inboxes and makes it more likely you get a

response.

Create focused messages. One request for information or action per message. If there is more than one they should have the same deadline and be similar.

Craft strong bodies

Short salutation. One line. Eight words. Save friendly chat for the end.

Action and deadline on the second line.

Use numbers or bullets to let people know details. Don't ramble and over share details.

Develop conventions for yourself and for your working groups.

### **Some Examples of Good Email Hygiene**

#### **A message with strong subject, focused message, strong body.**

To: Maj-Britt

From: Marion

Subject: Is it okay if giraffes come to the service?

Hi Maj-Britt,

Hope you are feeling better today.

**The kids want to bring giraffes to the service on Sunday--is that okay?**

Giraffes are spiritual

Giraffes are all the rage

Article on the importance of giraffes in spirituality for kids

[www.giraffesbringyouclosertogod.com](http://www.giraffesbringyouclosertogod.com)

Giraffe season ends Oct. 1

See you on Thursday. Thanks. Marion

#### **Appropriate Uses of Email to Share Information with a Group Using Blind Copy**

To: RE Families (undisclosed list—blind copy)

From: Marion

Subject: Upcoming Events

Hi RE Families,

Welcome to a new RE Year.

**Here are some upcoming events.**

Homecoming—bring giraffes—9/21 (plus details)

Family Dinner—9/13 (plus details)

Parent Meeting—9/14 (plus details)

See you Sunday.

Marion

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To: Youth Programming Committee (undisclosed list—blind copy)

From: Marion

Subject: Meeting Reminder and RSVP

Hi YPCers,

The meeting is tomorrow 7:30. **Please let me know if you are coming and what potluck item you are bringing by 5 PM.**

Thanks,

Marion

**A message where reply all is appropriate.**

To: CRE Committee (disclosed list)  
From: Marion  
Subject: Should we cancel Family Dinner because of impending ice storm?

Hi CRE Folks,  
The weather for Sunday looks bad. **Should we go ahead and cancel the Family Dinner or should we wait to see how if the storm actually comes. I'll make a decision by 12 noon** tomorrow so let me if you have thoughts.

Thanks,  
Marion

**Attachment No. 2 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU  
Minutes of August 2011 Executive Committee Meeting**

August 9, 2011

Present: Paige and Kari (12:30)  
Paige, Scott, Maj-Britt (3pm)

Recorder: Paige Smith

Scott will coordinate with Andrea to have the Jan-June 2011 year end budget summary for the board meeting.  
With any budget surplus (Jan-June 2011): pay all UUA Dues and place remainder in reserves.  
With any budget surplus (2011-2012) fiscal year: MBJ will make recommendations to the Board  
Recommends that Paige prepare table for Finance Committee for understanding pledge history  
Executive committee supports MBJ's decision to support hospitality for July, August and September (\$265/mo) at the request of Membership Committee to give them time to develop hospitality volunteers.  
Paige and MBJ will meet with Governance to consider by-law recommendations for board to consider  
**Attachment No. 3 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU  
Financial Report through 6/30/11**

To: The Finance Committee  
From: Kirsch  
Re: Financial Report Through 6/30/11  
Date: 8/13/11

Andrea and I have finally nailed the balance sheets for 12/31/09 and 12/31/10, so these should be "final".  
Andrea has also prepared financial statements through 6/30/11, but these should be regarded as preliminary because experience indicates that there are likely to be several thousand dollars of adjustments, one way or the other, before we're done. This memorandum reports the financial results as we know them today, and discusses some related issues.

### **Financial Results**

Table 1 presents side-by-side balance sheets for the ends of the fiscal periods. The Financial Reserves line shows the financial deterioration in 2010 that we have seen in past financial reports; but it also shows a remarkable recovery in Financial Reserves during the short fiscal year ending 6/30/11. This recovery occurred in spite of the fact that we booked the whole \$13,217 of UUA dues in that short fiscal year. I again caution that the financial results for 6/30/11 may end up changing by several thousand dollars; but the forthcoming revisions are likely to still leave us with a healthy recovery.

So how did these favorable results for the short fiscal year happen? Our budget had us adding \$6,749 to

Financial Reserves, and yet the preliminary results show us instead adding a much larger \$28,216. Table 2 breaks the difference down into income being \$18,290 higher than expected while expenses were \$4,395 lower than expected, even with us expensing the UUA bills. My initial impression is that the income figures will hold up while the expense figures will have some significant adjustments. For example, the books presently say that we somehow didn't have to pay \$3,820 of City taxes for our parking income; but when we look more closely at it, we'll probably find that it's an expense that needs to be accrued. Consequently, I expect that the bottom line will be that the finances went well during the short fiscal year, but not so well as implied by this first draft of the results.

**Payment to the UUA**

The Board has approved paying to the UUA any excess of pledge receipts over the \$204,000 budget figure. As shown in Table 2, that excess stood at \$8,127 at 6/30/11. Consequently, since 6/30/11, we actually paid \$8,000 of the \$13,217 due. Late receipts of short fiscal year income will allow payment for *some* of the remainder, but not likely *all* of the remainder. The Board will need to consider whether other factors, such as the \$8,179 over-budget receipts from fundraisers, justify paying the full amount anyway.

**Form of Reports**

Sometime in the near future, the Finance Committee should consider whether it wants any modification in the form of reports turned out by Andrea. In the accompanying Excel file, all of the "BS" and "P&L" sheets are as turned out by the accounting software. The Actual vs Budget sheet is created by Andrea through some other method. Please look these sheets over some time and decide if you would like anything different (e.g., in the way of categories). I know that I will want the Actual vs Budget sheet modified so that it more directly matches the P&L statements.

**Table 1  
Balance Sheets at End of Each Fiscal Period**

		Dec 31, 09	Dec 31, 10	Jun 30, 11
<b>ASSETS</b>				
	Current Assets:			
	Checking/Savings	111,769	89,036	136,523
	Other Current Assets	4,213	2,265	72
	Total Current Assets	115,982	91,301	136,595
	UU Common Endowment Fund	100,000	102,792	
	Fixed Assets	3,112,731	3,112,731	3,112,731
<b>TOTAL ASSETS</b>		3,228,713	3,304,032	3,352,118
<b>LIABILITIES &amp; EQUITY</b>				
	Liabilities:			
	Current Liabilities:			

		Payroll Liabilities	3,673	3,405	6,845
		Accrued Payable			13,217
		Unearned Pledge Receipts	40,430	25,930	33,705
	Total Current Liabilities	44,103	29,335	53,767	
	Long Term Liabilities	628,556	606,889	598,472	
Total Liabilities	672,659	636,224	652,239		
Equity:					
	Financial Reserves	20,190	(1,461)	26,754	
	Illiquid Equity	2,484,175	2,505,842	2,514,259	
	Permanently Restricted Funds	(4,181)	101,201	103,993	
	Temporarily Restricted Funds	55,870	62,227	54,873	
Total Equity	2,556,054	2,667,808	2,699,879		
<b>TOTAL LIABILITIES &amp; EQUITY</b>	3,228,713	3,304,032	3,352,118		

**Table 2  
Major Budget Variations in the 1/1-6/30/11 Fiscal Year**

	Actual	Budget	Change
<b>Income</b>			
General Operating Fundraising	18,179	10,000	8,179
Pledge Receipts	212,127	204,000	8,127
Identified Contributions	4,465	2,800	1,665
Other	53,702	53,383	319
Total Income	288,473	270,183	18,290
<b>Expense</b>			
Expense Increases:			
Fair Share - UUA	8,736		8,736
Fair Share - TJ District	4,481		4,481
Office Assistant - Wages	10,536	7,963	2,573
Expense Reductions:			
Membership /Volunteer Coord. - Wages	1,527	5,770	-4,243
Taxes - Parking Income / City	0	3,820	-3,820

Utilities	7,859	9,550	-1,691
B&G Committee Operations	5,241	6,800	-1,559
Insurance	4,264	5,500	-1,236
IT (Technology) Committee	325	1,500	-1,175
Other Expenses	216,071	222,531	-6,460
Total Expenses	259,039	263,434	-4,395
Journal Entries	-1,219		-1,219
Change in Financial Reserves	28,216	6,749	21,467