

**Community Church of Chapel Hill  
Board of Directors Retreat**

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**“Toward Board Excellence”**

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January 24, 2009, 9am - 3pm in the Manse

**Present:** David Abels, Barbara Chapman, Mariana Fiorentino, Mary LeMay, Erich Lieth, Steve Marshall, Susan McDaniel Joan Meade, Susan Spalt, George Thompson

**Absent:** Joel Grodensky, Bob Weston

**Ex Officio:** Maj-Britt Johnson, Scott Provan

**Minutes (in blue):** Laurence Kirsch

Erich Lieth called the meeting to order at 9:11 am.

**Chalice lighting and reading - MBJ**

**Welcome and reading of Vision statement - Erich**

*a moment of quiet reflection on why we are here: to become the most effective Board possible that can advance the mission of the Community Church*

**Joel Grodensky’s Board Resignation**

Erich Lieth announced that Joel Grodensky is resigning for personal reasons. Erich has accepted Joel’s resignation. The bylaws say that a Board vacancy is to be filled by the runner up in last election, which in this case is Patricia B. Learned. Erich will contact her. Joel will continue to work on the Concert Series Task Force.

**Review of 2008 Board accomplishments - Susan S.**

Susan Spalt reviewed a list of the Board’s accomplishments last year.

**Moment of Reflection**

**Board learning: 12 principles of exceptional Boards - All**

each member is assigned one principle and explains what it means to him/her

## **Revisit and recommit to Board covenant - Erich**

add item to address Board demeanor outside of chambers

1. discussions with non-Board members of church
2. email discussions among Board members
3. Board meetings and minutes are open to public view aside from closed sessions
4. covers MBJ as well

vote to adopt covenant (must be unanimous)

There was a lively discussion of the extent to which Board members and *ex officio* members can discuss Board business outside of Board meetings. By the end of January, the following will be drafted: point 1 by Susan McDaniel; point 2 by Susan Spalt, and points 3 and 4 by Erich Lieth.

## **Break**

## **Agreement between Minister and Board - Susan S. and MBJ**

- presentation
- discussion

Maj-Britt Johnson reported on the hours that she is spending on her ministry, which has been about 60 hours per week. The UUA recommends that ministers work 48 hours per week. Maj-Britt is unable to identify ways that she can reduce her time, and so asks for the Board's help. She suggests that we eventually get an additional part-time minister or intern who can perform a portion of her tasks. She does not want an intern until she has been here two full years. Board members noted that the hiring process would need to begin many months before an intern could be found.

There was discussion about the need to have a reconciliation/grievance procedure by which conflicts with staff can be resolved.

Maj-Britt also pointed out that the staff work long hours and really need their time off. She wants some way to communicate to the congregation that her time off is really her time off. She can line up alternative local ministers to take her place in emergencies. She wants specificity about the circumstances under which she might be called during her on-call time (i.e., vacation).

## **Operation and changes in operation of the Board - Erich**

- email vote – Erich reported that a recent email vote worked well. The results of such votes become part of the next Board meeting's consent agenda.
- implementation of 2009 Board Calendar - a series of agenda documents for each month
- inclusion of consent agenda in meeting minutes
- tracking execution of action items

- monthly reports to newsletter (BMOM)
- quarterly reevaluation of budget

The Board intended to deal with the following items, but lacked time to do so.

- roles of Board members e.g. as liaisons at committee meetings
- role of Board vs Council in church management
- Ambassador to elder summit and other groups
- Process observer
- Multi-modal transparency

## Lunch

catered meal from Breadmen's

## Setting and staffing Board tasks for 2009 - All

Generative tasks - *step outside of what is and look at what could be*

- A. foster a "simple" church whose work is aligned with its mission
- B. generate a concise and memorable mission statement at congregational level
- C. revise vision statement and develop five-year strategic plan
- D. create behavioral covenants
- E. restructure governance around stewardship/ministries
- F. make church work more rewarding
- G. foster congregation ownership of Board
- H. train leadership
- I. facilitate more integration between congregation and the UUA (workshops, leadership seminars)
- J. create framework for congregational dialog
- K. help congregation take ownership of issues outside of the Church

Strategic tasks - *how do we get to where we want to be*

- A. make council a part of the official Church structure and offer leadership training
- B. nurture endowment
- C. manage growth
  - membership
  - religious education (all ages) and expanded classroom space
  - staffing needs (personnel and staff hours)
  - ministerial staff expansion
- D. facilitate ministry initiatives
- E. evaluate Church computer-based and alternative communications and systems, including website
- F. address grievance issues
- G. prepare for intern minister
- H. initiate Church-wide project (referring to generative tasks J and K)

- I. review size of Board
- J. manage building and grounds
- K. explore mechanisms for better mutual communication with congregation
- L. complete governance study
- M. establish new human resources committee
- N. expand denominational affairs committee
- O. broaden participation of Board and congregation in financial stewardship
- P. consider how to get more young people involved with the Church
- Q. promote and grow a sense of stewardship and participation within the congregation in terms of service to the Church and the larger community

Fiduciary tasks - everyday operations

- A. financial
  - i. handling of funds outside of the operational budget
  - ii. regenerate reserve funds
  - iii. explore independent audit
  - iv. consider budgeting of additional professional ministry
  - v. consider expansion of budget for existing staff
  - vi. create a budget FAQ for congregation
- B. complete policy overhaul - take on the next set
  - i. finalize fundraising policy and share-the-plate process
  - ii. revisit accountability of Benevolence Committee
- C. diagnostic tools for board effectiveness

Prioritize

- review tasks
- each person ranks tasks - *if number of tasks is large*
- whole group ranks tasks

Each Board member wrote their priorities for each of the three task groups listed above. Steve Marshall will compile the results.

Staff Tasks

- each task is adopted by a Board member or small group
- deadlines for execution of tasks

## Review of action items - Barbara

ACTION	BY WHOM	DUE DATE
Contact Patricia B. Learned about completing Joel's term on the BOD	Erich Lieth	01/26/09
Create T-chart to track rationale/practices regarding roles of BOD and Church Council (governance)	Barb Chapman	02/03/09
Let Cecilia know the new BOD member said the New Board Member Orientation was very helpful	Barb Chapman	01/26/09
For BOD Covenant, draft statement regarding how Board members will represent Board actions to those not on the Board, particularly actions when there was not 100% agreement	Susan McDaniels	01/28/09
For BOD Covenant, draft statement regarding manner/tone of Board members' responses when communicating with one another through email	Susan Spalt	01/28/09
For BOD Covenant, draft statement regarding how all actions and interactions of the BOD are open to the view of the church community	Erich Lieth	01/28/09
Tabulate results of Board members' responses to prioritizing Board tasks	Erich Lieth	01/30/09
Determine discussion points for disbursement of non-operational funds	Scott Provan	02/03/09
Email a one-paragraph summary of 2008 committee work to Erich (per directions in attachment to January Board packet "2009 Community Church Annual Report")	Each Board liaison to a Church Council committee	02/10/09

## Extinguish the chalice

The meeting was adjourned at 2:46 p.m.