

**Unitarian Universalist Church of Nashua, NH (UUCN)
Summer Retreat Meeting of the Board of Trustees**

September 8, 2018

Final Minutes as of Oct 2, 2018 by Jodie K. Holway, Clerk of UUCN

Approved by Carol Houde, Rev. Allison, Pam Jordan, Lindsey Hedrick, Lindsey Sylvester, Rick Spitz

Meeting Attendees: John Burkitt, Jodie K. Holway (Clerk), Carol Houde (President), Pam Jordan, Rev. Allison Palm, Rick Spitz, Lindsey Sylvester, Brenna Woods (Vice President)

Excused: Lindsey Hedrick (Treasurer), Steve Hedges

Location: 15 Eastman St., Nashua, NH

Full Agenda: see APPENDIX A

1. Arrival, Review of Goals, and Community Building

1. How to refer to our second Board member named Lindsey: how about Lindsey S. or “Sly”
2. Hilarious stories shared about canoes, email, and other topics – especially personal injuries

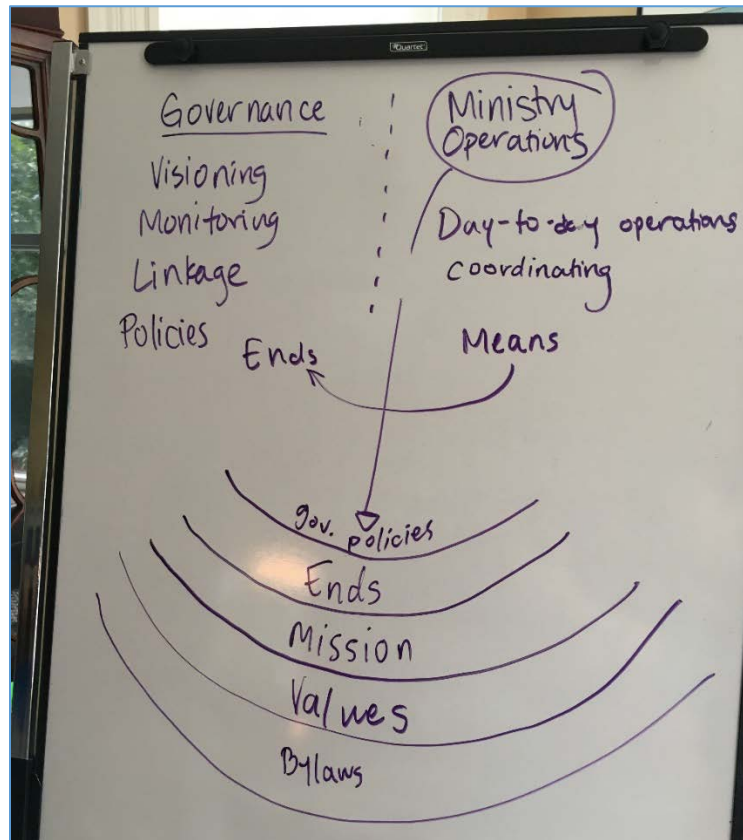
2. Review of Board Covenant, Carol Houde

1. Reviewed the existing covenant: part of our [Governing Policies](#), see page 6
2. All agreed to abide by this document

3. Policy Based Governance Overview and Q&A, Rev. Allison Palm

1. Main categories in Policy-Based Governance are Governance vs. Ministry/Operations
 - i. Governance is the Ends (to inspire/transform) – the opposite of micromanagement
 1. Includes Visioning, Monitoring, Linkage, and also Policies.
 2. Linkage is listening, also advocating, explaining Board’s positions accurately
 - ii. Ministry or Ops is finding the means to reach those Ends from Governance
 1. Ops category is responsible for day-to-day management
 2. Distinction between Executive Director (ED) role and Minister role; there are pros and cons to having the same person in both roles as we do.
2. The famous Nested Bowls that are used in every discussion on this topic
 - i. Absolute biggest bowl that encompasses all else is the [UUCN Bylaws](#)
 1. Legally everything we do must fit within this.
 2. Can only be changed by the Congregation.
 - ii. Next bigger is our Values
 - iii. Smaller within that is Mission, that’s what we read aloud in the service
 - iv. Inside this is the Ends
 1. This is where Board goes deeper into mission, what we want to accomplish
 2. Three categories of Ends: Within, Among, and Beyond
 3. Minister’s report categorizes all activities into meeting those three Ends

- v. Smallest bowl is the [Governing Policies](#)
 1. These are set by the Board of Trustees
 2. Constrain all the day-to-day operations



3. How are we proceeding towards full Policy-Based Governance?
 - i. We're still working on what tasks are for the Board vs. the Staff
 - ii. During the Interim-minister period, the perception was that the Board was a bit aloof
 1. Board was no longer expected to help with day-to-day operations
 2. This felt like a gap without an empowered executive in place
 3. This is why Linkage is so important, then and now too
 - iii. Ongoing now even if well-defined, there must still be communication between the Board and the staff, represented by the dotted line between them in the image
 - iv. Executive Director is reviewing and interpreting our existing [Executive Limitations](#)
 1. Do they seem right, to communicate the right limits?
 2. If no, either the ED revamps the interpretations or the Board must revise.
 3. This year Rev. Allison will interpret policies with others in a UU focus group, which she finds "nerdily exciting" 😊
 - v. Note that congregations under 150 people don't really use Policy-Based Governance
4. When did we start down this path of Policy-Based Governance?
 - i. Technically started in 2005 during Rev. Steve's ministry
 - ii. But because he and his patterns were established, he took only pieces of the ED role
 - iii. Then Interim Rev. Olivia took that role full, but some holdovers remained unchanged

- iv. Even when Rev. Allison arrived, some holdovers remained
 - 1. Such as the Treasurer was doing day-to-day work on our budget
 - 2. Responsibilities were unclear, so the bylaws in this area didn't work
 - 5. Are we there yet?
 - i. Just about arrived at full Policy-Based Governance
 - ii. Board needs to finish filling in the gaps noted in our existing [Governing Policies](#)
 - iii. And Board needs to focus explicitly on main tasks Visioning, Monitoring, and Linkage, which we started last year
 - 6. Will we ever not need to give this talk at Summer Retreats?
 - i. Nope – there will always be turnover on the Board
 - ii. Not well-understood by the congregation, AND no need for them to know this
 - iii. People are more familiar with business models; this is more like a nonprofit model
4. **How the Board Does its Work**, Carol Houde
- 1. Meeting schedule: probably move to Thursdays, though not this month
 - 2. Timing: we hope to shorten last year's 3 hour monthly meetings back to 2 hours
 - 3. Board members perform Sunday Welcome at services, and a reading for each Board meeting's Chalice Lighting
 - i. Each of us signs up for this in rotation
 - ii. Google Docs now hosts these lists
 - iii. Brenna passed around a paper sign-up sheet tonight, then updated it in Google Docs
 - 4. Timer per meeting: not official role, Carol takes primary responsibility to keep agenda times
 - 5. Minutes of our monthly meetings
 - i. Must record all the relevant factors that we considered in order to make a decision
 - ii. Targeted for a reader five years in the future
 - iii. Draft will be sent for review approx. 1 week after each meeting
 - iv. Reviewers should send comments and any approval to everyone
 - v. This allows all other reviewers to not repeat the same comments, and to give any approval dependent on incorporating others' comments
 - 6. Parking Lot is where we track topics that we ought to discuss in future
 - 7. Subcommittees
 - i. **ACTION:** Lindsey Sylvester provide a short blurb and photo to Jodie for [UUCN website](#)
 - ii. Visioning
 - 1. Members: Lindsey Sylvester joins Carol Houde and Brenna Woods
 - 2. This year the subcommittee has the important task of working with Long Range Planning Committee (LRPC) results, working on Step 2
 - 3. May have some time to work on Data Archiving
 - a. This means Knowledge Management, getting info out of people's personal computers from teams/committees
 - b. Getting it into Google, with help from Dave Hudson (past President)
 - c. But this work is largely operational, dividing line is TBD

- iii. Linkage
 - 1. Members: John Burkitt joins Steve Hedges and Jodie K. Holway
 - 2. Need to continue/finish [staff job descriptions](#)
 - 3. **ACTION:** Jodie K. Holway will move past Minutes to WordPress, out of Google, then post zippy summaries to FaceBook's UUCN Members page
 - iv. Monitoring
 - 1. Members: Lindsey Hedrick, Pam Jordan, and Rick Spitz
 - 2. After Visioning and Linkage set the roadmap, they'll monitor and check whether the LRPC's ideas are being faithfully followed
 - 8. Two liaisons needed to Nominating Committee
 - i. Pam Jordan continues in this role this year, Lindsey Sylvester joins
 - ii. **ACTION:** Carol Houde will inform Karen Murray, chair of Nominating
5. **Preview of Other Business to be Addressed in the Near Future, Carol Houde**
- 1. Personnel Committee (PC)
 - i. Members: John Burkitt, Carol Houde, Brenna Woods
 - ii. Need to construct a new Personnel Committee, to resolve the circularity problem
 - 1. PC can't report to the Executive Director and handle complaints about the ED
 - 2. We already considered and dismissed the idea of having two PC's, one for people who do report to the ED, but this sets up conflicts/parallel structures
 - iii. Current Personnel Committee will bring back a proposal for new structure
 - iv. Also will draft a clearer definition of what is a Grievance
 - v. Need new format for Staff Evaluations, work on polishing existing with Rev. Allison
 - 2. Capital Campaign
 - i. We need to hire an experienced consultant, not just put in Stewardship Team's lap
 - 1. Rev. Allison working through this: it straddles the line between Governance and Operations, because it uses resources of day-to-day but it's big picture
 - 2. Must determine whether Governance or Ops will take the lead for it
 - ii. Have we decided we need a Capital Campaign?
 - 1. We currently have 20-30 years' worth of deferred maintenance costs
 - 2. Right now the Property Committee can think of \$200-\$300K worth of work
 - 3. Even this amount requires a campaign, this doesn't fit in any year's budget
 - 4. OR if we're already doing any capital improvements, we can think about how to make the building more appropriate for our current needs
 - 5. Last major change was back in 1950's, we added the elevator
 - iii. So it's more a question of how much to target raising
 - iv. NOTE for each year we put off this work, we spend more money on Band-Aid fixes: frustrating and wasteful of our treasure! Some urgency to figure it out and get going!
 - 3. New format for Rev. Allison's evaluation
 - i. Monitoring subcommittee will guide this, to move away from the UUA's forms
 - 1. Rev. Allison has ideas from colleagues to contribute
 - 2. Rev. Allison needs to see the year's yardstick sooner rather than later, so she can apply it as she works, even if we modify it further as we go

- ii. What goals should Rev. Allison strive to hit? Needs full Board input and buy-in, not just determined by subcommittee
- iii. What time period works for this evaluation?
 - 1. Calendar year vs. church year vs. etc.
 - 2. February works well to feed salary and budget processes
 - 3. But Feb. doesn't work to see completion of any year-long accomplishments
 - 4. Feb works fine to measure Rev. Allison's improved skills and abilities
 - a. Try not to conflate evaluating the minister vs. evaluating the ministry of the church, which is not all within Rev. Allison's control
 - b. E.g. a Rev. Allison goal could be "Improve understanding of interpretations of policies"
 - c. E.g. a church goal could be "Successfully switch to new database"
- iv. **ACTION: Monitoring** will review the book "[Fulfilling the Call](#)" with Rev. Allison.
- 4. Policy for Building Maintenance Fund
 - i. Church currently has an off-budget fund that the Property Committee taps into
 - 1. \$34K is now in it, we've fed into it for 2 years
 - 2. Never had a policy about how/when to use it
 - 3. Not especially for emergency, rather for stuff that builds up over 20 years
 - ii. Board could draft a policy to guide this, send to Property Committee for comment
 - iii. Board and Property can both have some control over this, need to formalize together
- 5. Room Naming Policy
 - i. After we just named the Campbell Chapel, we expect more requests to come in!
 - ii. Need guidance to manage this

6. Break for Lunch, and visiting with puppy S'more Holway



7. Long Range Planning Committee (LRPC) Step Two, Carol Houde, Brenna Woods, Rev. Allison

1. Last year, LRPC did an incredible job polling everyone in all committees/teams/groups and all individuals in various channels, meetings, and methods, and compiling and sorting it all
2. Now starts the working meeting, we will prepare for others to work on Step Two next
 - i. We split into three groups of 2-3 people for rest of afternoon
 - ii. Review every single one of the comments in a few themes – approx. 300 to consider
 - iii. Divide them into two types:
 1. Actionable, e.g. a task like “Provide a weekly column in newspaper/website”
 2. vs. Aspirational, e.g. “Grow into a certain position in the community”
 - iv. Second pass, divide them into another two types:
 1. Governance/Policy vs. Operational
 2. Sometimes but not always, Actionable proved to be Operational
 - v. Our goal is not to rule things out: keep everything for now, even if we already do it!

8. Closing

1. Covenantal Checkout

APPENDIX A: Agenda

Retreat Agenda

Board of Trustees, Unitarian Universalist Church of Nashua

September 8, 2018, 9:30-2:30

Location: 15 Eastman St., Nashua, NH (Big blue Victorian house, 3rd house on right side of street as you drive in from East Dunstable Road; Eastman Street is parallel to Main Street, one block to the west. Eastman St. dead ends in a footpath to Hayward's Ice Cream.)

9:30: Arrival and Welcome (10 minutes)

9:40: Chalice Lighting (Carol) and Check-in (All) (15 minutes)

9:55: Review of Goals and Agenda for the Retreat (Carol) (5 minutes)

Any questions?

Any additions to be made?

10:00: Building Community (All) (30 minutes)

10:30: Review of Board Covenant (Carol) (15 minutes)

10:45: Policy Based Governance—an Overview & Q&A (Allison) (30 minutes)

11:15: How the Board Works (Carol) (20 minutes)

Agenda and Minutes

Timing

Meeting Schedule

Board Sunday Welcome and BoT Meeting Chalice Lighting

Parking Lot

Visioning, Monitoring, and Linkage Subcoms

Two Nominating Committee Liaisons

11:35: Preview of Other Business to be Addressed in the Near Future (Carol) (25 minutes)

Personnel Committee

Capital Campaign

New Format for Allison's Evaluation

Policy for Building Maintenance Fund

Room Naming Policy

Other Policy Gaps

12:00: Lunch (45 minutes)

12:45: Long Range Planning Committee Step 2 (Carol, Brenna, and Allison) (75 minutes)

2:00: Covenantal Check-out (15 minutes)

2:15: Closing Words (Allison) and Adjournment

2:30 Who wants to walk to Haywards?