

TJD Board Meeting Agenda
February 18, 2011
(Location)
Greenville, NC

Vision of the Thomas Jefferson District of the UUA

We are a vibrant diverse faith community of healthy, inclusive, and multicultural congregations who grow through service and connection, thereby transforming ourselves and the world.¹

Grounded in our covenantal tradition, the UUA will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.²

Objectives of Board Meeting

1. Approve a strategy to support congregations who are intentionally becoming a MR/MC community and that encourages other congregations to follow
2. Receive report from Peter Kandis on status of AR Monitoring Task Force
3. Develop follow-up actions from adoption of the Orlando Platform
4. Receive report from Denise Rimes on status of plan to establish stronger linkage with our sources of authority and accountability that is aligned with UUA board ends
5. Develop a plan for the board to acquire cultural competencies
6. Receive and review reports from Pres, VP, Sec , Treas and Trustee
7. Receive and review reports from DE, staff, and staff committees
8. Receive and review reports from Nominating and Leadership Development committee
9. Review plans for GA Charlotte and status of getting 25% of district congregants to attend
10. Review and assess TJD Policy Manual
11. Consider funding sources. e.g. capital campaign
12. Conduct the board’s fiduciary and strategic business
13. Leverage the board’s generative energy to meet objectives 1 through 5 and determine other ways to fulfill our vision

Thursday, February 17

05:00 pm – Finance Committee Meeting

Martin Bauer

Comment [JK1]: Martin, confirm time and place

¹ TJD Vision Statement from Policy Manual before suspension of TJD Ends in favor of UUA Ends

² UUA Vision Statement from UUA Policy Manual embraced by TJD Board in Oct. 2010

06:00 pm – Adjourn

06:30 pm – Dinner

Comment [JK2]: Glenn, confirm time and location

Friday, February 18

08:30 am – Chalice lighting/Centering

Jim Key

08:40 am – Check-in

09:15 am – Business Meeting³

- General Process Observer
- ARAOMC Process Observer
- Time Keeper
- Approve Agenda
- Approve Minutes from August meeting⁴
- Written reports received⁵
- President’s Report⁶
- VP’s Report
- Treasurer’s Report
- Trustee Report
- APF Report⁷
- ARAOMC Monitoring Report
- Leadership Development Committee
- DE/Staff Report
- Chalice Lighter’s Report

- Fred Anderson
- Peter Kandis
- Pam Whistler
- Gracia Basham
- Jim Key
- Denise Rimes
- Martin Bauer
- Jake Morrill
- Jeff Clark⁸
- Peter Kandis
- Anna Olsen⁹
- Annette Marquis
- Regina Largent¹⁰

- Review action Items from October
 - February Board Meeting
 - review Kinston Fund
 - Review By-Laws
 - Review Policy Manual

Jim

³ Break at 10:00 am

⁴ Addendum 1

⁵ Send reports to Glenn by Feb 11, to be posted to the website by Feb 16

⁶ Addendum 2

⁷ Addendum 3

⁸ Not Attending

⁹ Not Attending

¹⁰ Not Attending

- General Assembly 2011 – need 4 volunteer coordinators, familiar with the Charlotte area – will report to Mary Alm and asked to attend 2 meetings in Charlotte (December and April)
 - Ambiance
 - Local Information
 - Services Project coordinator
 - Evening Programming/Special Events
- Board training – multiculturalism
 - Survey Board around needs
 - Build personal development plans
 - Read Salsa, Soul & Spirit and The Death of Josselin
- Roundtable on post-Orlando meeting and Orlando Platform

All

12:00 pm – Lunch Recess

12:45 pm – Old Business

- TJD Legacy Scholarship Update
- Policy Manual and By-Law considerations¹¹
- Linkage Update¹²

Jim
Denise
Denise

01:15 pm – New Business¹³

- Letter from Holston Valley UU Church¹⁴
- Congregational initiatives for Name Change
- Discussion of acquiring cultural competency
- April Annual Meeting
- Future Board Meetings
- DE Covenant
- GA Charlotte
 - Southland Ingathering
 - Southland Board Meeting

Gracia
Jim
Annette/Peter
Annette/Jim
Jim
Jim
Jim/Annette

03:00 pm

- Vital Congregation Strategy
- Policy Manual Assessment
 - Sections 1-7
 - Section 8

Annette Marquis

All
Jim

¹¹ Addendum 4

¹² Addendum 5

¹³ Break at 2:30 pm

¹⁴ Addendum 6

- Section 9
- Section 10
- Section 11.1
- Section 11.2
- Section 11.3
- Section 11.4
- Section 11.5
- Section 11.6
- Section 11.7

Gracia
Denise
Nato
Martin
Ann Marie
Pam
Jennifer
Fred
Peter

Process Observation Reports

- Closing Reading
- Recess to Executive Session with DE
- Recess to Executive Session with Directors

Fred
Peter
Gracia Basham

05:30 pm – Adjourn

Addendum 1

**Thomas Jefferson District of the UUA
Board Meeting Minutes
Friday, October 8, 2010,
First UU Church, Richmond, VA**

Thomas Jefferson District Board Meeting
Oct. 8, 2010

Board members present: Jim Key, Denise Rimes, Gracia Basham, Rev. Ann Marie Alderman , Fred Anderson, Nato Hollister, Peter Kandis, Rev. Jennifer Ryu , Pam Whistler

Board members absent: Cyndy Bailes

TJD Trustee: Rev. Jake Morrill

Staff: Annette Marquis, Glenn Johnson, Sue Sinnamon, Donna Sequeira

Committee Chairs: Martin Bauer, Regina Largent, Mary Alm

Guests: Rev. Jeanne Pupke, Rev. Sherman Logan

8:39 Opening Words by Denise Rimes

Check In proceeded thoughtfully

Process Observers: Jennifer Ryu and Nato Hollister
Timekeeper: Fred Anderson

Motion to approve Agenda: Fred Anderson moved, Denise Rimes seconded, approved unanimously

Motion to approve Minutes: Peter Kandis moved, Pam Whistler seconded, approved unanimously

Presidents Report: Jim Key reported that he has been in discussion with the District Presidents of the districts composing the Southland Region regarding the combined meeting for all regional board members, trustees, and staff in December. While it has been challenging to come up with an agenda, we are coming to agreement. Annette Marquis is representing the staffs of the four districts and Rachel Christensen (DP Florida District) is representing the District Presidents.

District Executive's Report: Annette Marquis reported that her duties as Lead DE for the Southland Region are now clearer. She reported efforts for coordinating services to congregations throughout the Region and the establishment of a Regional calendar. Sharing responsibilities with other Regional staff regarding training and consulting services is ongoing. Sue Sinnamon will be taking over managing the consultants in the District. Annette is the point person for the Association on Racial and Social Justice work. She recently met in Boston with the Social Justice staff with Donna Sequeria attending, and she is very encouraged with the direction this work is going in.

Vice-President's Report: Denise Rimes reported that planning the Anti-Racism Conference has filled her time. The District Staff is connecting to the Clusters and the UUA is connecting to the churches so Denise is concerned that none of this becomes overwhelming to our congregations. Denise and Jake will be working on this. Denise is working on by-laws and will report on that at our February meeting. Jake Morrill added that he and Denise would be working in concert on linkage (to congregations) strategies.

Treasurers and Finance Committee Report: Martin Bauer reported that income is ahead of spending because revenue is ahead of schedule. We have built up funds in a credit union account opened originally for the Knoxville Relief Fund and is being received for flood relief in Nashville and Kentucky. The Chalice Lighter Fund is being hit with high transaction fees and the Finance Committee approved moving the funds from that checking account to the regular account to save on fees.

The Kingston Fund has one position to be filled on the Board; it is anticipated that open positions will be filled in early 2011. A strategy meeting is planned for February in Greenville, NC to do some visioning with stakeholders from East of I-95 in North Carolina on how the fund might be used to grow Unitarian Universalism in that geography. Jake said that a Pastoral lens needs to be used as we support the Fund stakeholders in their visioning of the use of the funds. Ann Marie shared that the former Kingston members felt they were being very generous and following the original intent of the Fund. Therefore, we need to recognize that in any decision.

Chalice Lighters Fund Report: Regina shared that there is a lack of congregations applying for grants. Chalice Lighter participation is down to 21%, and it is difficult getting people in every congregation to promote and inform their congregations. There seems to be a lack of publicity. Chalice Lighters usually becomes more popular in a congregation who receives a grant. The committee established policies and procedures with three-year terms for its members. They are working to have a board with diversity of large and small congregations and from

geographically diverse areas. The committee welcomed a new member, Rev. Mitra Jafarzeda from Westside UUC in Knoxville.

Report on General Assembly 2011: Mary Alm reported that the District needs to find four Coordinators from the Charlotte area (Ambiance, Local Information, Service Project Coordinator and Evening Programming/Special Events) . Mary will serve as the liaison to the GA Planning Committee and the local Charlotte effort. If the District wants to provide a welcome at the airport or provide local tours or help it will be welcomed. Official GA Volunteer applications will be available on March 1st. The GA planning committee would like to see a Service Project that would help a Social Justice program grow. A District choir will be singing for the Opening Celebration, which the Musicians Network is organizing. Karen Armstrong is the Ware lecturer. The 50th Anniversary Committee will sponsor two Services. There will be 50 minutes of UU songs in 50 minutes before the Ware Lecture. Nick Page and the New Epiphany Revival Show will highlight the Bridging ceremony. Robert Fulghum will give a keynote and there will be a link to the local Mosque during the Public Witness, which is coordinated by the Social Justice Staff. There will be a keynote on Immigration whose speaker will be found by President Peter Morales.

ARAOMC Monitoring Committee Report: Peter reported on bringing himself up to speed on the district's ARAOMC history. He will have a report on what he has learned at the Feb meeting. Annette reported that the co chairs of the DRUUMM group met to organize the Feb. 24-27th meeting and those invitations will go out this week. They want to identify every person of color within our congregations to invite to participate in this group. LUUNA will be invited to join.

District Trustee Report: Jake Morrill shared that we are in a faith movement that is in its second year of decline, both by numbers of adults and youth. A number of key issues are being discussed by the Board:

1. We have a very large segment of white leaders in a diverse country. Our country has a large segment of the 'unchurched' and many of their religious activities are happening online and on places like Facebook. We need to do some discernment about the future and direction of what we need for good governance and what communication portals are used specifically because of habit or ease.
2. The UUA Board is leading an investigation into our relationships between the many levels of our Association so we have something of worth to leave to our children.
3. The UUA Board continues in the work of reducing the size of the Board.
4. In November there will be a DPA meeting and early December the multidistrict meeting will be held in Orlando.

5. At last year's GA, the delegates voted for a Justice GA in Phoenix that will have only minimal business done, so this has given the Board a way to revision GA.
6. A sample of congregations has been selected to test linkage and how congregations want to be in association with the national Board. The UUA Board will meet in both Tucson and Phoenix in February to talk with locals UUs . Linkage is the essence of engaged democracy, which is foundational for us.
7. Jake has seen a need for Tennessee people to have a chance to be more informed on Immigration and think and process this information. Jeanne added that there is some skepticism on the changes within the UUA Board by congregants and Jeanne sees a need for District Board Members to bring a positive voice and some forward-looking voices within the Districts to become a prophetic voice on this issue.

Nominating Committee Report: The Board named Andy Reese to fill one position and the Nominating Committee approved this. One more name is needed to appoint to the committee and the board deferred to Annette and Jim to come up with a person of color or young adult.

Old Business:

- The Board accepted with pleasure a letter received from Lee Barker on the TJD Legacy Scholarship Fund for Meadville Lombard Seminary.
- Nato has done research on the 2020 report and the different attitudes of Young Adults and what they are looking for in faith communities. He spoke of a ministry called Micah's Porch and the attraction by young adults of expanding the religious community to more than just attendance on Sunday morning. Nato will continue to do research and will access Sue Sinnamon for topics. Jim suggested that Nato give each of the Board something to read or study to help the Board go forward in the multiple-generational direction we wish to go. Jeanne said she appreciated the way the Micah's Porch project held up a much higher bar for involvement and support by its young members.
- We were unable to use Rev. Susan Ritchie's 'History of the Districts' video. Jim encouraged the directors to view it on YouTube.
- A discussion on the recently adopted Policy Manual ensued to assess its relevancy and identify any needs to revise. Jennifer said that our District was the most important in historically working for Anti-Racism and we have

more of a vested interest in holding up this important issue because of our unique history and unique culture on supporting marginalized people.

New Business

- Annette invited us to attend the Living Legacy Pilgrimage 2011. Additionally, she spoke of what it means to be an intentional multiracial, multicultural congregation. The Board watched a video that reviewed the story of the Annapolis congregation. Annette believes that this is an intentional effort that people of color need to be included in our worship services and we need to have antiracism and white privilege training. We need to look at our music, our services, and our programs to ensure they include cultural diversity. The Board discussed four congregations who are intentional in their efforts toward becoming multicultural: Memphis, All Souls Durham, and First UU in Richmond. Jeanne shared that people are seeing the difference between being a monoculture and being multicultural.
- Annette spoke on how we can support our UU people of color at training and the Southland UU Leadership Experience. Opportunities should be given to people of color from each congregation to support those who can be leaders in our churches. Jake shared that there is a shift in theology; we used to have goals of reaching out, but we need to learn to include other cultures without asking them to change. Rev Sherman warns us that we need to welcome people of color but not expect them to change their culture or 'act white'. Annette would like to invite the congregations to keep learning and suggested the Haw River event to learn more about multiculturalism. Williamsburg, Beaufort, and Tennessee Valley have held discussions beginning this effort and trying to plan for increasing their efforts on becoming multiracial and multicultural. Annette shared that GA was a wonderful example of being able to watch multiculturalism at work. Jim shared that mentoring was very powerful in his life in a corporate setting and we may have people who are trained in this more tolerant view of life sitting in our congregations that may be a resource. Annette stressed the importance of diversity on the Nominating Committee and on the UUA Board. She asked the board to support allocating money to support assisting congregations that are actively moving toward becoming MRMC. We discussed adding training for the next Board meeting and building personal development plans in this area. We agreed to read *Salsa, Soul and Spirit* in preparation for that meeting.
- Nato lifted up Small Group Ministry as a way of the future for ministering to young people.

- Paul Razor will be speaking at Williamsburg on multiculturalism.
- The book *The Death of Josselin* is suggested as a reading on Immigration.
- Policy Governance discussion on sections 1-7: The agenda called for a full discussion on these sections to assess how we are performing against them, and if we should consider changes or metrics. The discussion was cut short due to time limitations and will be carried over to the next meeting. Jennifer raised the issue of anti-racism, anti-oppression, and multicultural language in our policies. She posited that if we did not have a DE as focused as Annette on these initiatives, would the policies sufficiently guide future DEs? This will be explored more fully when we resume our policy discussions in February. The Board was asked to send any immediate thoughts or comments to Jim via email.
- Jim's report proposed four motions, all of which passed after a full discussion. Martin pointed out that our fiscal policy will not be changed. Jim said that our Staff is so professional that we can take a bit more risk on trying new things because of the trust between the Board and Staff. Jeanne believes that because we are a strong District on a leadership level, we can lead the way on visioning what it means to be a District, a Cluster, a Region and an Association. Annette shared that our District is in a better place than most and our financial footing is stable. Other Districts have had financial challenges or cut Staff and so it makes sense that we lead the way in innovation.

Discussion was held on what these section changes could mean to us. We do take the risk that our DE would be employed by the UUA and they could decide to send her elsewhere.

Moved: Suspend Sections 2 and 3 of the TJD Board Policy Manual, Vision and Global Ends, for a trial period of approximately two years and embrace the UUA Board of Trustees' Global Ends.

During this period while the TJD Global Ends are suspended, the Board will be in dialogue with the congregations we serve, the UUA Board of Trustees, the District Presidents' Association, and other district boards on the risks and benefits of having a shared vision and global ends throughout the Association.

It is anticipated that this period of dialogue and discernment will conclude at the TJD Annual Meeting in 2012 with a recommendation from the Board to the delegates to permanently adopt the UUA Global Ends as the TJD Global Ends or revert to those accepted by the delegates to the TJD Annual Meeting in 2010.

Motion to approve by Denise, seconded by Peter, passed unanimously.

Moved: Suspend Section 8 of the TJD Board Policy Manual, Board/Executive Linkage, for a trial period of approximately two years and defer to the UUA as the singular employer of the DE and other co-employed staff.

During this period while the original Board/Linkage section is suspended, the Board will be in dialogue with the congregations we serve, the Director of Congregational Life, the UUA Board of Trustees, the District Presidents' Association, and other district boards on the risks and benefits of moving to a single employer model. Additionally, the TJD President will consult with the DE and the Director of Congregational Life to develop a Service Level Agreement. This Agreement envisions the DE as an employee only of the UUA but as the Relationship Executive to the TJD Board. Moreover, it is suggested that the UUA Board and Executive staff will take up the issue of expense sharing between and among districts to resolve the inequities of the present system of negotiated cost sharing formulas.

It is anticipated that this period of dialogue and discernment will conclude at the TJD Annual Meeting in 2012 with a recommendation from the Board to the delegates to permanently adopt a single employer model or revert to the co-employment model assumed in Section 8 of the TJD Board Policy Manual accepted by the delegates to the TJD Annual Meeting in 2010.

Motion to approve by Denise, seconded by Peter, seven in favor, none opposed, one abstention.

Moved: Enter into discussions with boards of those districts contiguous with our border, e.g. Mid-South and Florida to consider the risks and benefits of consolidation of two or more of the districts. It is anticipated that this period of dialogue and discernment will take several years so no specific end date for this discussion is anticipated at this time. Moreover, it is assumed a working group will be formed to develop project, communication, and monitoring plans. This working group will include district board members, district staff, and others.

During the period of analysis and review, it is essential for these activities to be transparent to the congregations we serve with the intent that whatever emerges as possible new entities will be put to a vote to the congregational delegates to our annual meeting. The review will focus on reducing the costs of governance, freeing resources to better serve congregations, supporting more efficiently district staffs, strengthening cluster organizations, and growing Unitarian Universalism in the South. It assumes that delivery of services to congregations would be improved with the identification of subject-matter specific staffing, e.g. Social Justice, Emerging Congregations, Stewardship, Youth and Young Adult, State Legislative Advocates, etc. that would be geography wide. Moreover, it assumes the present DE position(s) would be that of Relationship Executive(s) for a specified geography and would be singularly employed and directed by the UUA staff.

Activities that might be considered during the period of discernment include but are not limited to:

- Joint board meetings
- Combined annual meetings
- Combined conferences
- Town-hall webinars
- Teleconferences with board, trustee, staff, cluster, and congregational representation

Motion to table by Fred failed for lack of a second.

Motion to approve by Denise, seconded by Peter, six in favor, none opposed, two abstentions.

Moved: Support the UUA Board of Trustees as it works to enable and monitor the Linkage policies of the Association. The TJD Board commits to be the UUA Board's partner in linkage initiatives. The District Trustee will be the champion for the UUA Board and the Vice President will be the champion for the District Board. It is anticipated that these two positions will collaborate and bring proposals for both boards to consider that will connect our congregations to each other, the District, and the Association as envisioned by the framers of the Cambridge Platform. It is further envisioned that this work will strengthen and support existing cluster groups and encourage the formation of other cluster groups.

Motion to approve by Denise, seconded by Ann Marie, unanimously approved.

There was general agreement that these four proposals would create a space for discussion within the UUA, the DPA, Southland Districts, staff, clusters and congregations.

Annual Program Fund Report-Jeff Clark, our new APF Representative, spoke on how our faith changes lives. APF is the major way we support the UUA and Jeff gives his thanks for supporting this effort.

Jennifer did process observation that we stayed mostly on time. We were a little slow on energy at the beginning. We had very clear reports and presentations. Jennifer said that Regina asked the Board a question on advice but we ran out of time to answer. She said that our Secretary found it impossible to take Minutes and be engaged in the discussion. Perhaps we should change this process so the Director can be more involved.

Nato observed that our multicultural lens could be broadened to most of our discussions.

Closing Reading by Denise

Recessed into Executive Session at 4:30 pm
Adjourned at 4:45 pm.

Respectfully submitted,

Gracia Basham

Addendum 2**President's Report**

I continue to be energized by the boldness of the TJD Board and its commitment to strengthen and extend Unitarian Universalism within this district and beyond. Your willingness to innovate and seek solutions to our governance challenges; to make specific commitments to becoming the multi-racial, multi-cultural movement we can and will be; and to challenge conventional wisdom about how we should be organized is inspiring not only to me but to those we are in covenant with around the country. I love serving with you on behalf of the 62 congregations in our district.

Some of my activities since our October meeting include:

1. Accepted the resignation of our former Treasurer, Cyndy Bailes in October
2. Elected Martin Bauer as Treasurer with unanimous approval of the directors via internet voting
3. Participated in numerous calls with the three other District Presidents of the Southland Region to plan the historic meeting in Orlando of the four district board members, trustees, staff, Gini Courter, Harlen Limpert, and Terasa Cooley.
4. Participated as a member of the UUA Audit Committee in a meeting in Boston on November 1
5. Participated in the District Presidents' Association meeting in Boston on November 5 and 6. I presented TJD's four governance initiatives approved at our October meeting. The reception to those initiatives was very positive and created much discussion about our boldness. I was elected Treasurer of the DPA.
6. Presented the Audit Committee report to the UUA Board of Trustees at their telecom meeting of November 18
7. Participated in the extraordinary Southland Region meeting in Orlando on December 3-5 that resulted in the Orlando Platform
8. Accepted the Orlando Platform with unanimous approval of those directors attending the Orlando meetings via internet voting
9. Named to the UUA Board Reconstruction and Representation Task Force and participated in numerous conference calls. Completed our work February 2.
10. Supported the application of the Lake Norman Unitarian Universalist Fellowship to affiliate with this district and our UUA. Approved by the directors via internet voting during January
11. Presented to the Board of Directors of the Central Midwest District of the UUA on February 5 with Presidents of the Prairie Star and Heartland Districts attending. The purpose was to provide insight to the process TJD employed to suspend district Global Ends in favor of UUA Ends, to drop dual employment in favor of a covenant with the DE, to encourage conversations

with adjacent districts to consider consolidation, and to energize linkage initiatives in partnership with UUA Board

Respectfully submitted,

Jim Key, President of the Thomas Jefferson District of the UUA

James C. Key, President
Thomas Jefferson District of the UUA
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January 28, 2011

Board of Trustees
Unitarian Universalist Association of Congregations
25 Beacon Street
Boston, MA 02108

To the Board of Trustees:

This letter is in support of the application of the Unitarian Universalist Fellowship of Lake Norman (UUFLN) in Lake Norman, NC for affiliation with the Thomas Jefferson District and the Unitarian Universalist Association of Congregations. This congregation will become the third UU congregation in the metro-Charlotte, NC. It is anticipated that as an affiliated congregation UUFLN will extend Unitarian Universalism in the Davidson College area along the I-77 corridor, north of Charlotte.

UUFLN leadership has been in conversation with our District Executive and staff for some time as an emerging congregation and met with the District Board during our board retreat in August 2010. The leadership has exhibited much energy over a relatively short period to become an intentional UU congregation. They have an RE program that is attracting families and they are seeking a part-time consulting minister.

We welcome our 63rd congregation and look forward to recognizing them at the Charlotte GA in June 2011.

In faith,

James C. Key

Addendum 3 APF Report

Report from Annual Program Representative
 Thomas Jefferson District Board Meeting
 February 18, 2011

As always, let me start by thanking all your congregations for their contributions to the Annual Program Fund. As you know, this support is critical to the success of fulfilling the mission of our Unitarian Universalist Association. Let me assure you that the leadership of the UUA is very grateful for your assistance.

Fair Share, Pledges, and Contributions to Date (February 03, 2011)

	FY2011	FY2010
Fair Share	\$580,212.00	\$569,038.
Pledged	\$441,436.50*	Not Available
Paid-to-date (January 03, 2011)	\$255,339.16	\$227,871.03
Percentage of Pledged Amount Paid-to-date (January 03, 2011)	57.8%	Not Available

*Some congregations have not made a pledge for FY11 yet. Most of these congregations will make a contribution to the APF, and some will actually pay their full Fair Share. Each year, approximately 85% of the congregations in the District will make a pledge.

As can be seen, the percentage of pledged amount paid-to-date (57.8%) is slightly under what would be expected at this point in the fiscal year (58.3%) which would be the expected contributions at this point in the fiscal year (February 03, 2011). I will continue to work with congregations which have either not pledged, not made a contribution, or are significantly behind in paying the congregation’s pledged contribution.

Reminder about the Process

As I have begun my work as the representative to the Annual Program Fund from the TJ District, I have discovered that some congregational leaders are a little confused by the process for determining their Fair Share contribution. Therefore, let me summarize the steps.

1. **Certification of Membership.** Each congregation must certify the number of members annually. The UUA begins contacting congregations in mid-November, and the forms certifying membership must be submitted no later than February 1 of each year. (I want to thank all the congregations in the District because all of them have completed the current certification process.)
2. **Pledging to the Annual Program Fund:** In May of each year, congregations are sent a form to complete called the “Estimate of Giving.” This form is used to document the

congregation's pledge to the Annual Program Fund for the next fiscal year. As part of this form, the UUA lists the "Requested Contribution." This request is based on the certified number of members that were reported by February 1. Congregations are asked to return the form by June 30.

Some congregational leaders do not realize that both steps in the process need to be completed. Some leaders think that the certification of members is the only number that is needed by the UUA. However, the "Estimate of Giving" is also needed because that form indicates the actual amount the congregation plans to contribute to the Annual Program Fund that year. Knowing this amount is critical to the financial and programmatic planning of the UUA. Any help that you can provide in clarifying this process for congregational leaders would be greatly appreciated.

Increase in Fair Share Giving

For several years now, the requested Fair Share contribution to the Annual Program Fund from a congregation has been based on \$56 per member. Large congregations with 550 members or more can choose to have their Fair Share Contribution based on 4.2% of budget. In order to support the work of our congregations, Districts, and the UUA, the requested contribution for Fiscal Year 2012 (July 1, 2011 – June 30, 2012) is \$58 per member. As in the past, congregations with 550 or more members have the option of basing their contribution on 4.2% of budget.

Why giving to the Annual Program Fund is Important for Our District

Each year, the UUA gives back a portion of the money contributed by congregations to the Annual Program Fund as District Grants. These grants are based on two factors: 1) the percentage of Fair Share dollars contributed by the congregations in the district and 2) the percentage of Fair Share Congregations in the district.

In FY10, the congregations in the TJ District contributed 84.5% of the total Fair Share amount and 74.2% of the congregations in the District were Fair Share Congregations. As a result, the grant given to the TJ District for FY11 was \$45,217.00.

However, if the congregations in the TJ District contributed 100% of the total Fair Share amount and 100% of the congregations in the District were Fair Share Congregations, the grant would have been \$60,405.60

That is a difference of \$15,189.

For those who like the numbers, I have broken it down in the following chart:

Grant to the Thomas Jefferson District Disbursed in FY11

Basic District Grant		Bonus Grant I		Bonus Grant II	
Actual (84.52% of fair share dollars contributed)	Maximum (100% of fair share dollars contributed)	Actual (84.52% of fair share dollars contributed)	Maximum (100% of fair share dollars contributed)	Actual* (74.2% of congregations contributing Fair Share)	Maximum (100% of congregations contributing Fair Share)
\$44,717	\$52,906	\$500	\$2,500	\$0	\$5,000
Difference = \$8,189		Difference = \$2,000		Difference = \$5,000	

*This one hurts a little because if only one additional congregation had been a Fair Share Congregation last year, we would have had 75.8% of congregations contributing Fair Share, and the District would have received \$500 as the Bonus Grant II rather than \$0.00. (The District would have gotten the full \$5,000 Bonus Grant II if 100% of the congregations were Fair Share.)

**Total Grant to Thomas Jefferson District
Disbursed in FY11**

Actual	Maximum Possible	Difference
\$45,217	\$60,406	\$15,189

The District grant could have been increased by 33%. Over the past five years, the District received grants totaling \$235,207. The maximum the District could have received would have been approximately \$312,825 if all congregations in the District had paid their Fair Share. That is a difference of over \$77,000.

Imagine what the District might have been able to do with an additional \$15,000 this year and what might have been done with an additional \$77,000 over the last 5 years. There are some very practical reasons to encourage all congregations in the District to contribute their full Fair Share.

Generous Giving

While there are clearly some financial consequences for generous giving by our congregations, there are two other reasons for Fair Share giving that, in my opinion, are even more important than the practical concerns of meeting budgets.

1. Each congregation is in a covenantal relationship with the other congregations that make up the UUA. Therefore, each congregation has agreed to “actively affirm and promote the purposes and principles of Unitarian Universalism”, and has promised their “mutual trust and support” to each other.
2. The Unitarian Universalist Association “gives voice to our Unitarian Universalist principles and values. Together, we unite our energy, commitment, and resources to fulfill the dreams that no single person or congregation could achieve alone.” Together we “bring to the world a vision of religious freedom, tolerance, and social justice.”

For these reasons, I hope you will join me in encouraging generous contributions to our individual congregations, our District, and the Annual Program Fund of the UUA.

Jeffrey Clark

Annual Program Fund Representative
Thomas Jefferson District

Addendum 4**TJ District
Board Policy Manual****Section 1. Values**

We strive to embody the following values in all of our work:

- the inherent worth and dignity of every person
- rational, emotional, and spiritual maturity
- peace based on justice
- equity and compassion
- continuing revelation
- respect for the interdependent web of life
- responsibility
- inclusivity
- integrity in living out our values

Section 2. Vision

Grounded in our covenantal tradition, we are a vibrant faith community of healthy congregations who grow through connection, right relationships, and service, thereby transforming ourselves and the world.

Section 3. Global Ends

Healthy congregations (Within)

- Are made up of members and leaders who are spiritually and emotionally mature, generous, live with integrity, are in right relations with each other, and who serve and support each other in times of need
- Are fiscally sound, competently managed, and led with vision
- Are transformative for its members through structures and programs that provide emotional support and promote integration of our rational, emotional and spiritual lives
- Are growing in spirit, depth, and numbers by practicing radical hospitality and through multigenerational worship services and programming that are joyful, exciting, and challenging

A vibrant faith community (Among)

- Is in right relations with other congregations

- Is in covenant with other Unitarian Universalist (UU) congregations in partnerships, clusters, districts and with the of Congregations (UUA) to share our strengths, gifts and talents

Our faith and values call us to (Beyond)

- Share our saving message with individuals and organizations in our community and society
- Serve our communities and society to make real our vision of wholeness
- Transform our society by engaging other faith and secular communities in promoting our prophetic visions of peace based on justice, equity, and compassion in human and national relations, and of a healthy and sustainable environment that promotes the flourishing of life

Section 4. Mission

The district is called to provide services and resources that will assist our congregations and their members in transformational growth in spiritual, emotional, and intellectual maturity thereby extending their power in service to the wider world.

Section 5. Sources of Authority and Accountability

Our sources of authority and accountability are:

- Our member congregations
- Current and future generations of Unitarian Universalists
- The heritage, history, and ideals of Unitarian Universalism
- The vision of beloved community
- The spirit of love, life, and the holy

Section 6. Stakeholders

Our key stakeholders are:

- Unitarian Universalist Association of Congregations (UUA)
- Southeastern Unitarian Universalist Ministers' Association (SEUUMA)
- All ministerial and religious professional organizations
- Southeastern Unitarian Universalist Summer Institute (SUUSI)
- The Mountain Retreat and Learning Center
- Southland Region of the UUA
- Southeast Liberal Religious Educators' Association (LREDA)
- Southland Region

Section 7. Governance Policies

7.1 Global Governance Process Policy

The purpose of the Board of Directors of the Thomas Jefferson District (TJD) of the Unitarian Universalist Association (UUA) of Congregations is threefold: First, to act in the best interests of our sources of our authority and accountability. Second, to ensure that resources are deployed in the most effective and efficient way in order to meet our vision and global ends. Third, to monitor the District Executive (DE) as she or he carries out the policies of the Board.

7.2 Governing Style and Philosophy

The Board will govern with an emphasis on outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than on administrative detail, a clear distinction of Board and District Executive roles, collective rather than individual decisions, future rather than on past or present, proactivity rather than reactivity, and viewing all actions with an anti-oppressive, anti-racist and multicultural lens. Therefore, the Board will:

- Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance its ability as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- Enforce discipline when needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, submission of expense vouchers, ensuring continuance of governance capability, and adherence to the agreed upon Code of Conduct. If at any time any words or actions of any Board member cause concern to any other Board member, that concern regarding possible violation of the Code of Conduct will be addressed in the following steps:
 - A member whose behavior seems inconsistent with the standards in the Code of Conduct should first be cautioned by a colleague.
 - If the colleague feels uncomfortable or uncertain about speaking to the member, the President or other trusted member can be called in for assistance in communicating personally.
 - If this action fails, a grievance or complaint may be made in writing to the President of the Board, who will then provide a copy of the complaint or grievance to the person against whom it is directed. (In

all cases, the first action in response shall be to approach those involved in a pastoral manner, seeking a fair and sound collegial resolution. If it is determined that additional fact-finding is needed, the President or other designated member of the Board may have to question the person, or persons, involved, or seek documentation, always within the limits of confidentiality.)

- Board members shall have full access and full freedom and right to respond to all complaints and evidence cited against them.
- The Board must decide on action in response to a complaint or grievance, and give such decision in writing, in the form of one the following actions:
 - Advise that the complaint or grievance is unfounded.
 - Caution, admonition or reprimand.
 - Probation, suspension or expulsion from the Board.
- Orient new members by:
 - Communicating the values of the organization, including: commitment to growth; lifespan inclusion in services and programs; and the journey to becoming an anti-oppressive, anti-racist, and multi-cultural organization.
 - Educating them about the governance process and all existing Board policies prior to their first regular Board meeting.
- Develop an ongoing self-monitoring process that reviews both the content and the process of each Board meeting, to include comparison of Board activity and **discipline to policies in the Governance Process and Board-DE Linkage categories**. Such self-monitoring will be included in the agenda of each Board meeting.
- Exercise openness in all governance matters by:
 - providing advance notice of dates and locations of regular business meetings and make agendas, reports, and minutes available promptly;
 - providing avenues for comment on issues on the meetings' agendas; and
 - accommodating observers at regular business meetings with the exception of executive sessions.

7.3 Board Members' Covenant and Code of Conduct

The Board commits itself and its members to ethical and lawful conduct, consistent with the UUA's principles, including proper use of power and authority when acting as Board members. Therefore, members of the Board:

- Covenant with one another to:
 - Remember the holy nature of our work
 - Be present and prepared for board meetings
 - Assume responsibility and follow through on our commitments
 - Listen carefully and deeply to each other and assume that others have the best interests of the District at heart
 - Recognize that disagreement is a part of Board life, pledging to respect our differences, not letting conflicts fester,
 - Respond to emails and other communications in a timely manner,
 - Communicate directly,
 - Commit to continuous learning,
 - Handle complaints brought to the Board with respect, but handle them at the appropriate level, gathering accurate and complete information as necessary,
 - Respond with candor and care,
 - Treat one another respectfully,
 - Move forward together,
 - Honor humor,
 - Speak with one voice, and
 - Respect confidentiality.
- Board members must represent un-conflicted loyalty to the interests of the sources of our authority and accountability. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
- Board members must avoid conflict of interest with respect to their fiduciary responsibility. Specifically:
 - There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
 - When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - Members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.

- Members will annually disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict, and whenever a conflict might occur.
- Members may work as consultants to congregations at the invitation of a congregation and the direction of the District Executive, but must disclose to the client congregation that they are not acting as a board member when performing the consulting engagement. Additionally, members must disclose to the full board quarterly any consulting activity that has been directed by the District Executive.
- Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies. Specifically:
 - Member's interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions
 - Members will give no consequence or voice to individual judgments of DE or staff performance
 - Members will refrain from making derogatory attacks directed at individuals, congregations, or initiatives of the TJD or the UUA.

7.4 Role of the Board

The specific role and job outputs of the Board are those unique values-added that tie desires of the sources of our authority and accountability to organizational performance. Accordingly, the Board will produce:

- The link between the organization and the sources of our authority and accountability.
 - The Board shall approve nominations of awards provided by the DE in order to honor the sources of our authority and accountability.
 - The Board will remain in dialogue with groups of the sources of our authority and accountability, including local congregational leadership at social events sponsored by the Board.
 - Appropriate information gathered at such events and other informational forums may be provided to the DE by the Board.
 - Board members are encouraged to bring information from meetings with the sources of our authority and accountability back to Board meetings for consideration and possible action.
- Written governing policies that, at the broadest levels, address each category of organizational decision. Specifically, these are:

- Ends: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth which answer what good for which recipients at what cost.
 - District Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - Board-DE Linkage: How power is delegated and its proper use monitored; authority and accountability of the DE role.
 - Board-UUA Linkage: How authority is shared between the District and the UUA regarding District staff and District services.
 - Board-Congregation Linkage: How power and authority is assigned to the board by the democratic process and how accountability is communicated to congregations.
 - Assurance of DE performance against policies.
- Assurance of specified asset oversight by:
 - Approving the use of unrestricted reserves
 - Approving the creation, designated purposes, and dissolution of restricted reserves
 - Approving expenditures of over 5% of the current operating budget.
 - Reviewing and concurring with the proposed annual budget prior to its submission to the Annual Meeting for final approval
 - Assuring fiduciary responsibility by authorizing an annual audit of the District's assets and publishing its results to the congregations
 - An annual Ends Assessment Report.

7.5 Work Product or Deliverables of the Board

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual cycle that completes review of all policies annually and continually improves Board performance through Board education and enriched input and deliberation. Specifically:

- The cycle will start each August or Board Retreat with the Board's development of its agenda for the year.
- Consultations with selected groups of the sources of our authority and accountability, or other methods of gaining input, will be determined and arranged each October or Fall Meeting, to be held during the balance of the year.

- The Board will review and monitor the DE – Board Linkage policies each October or Fall Meeting.
- DE evaluation and remuneration will be decided each February or Winter Meeting, in partnership with the UUA after a review of monitoring reports received in the last year. The normal point of contact between the Board and the UUA will be the President.
- The Board will review and monitor the DE Limitations policies each April or Spring Meeting.
- The Board will review and monitor the Governance Process policies each April or Spring Meeting.
- The Board will review and monitor the Ends policies and the Strategic Plan in their entirety each August or Summer Retreat.
- Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff) will be considered each August or Summer Retreat and arranged each October or Fall Meeting by the President in consultation with the District Executive.
 - The cycle will conclude each year in August or Summer Retreat so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board’s most recent statement of long-term Ends.
 - Throughout the year, the Board will attend to consent agenda items as expeditiously as possible
 - Throughout the year, additional DE monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

In Summary:

Month (Deadline)	Task
August Summer Retreat	Development of agenda for the year Review & monitor Ends Policies Consider Governance and Ends education for the Board Annual conflict of interest review/disclosure Arrange Governance and Ends education for the Board
October Fall Meeting	Determine and arrange input from moral authority Review & monitor DE – Board Linkage Policies
February	Evaluate DE by reviewing monitoring reports

Winter Meeting	received during last year Decide DE remuneration in partnership with UUA
April Spring Meeting	Review & monitor DE Limitations Policies Review & monitor Governance Process Policies

7.6 Role of the President

The President assures the integrity and fulfillment of the Board’s process and, secondarily, occasionally represents the Board to outside parties. This means that:

- The job result of the President is that the Board acts consistently with its own rules and those legitimately imposed upon it from outside the organization. Specifically:
 - Meeting discussion content will be only issues that, according to Board policy, clearly belong to the Board to decide, not the District Executive.
 - Deliberation will be fair, open, and thorough but also timely, orderly, and to the point
- The authority of the President consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-DE Linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies. Therefore, the President:
 - Is empowered to chair Board meetings with all the commonly accepted power of that position (for example, ruling, and recognizing)
 - Has no authority to make decisions on policies created by the Board within Ends and DE Limitations policy areas. Hence, the President has no authority to supervise or direct the DE independently of the Board
 - May represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations by the President within the area delegated to her or him
 - May delegate this authority but remains accountable for its use
 - Represents the Board in discussions with the UUA
 - Is an ex-officio member of all Board committees

7.7 Role of Board Committees

- Board committees exist to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees will not

normally have dealings with current staff operations unless they have been explicitly assigned to do so.

- Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the DE.
- Board committees cannot exercise authority over staff. The DE will not be required to obtain approval of any Board committee before taking executive action.
- Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
- Board committees will be used sparingly and ordinarily in a task specific capacity.
- When the Board forms a committee, it will create a policy which describes:
 - The product the committee is to produce.
 - The authority (in terms of use of organizational resources) it is granted.
- This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the DE.

7.8 Board Committees

- Finance – This committee is appointed by the Board, who also names its chair. At least two members will also be Board members, one of whom will be the Treasurer and one of whom will be the District representative to the UUA's Annual Program Fund (APF). The committee will report to the Board at least quarterly and to the membership annually. The committee helps the Board carry out its fiscal responsibility by:
 - Recommending the District budget to the Board for presentation to the membership at the annual meeting (assisting the DE in its formulation as needed), reviewing income and expenses at least quarterly, and making financial policy recommendations.
 - Coordinating the annual audit by recommending an accounting firm to conduct it and reviewing its progress.

- Overseeing and assuring any funds held on behalf of the District. These entities include but are not limited to Chalice Lighters, Kinston Fund, trusts, and any future endowment or trust funds. The Finance should report to the Board at least annually the status of any funds they oversee.
- Acting as liaisons to appropriate congregational leaders to support full fair share congregational participation in the District and the APF of the UUA.

7.9 Cost of Governance

The Board will invest in its governance capacity by assuring that:

- Board skills, methods, and supports will be sufficient to assure governing with excellence. Specifically:
 - Training and retraining, including materials, supplies, and subscriptions, will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to financial audit.
 - Outreach mechanisms will be used as needed to ensure the Board's ability to listen to viewpoints and values of our moral authority.
- Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. Specifically:
 - The Board will expend funds on training, including attendance at conferences and workshops; audit and other third party monitoring of organizational performance; and surveys, outreach to our moral authority, focus groups, opinion analyses, and meeting costs. Generally,
 - Meeting costs include reasonable reimbursement of Board members for amounts they spend to enable them to attend meetings. Usually, this means that Board members will be reimbursed for:
 - 100% of the cost of their hotel rooms although double occupancy is encouraged
 - mileage at a rate consistent with IRS standards and/or reasonable public transportation fares, parking fees, and tolls to be consistent with UUA board standards
 - meal costs consistent with UUA standard for per diem cost
 - and other out-of-pocket expenses (receipts required for expenses over \$75.00).
 - Reimbursement for additional amounts under special circumstances (physical ability, age, or financial need) will be at the discretion of the Board President.

- The Board will plan in a timely fashion to insure that these expenditures are included in the budget.
- Board members and committees will follow established administrative practices regarding the submission of expenses for reimbursement and payment of bills for goods and services.

Section 8. Board/Executive Linkage

Board Linkages: The Board's sole official connection to the operational organization, its achievement and conduct will be through the District Executive. When there is a conflict of policies, programs, or priorities between the Board and the UUA, the Board shall consult with the UUA. Pending the resolution of the conflict, the District Executive shall take such action as the Board directs.

8.1 Accountability of the District Executive

- Recognizing that the organization's performance is exclusively from the District Executive's performance, the District Executive is the Board's only link to operational achievement and conduct.
- The Board will refrain from evaluating, either formally or informally, any staff other than the District Executive.
- The Board will view the District Executive's performance as identical to organizational performance, so that the organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful District Executive performance.
- Through its work, the District Executive gains knowledge to which the Board does not have access. The Board will develop policies instructing the District Executive to keep the Board informed of trends and developments in faith movement and in the UUA that the District Executive gains through his/her work and that may inform the work of the Board.

8.2 Delegation to the District Executive

- The Board will instruct the District Executive through written policies that describe the organization's Ends to be achieved and organizational situations and actions to be avoided, allowing the District Executive reasonable interpretation of these policies.
- The Board will develop policies instructing the District Executive to achieve certain results for the congregations of the District within the budget. These are the Ends policies.
- The Board will develop policies that limit the latitude the District Executive may exercise in choosing the organizational means. These are District Executive Limitation policies.
- As long as the District Executive uses any reasonable interpretation of the Board's Ends and District Executive Limitations policies, the District Executive is authorized to establish all further policies, make all decisions, and take all actions that flow from these initial policies. The Board will judge both the reasonableness of the interpretation and whether data demonstrate accomplishment of the interpretation.
- The Board may change its Ends and District Executive Limitations policies, thereby shifting the boundary between Board and District Executive domains, but as long as a policy is in place, the Board will respect and support the District Executive's choices.
- Given that the District Executive is the Board's only link to operational activity, Board requests for services from the staff will only be made through the District Executive.
- The District Executive may not enter into any grant or contract arrangements without Board approval, except for office equipment so long as the amount is budgeted or does not cause total expenses to go over budget.

8.3 Unity of Control

- Only decisions of the Board, acting as a body, which are formally communicated by the chair or authorized representative are binding on the District Executive.
- Decisions or instructions of individual Board members, officers, or committees are not binding on the District Executive except in rare instances when the Board has specifically authorized such exercise of authority.

- In the case of Board members or committees requesting information or assistance without Board authorization, the District Executive can refuse such requests that require, in the District Executive’s opinion, a material amount of staff time or funds, or are disruptive.

8.4 Monitoring

The Board will systematically, regularly, and rigorously monitor the DE's performance. The evaluation will be solely against the Ends and Executive Limitations policies. Accordingly:

- Monitoring data can be:
 - Internal: An internal report from the DE.
 - External: A report from a disinterested third party that the Board selects.
 - Direct: An inspection by the Board.
 - The criteria for monitoring are the DE's interpretations of the Board's policies.
 - Monitoring Schedule:
 - All policies that instruct the DE will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. Non-compliance, if applicable, shall be reported at every board meeting.

Policy	Method	Frequency	Board Mtg.
Communication & Support of Board	Internal	Annual	April
	Direct	Bi-annual	April, odd yrs.
Strategic Plan	Internal	Annual	July
Emergency DE Succession	Internal	Annual	April
Treatment of TJD Congregations & Their Constituents	Internal	Annual	October
Treatment of Staff	Internal	Annual	October
Compensation & Benefits	Internal	Annual	February
Financial Planning & Budgeting	Internal	Annual	February
Financial Conditions & Activities	Internal	Bi-monthly	Board mtgs.

Policy	Method	Frequency	Board Mtg.
Audit	External	Annual	October
Asset Protection	Internal	Annual	October
Ends Policy	Internal	Bi-monthly	Board mtgs.
Healthy Congregations (Policy Sections 1-3)	Internal	Annual	October
Healthy Congregations (Policy Sections 4-7)	Internal	Annual	October
Diverse Congregations	Internal	Annual	January
Growing Congregations	Internal	Annual	July
	Internal	Annual	April

Section 9.UUA and District Linkage

The Board, on behalf of the congregations of the Thomas Jefferson District, will be in right relationship with the Administration of the UUA.

- The UUA and the TJD co-employ the District Executive and other staff member(s). Accordingly, the UUA requires that:
 - The Board allow co-employed staff members to accomplish tasks and goals set forth by the UUA.
 - The Board participate in the evaluation process set out by the UUA for the District Executive only. (The Board designates the District Executive, as CEO, to participate in this evaluation process for all other co-employed staff members.)
 - The Board participate in the hiring and firing of the District Executive only. (The Board designates the District Executive, as CEO, to participate in the hiring and firing of all other co-employed staff members.)
 - The Board communicate clearly with the District Executive and the UUA about what needs to be accomplished in the District at what cost by co-employed staff members through its Ends Policies. This communication is to be used by the District Executive and the UUA in setting goals for each co-employed staff member.

- The Board communicate clearly, promptly, and directly with the UUA in cases of conflict between the Board and the District Executive.
- The Board ensure clear, prompt, and direct communication with the UUA in cases of conflict concerning other co-employed staff.
- **The TJD and the UUA co-employ the District Executive and other staff member(s).** Accordingly, the Board expect that:
 - The UUA stay in right relationship with the District and honor all fiduciary responsibilities and contracts with co-employed staff in a timely manner.
 - **The UUA allow co-employed staff members to accomplish the work of the District as defined by its Ends Policies.**
 - **The UUA provide clear guidance about what the UUA needs accomplished at what cost by co-employed staff members in both the long and short term for:**
 - **the use of the Board in setting Ends Policies, and**
 - **the use of the District Executive in setting goals for each co-employed staff member.**
 - The UUA communicate its vision and goals clearly to the Board and the District Executive for:
 - **the use of the Board in setting Ends policies, and**
 - the use of the District Executive in setting goals for each co-employed staff member.
 - The UUA communicate clearly, promptly, and directly with the Board in cases of conflict between the UUA and the District Executive.
 - The UUA communicate clearly, promptly, and directly with the District Executive in cases of conflict between the UUA and any other co-employed staff member. The District Executive may not fail to promptly inform the Board of any such conflict.
- Resolution of Conflicts between the TJD and the UUA
 - When there is a conflict between the Policies of the TJD and the UUA, the UUA and the Board communicate clearly about the conflict, attempt to find a mutually acceptable solution which addresses each party's concerns, and seek independent advice and/or mediation if needed.

Section 10. District Linkage with Sources of Authority and Accountability

The Board will be in right relationship with our sources of authority and accountability as defined in Section 6. Congregational board presidents, ministers, and religious educators usually represent these sources of authority and accountability. The responsibility of the Board is to provide the link between the District leadership and our sources of authority

and accountability. Accordingly:

- The Board will meet with our sources of authority and accountability several times per year, including the annual District Meeting.
- The Board will use available technology to link with these sources regularly.
- The Board will attempt to link with the leadership of all congregations by the above means within a two year cycle.
- Information provided by our sources of authority and accountability that relates to district policies shall be discussed by the Board during regular business meetings.
- Information provided by sources of authority and accountability that relates to district operations shall be provided to the District Executive as appropriate.

Section 11. Executive Limitations

The Thomas Jefferson District Executive shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of our Unitarian Universalists principles or of commonly accepted fiscal, business and professional ethics and practices.

11.1 Relationship to the Thomas Jefferson District Board of Directors

The District Executive shall not cause or allow the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the foregoing by this enumeration, the District Executive shall not fail to:

- Submit directly relevant data required by the Board to monitor Board policies in a timely, accurate, and understandable fashion.
- Submit unbiased decision information required by the Board
- Apprise the Board of any significant incidental information it requires concerning; e.g.,
 - anticipated media coverage,
 - threatened or pending lawsuits, and
 - material internal and external changes.
- Let the Board be unaware of relevant trends at either the UUA level or the TJ District level.

- Properly retain official Board documents.
- Advise the Board if, in the District Executive's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, being particularly sensitive to Board behavior that is detrimental to the working relationship between the Board and the District Executive.
- Advise the Board when, in the opinion of the District Executive, one or more policies ought to be adopted, abolished or modified.
- Provide a workable mechanism for official Board, officer, or committee communications.
- When addressing official business, deal with the Board as a whole except when
 - fulfilling individual requests for information or
 - responding to officers or committees duly charged by the Board.
- Submit to the Board on an annual basis planned priorities for the coming year.
- Work with the Board in planning and convening all meetings involving the Board and staff.
- Supply for the Board's agenda, along with applicable monitoring information, all decisions delegated to the District Executive yet required by law, regulation, bylaws, or contract or to be Board-approved, along with the monitoring assurance pertaining thereto.
- Apprise the Board of the duties which the UUA expects the District Executive to discharge or any changes in those duties.
- Apprise the Board of any material criticism from any source known to the District Executive concerning the discharge of the duties of the District Executive.

11.2 Financial Policies

i) Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to

be derived from a multiyear plan. Therefore, the DE shall not allow budgeting that:

- Contains too little information to enable credible projection of revenues and expenses, cash flow, and disclosure of planning assumptions.
- Plans the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period.
- Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

ii) Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the District Executive shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in the Ends policies. Therefore, the District Executive shall not:

- Expend more total funds in any given fiscal year than have been budgeted, unless authorized by the board.
- Indebt the organization beyond amounts repayable within the fiscal year from budgeted funds.
- Use restricted reserves for purposes unrelated to those for which they are designated.
- Fail to settle payroll, payroll or other applicable taxes, and debts in a timely manner.
- Fail to secure tax exemptions whenever and wherever practicable.
- Make a single purchase or commitment of greater than \$5000 without consulting the Board (excluding Chalice Lighter grants).
- Acquire, encumber or dispose of real property.
- Fail to pursue receivables aggressively, apart from APF dues, after a reasonable grace period.
- Fail to maintain adequate records or pursue appropriate payments of full fair share district dues or APF.
- Reduce or allow unrestricted cash to drop below a safety reserve equal to six months projected annual expenditures, or three months projected annual expenditures in the case of an emergency with board notifications.
- Establish any banking or investment accounts without prior permission from the Board Treasurer.
- Permit more bank accounts to be used than are strictly necessary for efficient operation and control.
- Allow any bank accounts to be kept without proper accounting for all funds, including an annual external audit.
- Allow any grant making body within the TJD to function without adequate policies, and procedures, and accounting controls in place to ensure fairness, effectiveness, and fiscal responsibility in their process.

- Allow funds to be raised in the District's name or to support District activities without proper oversight of:
 - The procedures used to raise the funds.
 - The timing of the fundraising activity with consideration of conflicts with other fundraising activity, including but not limited to the District and UUA Fair Share campaigns and other special funding requests.
 - The accounting of funds raised to ensure that monies are properly included in the overall TJD accounts, whether they are earmarked for a special purpose or not.

iii) Asset Protection

The DE shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked. Therefore the DE shall not:

- Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to Board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
- Allow unbonded personnel access to material amounts of funds.
- Subject plant and equipment to improper wear and tear or insufficient maintenance.
- Unnecessarily expose the organization, its Board, or its staff to claims of liability.
- Make any purchase:
 - Wherein normally prudent protection has not been given against conflict of interest.
 - Of over \$1000 without having obtained comparative prices and quality.
 - Of over \$1000 without a stringent method of assuring the balance of long-term quality and cost.
 - Fail to protect intellectual property, information, and files from loss of significant damage.
 - Receive, process, or disburse funds under controls that are insufficient to meet generally accepted accounting principles (GAAP).
 - Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.
 - Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

11.3 Treatment of Congregations

With respect to interactions with current and potential member or affiliated congregations, the District Executive shall not cause or allow conditions, procedures, or decisions that are unsafe, unnecessarily intrusive, or that are not just, equitable and compassionate. Additionally, the District Executive shall not allow treatment or interactions that

- Fail to provide appropriate confidentiality or privacy.
- Fail to establish with congregations at the time a service is requested, a clear understanding of the scope of the service offered and how it meets the communicated needs of the congregation
- Deny service to congregations based on size, location, financial stability, membership make-up or special needs.
- Fail to be inclusive, culturally sensitive, non-oppressive and non-racist.
- Constitute sexual harassment or verbal, emotional or physical abuse.
- Treat any congregation with discourtesy or disrespect, nor fail to welcome those who are seeking a spiritual home.

11.4 Treatment of Individuals

With respect to current and potential recipients of organization services or paid and volunteer staff, or members of constituent congregations in the District, the District Executive shall not cause or allow actions that are not just, equitable and compassionate. Additionally, the District Executive shall not allow treatment or interactions that

- Fail to provide appropriate confidentiality or privacy.
- Fail to establish with service recipients at the time a service is requested a clear understanding of the scope of the service offered.
- Collect information from service recipients for whom there is no clear necessity, and not give individuals the opportunity to choose whether their personal data may be used in ways unrelated to the purposes for which it was originally collected.
- Deny access to those with special needs.

- Fail to be inclusive, culturally sensitive, non-oppressive and non-racist.
- Constitute sexual harassment or verbal, emotional or physical abuse.
- Treat anyone with discourtesy or disrespect, nor fail to welcome those who are seeking a spiritual home.

11.5 Treatment of Staff

With respect to the treatment of paid and volunteer staff, the District Executive shall not cause or allow conditions that are unsafe, unfair, disorganized or unclear. The District Executive shall not fail to apply the standards of the Thomas Jefferson District mission and ends to interactions with staff. Additionally, the District Executive shall not operate without written personnel policies that

- Protect staff or volunteers from unsafe or unhealthy conditions.
- Clarify personnel rules for staff.
- Prohibit discrimination (as defined by city, state, and federal laws) among existing or potential staff/volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.
- Prohibit discrimination against any staff member or volunteer for non-disruptive expression of dissent.
- Provide for internal handling of grievances.
- Allow staff to bring grievances to the board when
 - Internal grievance procedures have been exhausted.
 - Staff alleges that board policy has been violated to his or her detriment.
- Acquaint staff with their rights as defined by personnel policies and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal and/or discriminatory reasons.
- Prepare and keep current job descriptions for all paid and significant volunteer staff positions of the Thomas Jefferson District.
- Recruit staff in an open and equitable manner based on candidates'
 - Skills needed for position
 - Commitment to the relevant Ends
 - Ability to work as a team member

11.6 Compensation and Benefits

With respect to employment, compensation and benefits to staff, employees, consultants, contract workers and volunteers, the District Executive shall not cause or allow jeopardy to fiscal integrity or public image or disregard equitable, just, nondiscriminatory and legal employment practices. Additionally, the District Executive shall not:

- Change his or her own compensation or benefits.
- Promise or imply permanent or guaranteed employment.
- Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed or the UUA guidelines.
- Create compensation obligations over a longer term than revenues can be safely projected, and in all events subject to losses in revenue.
- Fail to communicate current and proposed compensation and benefits.

11.7 Emergency Succession Planning

In order to protect the Board from sudden loss of District Executive services, the District Executive shall not fail to prepare and keep current an Emergency Succession Plan which is communicated to the Board of Directors.

BYLAWS OF THE THOMAS JEFFERSON DISTRICT
UNITARIAN UNIVERSALIST ASSOCIATION

ARTICLE I – Name

The name of this organization shall be “The Thomas Jefferson District of the Unitarian Universalist Association” (TJ District).

ARTICLE II – Purposes

The purpose of this organization shall be:

1. To cultivate cooperative relationships among member congregations and their constituencies;
2. To promote the religious life of these congregations;
3. To assist member congregations to carry on active and effective programs within their respective communities;
4. To foster liaison between the member congregations and the Unitarian Universalist Association.
5. To extend and promote Unitarian Universalism in the district;
6. To provide and share resources, leadership, and training;
7. To raise sufficient funds to finance such activities.

Comment [DMR3]: Align with Ends Statements or mission?

ARTICLE III – Membership

Section 1. Membership in this organization shall be comprised of churches and fellowship within this District that are affiliated with the Unitarian Universalist Association (UUA).

Section 2. This District shall be composed of churches and fellowships in the general area of Georgia, North Carolina, South Carolina, Tennessee, and Virginia.

Comment [DMR4]: Section 2 necessary?

ARTICLE IV – Representation

Each affiliated member congregation shall be entitled to the number of delegates determined as follows: the number of delegates shall be equal to the number of certified members of the congregation divided by fifty, plus one delegate for each fraction remaining; provided that each congregation shall be entitled to at least two delegates. There shall be no maximum number of delegates permitted to any congregation. (See box below for illustration)

Each settled minister in the T.J. District also shall have one (1) vote.

Congregational Size	Number of Delegates
01-100	2
101-150	3
151-200	4
201-250	5
251-300	6
301-350	7
351-400	8
401-450	9
451-500	10

501-550	11
551-600	12
601-650	13
651-700	14

ARTICLE V – Congregational Authority

Section 1. The Annual Meeting of this organization shall be held at a time and place to be determined by the Board of Directors. The Board of Directors shall supervise the planning of the schedule, agenda, and program for the Annual Meeting of the District.

Section 2. A special meeting of the delegate assembly may be called by the Board of Directors and shall be called at the written request of not less than five (5) member congregations. At any special meeting only that business for which the meeting is specifically called and which has been stated in the notice calling the meeting shall be acted upon.

Section 3. The Secretary shall cause to be sent notice of any meeting to the president and secretary and minister, where applicable, of each member congregation not less than sixty (60) days prior to the time of the meeting.

Section 4. At all meetings those entitled to vote shall be the officers and directors of this organization and the delegates from each member congregation, as provided in Article IV.

Section 5. Twenty percent (20%) of the eligible delegates representing twenty-five percent (25%) of the member congregations shall constitute a quorum.

Section 6. At the discretion of the chair, the privilege of the floor shall be extended to those in attendance who are not voting delegates.

Section 7. Any duly constituted delegate assembly of the District shall be the final authority in all policy and budgetary matters. A majority vote of those present and voting is required for all decisions of the assembly, except as provided in Article XIII and XV.

Section 8. Annual or special meetings of the District may adopt rules of procedure for the conduct of such meetings, provided said rules are not inconsistent with these Bylaws. The rules contained in the current edition of Robert’s Rules of Order Newly Revised shall govern District meetings in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any rules that may be adopted hereunder.

ARTICLE VI – Board of Directors

The general direction of the affairs of this organization and the general powers necessary for exercising such direction, together with powers to adopt all needful measures for promoting the interests of this organization, shall be vested in the Board of Directors, subject to annual review by the member congregation delegates.

Comment [DMR5]: Need provisions for recall?

Comment [DMR6]: Revise language to align with PG?

Section 1. The Board of Directors shall consist of the President, Vice-President,

Secretary, Treasurer, The District Executive, the District Trustee, and six (6) Directors. The District Executive and District Trustee serve without vote.

Section 2. The President, Vice-President, Secretary, and Treasurer are elected biannually. The President and Vice-President shall be elected and begin their terms in even-numbered years, and the Secretary and Treasurer shall be elected and begin their terms in odd-numbered years, beginning with the 1988 election. Six (6) Directors are elected to 3-year terms, with two expiring terms to be filled each year. The President, Vice-President and Secretary may serve no more than two successive full terms in addition to any partial terms which may have been served in the same office. The Treasurer may serve no more than four successive full terms. None of the six (6) Directors may serve more than two successive full terms.

Section 3. Members of the Board of Directors, except for the District Executive and District Trustee, shall be elected at an annual meeting, shall assume office at the beginning of the new fiscal year, and shall serve their specified term or until their successors are elected and qualified.

Section 4. In the event that any directors shall not be present at any two [2] successive meetings of the Board of Directors, that director is automatically removed from office upon the adjournment of the second such meeting, and the office becomes vacant, unless the Board by a majority vote, reinstates said board member within thirty [30] days. The secretary shall be charged with the responsibility of providing an accurate record of attendance at each board meeting. The Board is charged with the responsibility of appointing an interim director to the vacated office, who shall serve until the next Board of Directors election.

Section 5. Except in the case of the President, vacancy in any office, election to which is vested in the annual meeting, shall be filled by the Board of Directors until the next annual meeting, at which time an election will be held to fill the vacancy. A vacancy in the office of the President shall be filled as provided in Article VII, Section 2.

Section 6. The Board shall meet at least twice each year. Meetings shall be called by the President and must be called upon request of three (3) members of the Board. Notices shall be sent to members at least ten (10) days prior to the time of the meeting. The sole exception to the requirement of the ten days' notice is in order to reconvene the Board for a vote of reconsideration for a Director who has been removed for failure or inability to attend as enumerated in Article VI, Section 4. Six (6) voting members of the Board shall constitute a quorum. A report of the actions of the Board of Directors shall be submitted promptly to all member congregations and to the annual meeting of this organization.

Section 7. The Board of Directors is authorized to delegate its responsibilities for the administration of District affairs to an Executive Committee composed of the President, Vice-President, Secretary, and Treasurer with the District Executive as an ex officio nonvoting member. If a voting member of the Executive Committee is unable to attend a committee meeting, the President shall call upon the most senior member of the Board of Directors to serve as a voting member for the duration of said meeting. If more than one member of the Executive Committee is unable to participate in a meeting, the next senior member(s) of the Board of Directors shall be assigned as a voting member for the duration of said meeting. No Executive Committee meeting shall be held with less than

four (4) voting members.

Comment [DMR7]: Revise language to align with PG?

ARTICLE VII – Duties of Members of the Board of Directors

Section 1. The President shall preside at all meetings of this organization and of the Board of Directors and shall appoint all committees not elsewhere provided for.

Section 2. The Vice-President, in the absence or disability of the President to serve, shall be vested with the powers of the President and shall perform the duties of the President.

Section 3. The Secretary shall cause notice to be given of all meetings of this organization and of the Board of Directors; shall keep a complete record of the proceedings of such meetings; shall include in the notice and call of any annual meeting (a) the proposed budget for the succeeding fiscal year and (b) the report of the Nominating Committee. The Secretary shall advise individuals of their election to office or appointment to any committee.

Section 4. The Treasurer shall be responsible for all monies collected under the authority of this organization and shall give proper receipts therefore; shall pay all orders which may be drawn by the Board of Directors; and shall keep faithful accounts of such transactions, which accounts shall become the property of the organization, and make timely reports of the financial status of the organization at least quarterly to the Board of Directors and annually to the membership-at-large.

Comment [DMR8]: Revise language to align with PG?

Section 5. The Board of Directors, or the Executive Committee acting for the Board, shall have the following specific responsibilities:

- a. Prior to each annual meeting and after receiving recommendations for its officers and committee chairpersons, it shall prepare for submission to the annual meeting a proposed annual budget of sufficient proportions to permit the effective operation of the program and services of the organization to its member congregations in the succeeding fiscal year. Copies of the proposed budget shall be included in the call and notice of said annual meeting.
- b. It shall be responsible for the raising of funds required to meet the operating budget of the organization and for the control of budget expenditures as authorized by the Annual or special meetings of the organization.
- c. It shall authorize disbursements for the organization by orders to the Treasurer. The Board shall establish rules covering travel expenses.
- d. It shall appoint an auditor whose duties it shall be to examine and audit the accounts of the Treasurer and to report to the annual meeting as to their correctness.
- e. It shall have power to employ personnel as needed and as provided for in the annual budget.
- f. It shall appoint annually a Credentials Committee as provided in Article XII, Section 3.
- g. It shall provide for protection of the physical and financial assets of the organization through proper insurance coverage, bonding of employees and/or other means as may be deemed appropriate.

Comment [DMR9]: Revise language to align with PG?

Section 6. The above enumerated duties or parts thereof, with the exception of Section 5d (Audit) and Section 5f (Credentials), may be delegated to the District Executive through a specific delegation of authority approved by the Board of Directors

Comment [DMR10]: Refer to policy manual?

or by Board approval of its written policies that contain such delegations.

ARTICLE VIII – District Executive

Section 1. The District shall employ the services of a District Executive jointly with the UUA. The relationship of the District and its Executive Board to the District Executive shall be in accordance with the policies of the Unitarian Universalist Association of Congregations.

Comment [DMR11]: Revise?

Section 2. The District Executive is expected to attend the District Board Meetings as an ex-officio member without vote of the TJ District Board and its Executive Committee. Additionally, the District Executive shall serve as ex-officio member without vote of all District Committees, with the exception of the Nominating Committee. The District Executive will attend as many of the meetings of the committees as time and travel schedule permit.

Comment [DMR12]: Revise?

Section 3. The duties of the District Executive shall be specified by the District Board, in cooperation with the appropriate official of the UUA. They shall include the maintenance and operation of a District office. The District Executive shall have direct supervisory responsibility for all non-professional employees of the District, including those whose work occurs in the District office.

Comment [DMR13]: Revise?

Section 4. The duties or parts thereof enumerated in Article VII, Section 7, with the exceptions noted therein, shall be the responsibility of the District Executive as approved from time to time by the Board of Directors or their written policies.

Comment [DMR14]: Should this be Section VI? Section 7 doesn't exist in Article VII

ARTICLE IX – Southeast Unitarian Universalist Summer Institute

Section 1. The Board of Directors shall appoint two members to the Board of Trustees of the Southeast Unitarian Universalist Summer Institute (SUUSI).

- a. Each such appointment shall be certified in writing to the Secretary of SUUSI by the Secretary of the District.
- b. An appointment and certification shall be made prior to the Summer Institute at which the terms of a previous appointee will expire. The Board shall also fill any vacancies which occur for the balance of the unexpired terms.
- c. The appointed trustee shall take office at the beginning of the program year following his /her selection and certification, and shall serve for terms of three years, or until a successor is selected and certified. NO trustee shall serve more than two consecutive three-year terms. For the purposes of determining length of service on the SUUSI Board, a partial term shall not count as a full term.
- d. Each SUUSI Trustee representing the District shall reside in the District and shall be a member of a member congregation of the District.
- e. SUUSI Trustees shall attend all Summer Institutes and all annual meetings of the SUUSI Board held during their terms of office. If a Trustee fails to attend any of said meetings, the Trustee may be disqualified and the position be declared vacant by the action of the SUUSI Board.

Section 2. Amendments. The SUUSI Bylaws may be amended by a 2/3 vote of the SUUSI Board, followed by ratification by the governing bodies of each of the districts associated with SUUSI.

Comment [DMR15]: Delete?

ARTICLE X – UUA General Assembly Agenda

Any duly called delegate meeting of the District at which a quorum is present may submit resolutions, including proposed amendments to UUA Rules or By-laws and

Study/Action Issues for Social Justice, to the UUA General Assembly Planning Committee for inclusion in the Tentative Agenda of the General Assembly.

The Board of Directors shall remind the member congregations of all the procedures by which resolutions may be placed on the UUA General Assembly Tentative Agenda, and encourage their participation in these procedures.

Comment [DMR16]: Delete?

ARTICLE XI – Committees

The program of this organization shall be administered through committees appointed by the Board of Directors, an Executive Committee acting for the Board of Directors, or the Annual Meeting.

Section 1. The Executive Committee assumes the responsibilities of the current Personnel Committee, assigning them to ad hoc committees as needed. These responsibilities include: overseeing and implementing the Board Personnel Policy; appointing and serving as a resource for search committees; proposing benefit packages for District staff to the Finance Committee prior to the Winter Board meeting; preparing an annual performance review of the District Executive in cooperation with the UUA Director of District Services; and handling any personnel conflicts or disputes that might develop.

Comment [DMR17]: Revise to align with PG?

Section 2. There shall be a Nominating Committee of five (5) persons serving two year terms. Three (3) members shall be elected at Annual Meetings held in even numbered years; two (2) members shall be elected at Annual Meetings held in odd numbered years. No person shall serve more than two consecutive full terms. An appointment to fill a vacancy for one year or less shall not be counted as a full term. The President shall designate one of the members as the Chairperson Pro-tem, but the five members shall elect their own permanent chairperson. The Nominating Committee shall present at least one nomination for each office to be filled by election at the Annual Meeting. The report of the Committee shall be submitted to the Secretary at least seventy (70) days prior to the Annual Meeting, and copies shall be included in the call and notice of the Annual Meeting.

The Nominating Committee is directed to give consideration in its nominations to providing a Board of Directors and a Nominating Committee that provide geographic area representation, that are representative of the entire constituency, and that are experienced in district affairs.

Section 3. There shall be a Liaison Committee, chaired by the Vice-President, which shall consist of: Board members and others appointed by the Board or by the Committee Chairperson. Committee members shall be assigned to designated geographical areas of the District. The basic function of the Committee shall be to facilitate two-way communication between the Board and the member congregations, state conferences, cluster groups, and individuals in the District. Such communications shall include promoting support of the UUA Annual Fund and district dues, encouraging participation in district, sub-district, and denominational programs, and bringing to the Board concerns of member congregations, sub-district groups, and individuals in the District.

Comment [DMR18]: Delete?

Section 4. There shall be a Credentials Committee of not less than three (3) members. This committee shall be appointed by the Board of Directors not less than twenty-one (21) days prior to the Annual Meeting, or concurrent with the collection of credentials at special meetings. The Credentials Committee shall be responsible for the

elections and balloting procedures at the annual and special meetings of this organization, and shall make such reports to each meeting as the meeting or the Secretary shall prescribe. The Credentials Committee shall also serve as tabulators of all votes for the District Trustee election and shall report their findings to the Board Secretary. The Credentials Committee shall make certain that the number of votes counted for each congregation is that to which the congregation is entitled. If a congregation has made an error in the number of votes recorded, the Credentials Committee is authorized to make proportional adjustments.

Section 5. There shall be a Finance and Stewardship Committee which will include the Treasurer, the Vice-President, the Annual Program Fund Chair and the District Dues Coordinator. Other members shall be appointed as needed. The purpose of this committee shall be: 1) to draft the annual operating budget for submission to the Board for their consideration; 2) to develop income and other financial projections and to make recommendations as indicated to the Board; 3) to develop fund-raising options; 4) to share expertise and resources with member congregations; 5) to distribute information to member congregations concerning Annual Program Fund and District funding processes; and 6) to advise the District Board on the Stewardship Program.

Comment [DMR19]: Revise to align with PG?

Section 6. The duties of the committees shall be those specified by the Board of Directors or the Annual Meeting in addition to those specified in these By-laws. Each committee shall make a report to the Annual Meeting.

ARTICLE XII – DISTRICT TRUSTEE

The District Trustee shall be nominated and elected in accordance with provisions of the Bylaws of the UUA. Amendments to the UUA Bylaws affecting District Trustee nominations and election procedures shall take precedence over the provisions of this article. [The Board of Directors is charged to make any and all changes necessary to bring this bylaw into compliance as soon as practicable.] For the purpose of this article, active member congregations are those which are qualified to send delegates to the General Assembly.

Comment [DMR20]: I think this entire article should be shortened and reference a separate policy statement. It will shorten the by-laws by 3 pages!

Section 1. The Thomas Jefferson District shall nominate and elect a member of a member congregation of the District as a Trustee to the UUA Board of Trustees for a four-year term. [Said elected member must be a member in good standing of their congregation throughout their term of office and must satisfy any other requirements for said office specified by the Bylaws of the Association.]

Section 2. See Table 2 for the calendar dates for the nomination, election, and certification of the TJD Trustee.

a. No later than November 1 of the year preceding the Trustee election interested members of congregations shall submit a letter of interest and a resume of contributions and accomplishment within our faith community to the Nominating Committee of the TJD. If no interested member of a congregation comes forward, the Nominating Committee is charged with recommending a candidate.

b. On or before January 1 of the year of the election of the Trustee the Nominating Committee of the District shall have met and reviewed the qualifications of the candidates for the office of Trustee and established an election slate of one or more candidates. Said slate shall be sent to member congregations the first week of January of the year of election.

c. Additional nominations may be made by member congregations acting in accordance with their congregational polity at an annual or special meeting or meeting of congregational board. The nominations must be submitted to the Nominating Committee on or before March 15 of the year of the Trustee election. Said nominations shall be signed by the congregational minister or congregational president and submitted on congregational letterhead. No nominee shall be placed on the ballot unless he has been nominated by three (3) member congregations.

d. As soon as possible after March 15 of the year of the Trustee election the Secretary of the District shall prepare a ballot which shall show the names of all persons duly nominated and the congregation of which each nominee is a member. One such ballot shall be sent to each member congregation of the District. Neither the ballot nor any other official publication distributed after the close of nominations shall specify the manner in which any nominee was nominated.

Section 3. In the election of the Trustee of the Association each member congregation shall be entitled to cast a number of votes equal to the number of delegates which it is entitled, under the Bylaws of the UUA, to send to the General Assembly. See Table 1.

a. Each congregation may cast all of their votes for one nominee or the congregation may cast their votes proportional to the individual votes cast by the congregation. Only whole number votes may be cast; fractional voting will invalidate congregational ballot.

b. Each congregation shall vote for candidates at a congregation meeting in line with their polity. The names of the duly nominated candidates shall be presented to this meeting and the vote shall be taken by written ballot or show of hands as each congregation shall determine.

c. The secretary, clerk, or other principal officer of each congregation shall then fill in and certify the official ballot of the congregation, indicating the votes cast for each candidate. The results shall be sent to the Secretary of the District in the official envelope provided. Said envelopes shall remain sealed until the Tellers Committee of the TJD meets on May 1 of the year of election to tally the votes. All ballots must be in the hands of the Secretary of the TJD by May 1.

d. Upon opening the ballot, the Tellers Committee shall first ascertain that the requirements for election have complied with. No fractional votes or write-ins will be accepted; neither will that ballot be counted. After the ballots are counted, the new Trustee will be the candidate who receives the greatest number of votes cast. In the event of a tie vote the TJD Board shall meet within ten days of the election to vote by secret ballot to elect one of the two or more candidates tied for first place. The person elected shall have the greatest number of votes cast by the TJD Board. The candidates and the congregations shall be informed of the final tally of votes as soon as possible. Individual votes by congregation may be obtained by sending a formal request by the congregational minister or congregational president on congregational letterhead to the Secretary of the TJD within ten days of the announcement of election results.

Section 4. The tabulation of ballots is configured in Article XI, Section 3, and certification to the UUA Secretary follows.

Section 5. The District Board shall adopt rules to carry out the purpose and intent of this article and to regulate the campaign activities of the candidates for Trustee and their supporters. Such rules shall be adopted on or before September 30 of the year preceding the Trustee election. Said rules may be amended by the TJD Board of Directors after that date. These rules shall govern such matters as individual and joint appearances of candidates before member congregations; the type and cost of campaign literature which may be mailed or otherwise distributed; and other similar matters.

Section 6. To implement and interpret the rules and to supervise the election campaign the TJD Board shall appoint an Election Supervision Committee of not less than three or more than five persons who may or may not be members of the Board of Directors. The members of the Committee shall be chosen for the experience and impartiality and be as representative as possible of the geographical area with the District and of the different types and sizes of member congregations. No member of the Committee shall publicly endorse or in any way take part in the campaign of any candidate. This Committee shall be appointed on or before September 30 of the year preceding the Trustee election.

Section 7. In the event the office of TJD Trustee to the UUA becomes vacant, the vacancy shall initially be filled by appointment of the Board of Directors of the TJD until such time as a special election to fill the vacancy shall be held. A special election shall be held within one year from the date of the vacancy if the vacancy occurs at a time when more than two years remain of the term of office and may be held if a lesser portion of the term remains if the District Board considers such a special election feasible and warranted by circumstances. The procedures of the special election shall be the same as those specified in this Article for a regular election except the election date shall be whatever the Board of Directors shall so designate. Said date shall be at least 160 days in advance of the ballot. A Trustee so elected shall take office immediately upon certification of the results of the special election by the Secretary of the TJD to the Secretary of the UUA and shall serve for the remainder of the term of office of the Trustee originally elected.

Section 8. No Trustee shall serve for more than two four-year terms or, if elected by special election, no more the one four-year term and the unexpired term of another.

Section 9. The Association Trustee shall carry out the duties and responsibilities of this position as set forth in the UUA Constitution and Bylaws to the best of her/his abilities and shall be responsible to the District by communicating to the Board and the member congregations the actions and activities of the UUA Board in ways which are most feasible within the limits the TJD budget dictates. The Trustee shall be a nonvoting member of the District Board and is expected to attend all Board meetings which are not in conflict with meetings of the UUA Board of Trustees.

ARTICLE XIII – General Provisions

Section 1. All members of the Board of Directors shall be members in good standing of one of the member congregations of this District. No person shall simultaneously hold more than one of the offices provided for in Article VI. Nor more than two members of the Board of Directors shall be members of one member congregation.

Comment [DMR21]: Move to section on BOD?

Section 2. The fiscal year of this organization shall be from July 1 to June 30.

Section 3. The annual budget of this organization shall be supported by dues from member congregations, together with such funds as it may secure from other sources. Dues shall be established by the Annual Meeting upon recommendation from....

ARTICLE XIV – Amendment

Section 1. The By-laws may be amended by a two-thirds (2/3) vote of the delegates present and voting at any annual or special meeting, provided that substance of the proposed change shall have been included in the call and notice of the meeting and copies shall have been sent to the presidents and secretaries and ministers, where applicable, of the member congregations at least sixty (60) days before the meeting for acting upon such changes.

Section 2. Bylaws amendments may be proposed and placed on the agenda of any Annual or special meeting in the following ways, subject to the notice and call requirements contained in Section 1 of this article and in Article VII, Section 3.

- a. Amendments may be proposed by the Board of Directors
- b. Any three (3) member congregations may propose amendments, provided the proposals, in identical language, are transmitted by these congregations to the Board of Directors prior to the meeting at which it plans the schedule, agenda, and program for the next Annual or special meeting.
- c. At any Annual Meeting or at any special meeting called for the purpose, proposed amendments may be placed on the agenda of the next Annual Meeting or special meeting by majority vote of those delegates present and voting.
- d. All amendments to the bylaws shall be accompanied by a Financial Impact Statement which has been researched by the Treasurer of the Board of Directors.

LAST AMENDED DURING THE MAY 2010
THOMAS JEFFERSON DISTRICT ANNUAL MEETING

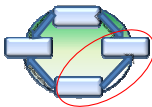
Comment [DMR22]: Other items needed?
 Conflicts of interest
 Indemnification
 Tax Exemption

Addendum 5



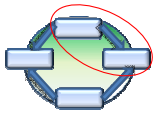
TJ District and The UUA

- The **Linkage Working Group** (of the UUA) has been the facilitator of much of the work.
- As the AI process with congregations kicks off, the Linkage Working Group is focusing on **feedback from non-congregational sources of authority**.
- Proposal:** The TJ District engages with the Linkage Working Group as a pilot for gathering feedback from non-congregational sources of authority.
 - Formal, intentional conversations with “elders”
 - “Elders” act, not as representatives of their respective congregations, but as other voices (sources of authority)



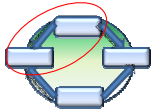
TJ District and Clusters (from the Orlando Platform)

- There is a **need to build strong “Clusters”** where congregations can build covenantal relationships of accountability.
- Districts have a special opportunity to **foster strong clusters** that are in relationship with one another and that hold each other accountable to our sources of authority.
- Districts, with strong support from Staff, are in a special position to **support these Clusters** to form covenants of relationship with each other, share resources, support each other, and consult with their congregational elders on common concerns.
- The District boards could evolve from their current role of providing programs or developing policies to being a **council of elders of the faith**. Elders in this context are individuals who are recognized for their leadership skills, spiritual maturity and who practice healthy congregation behavior without regard to their age.

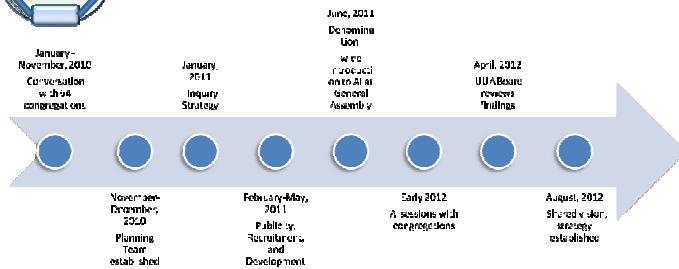


Congregations and Clusters
(from the Orlando Platform)

- Congregations create **good leaders**. Many of these leaders, are called to fulfill the larger Unitarian Universalist mission. We must provide a mechanism to hold, nourish, and respect our elders; allowing and aiding them to be of meaningful service to our faith.
- Our congregations have the ability to **create the change our faith calls us to see** in the world only if they are in relationship with one another and are held accountable to each other.
- A Cluster can be defined along **geographical or affinity lines** to enhance the lateral relationships between congregations.
- Clusters can **formalize cooperation and share skills and knowledge** on congregational life issues such as growth, leadership development, or stewardship. The elders are ideal candidates to lead/contribute to such efforts



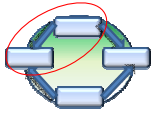
Congregations and the UUA – Appreciative Inquiry



Appreciative Inquiry Linkage Project goals:

- Deepen the UUA’s understanding of congregations’ values and aspirations
- Develop a compelling shared vision for the denomination’s future, which will shape and direct strategic and operation decisions going forward

*References:
<http://board.blogs.uua.org/2011/01/07/what-were-they-thinking/>
<http://www.uuworld.org/news/articles/174076.shtml#>
http://www.uua.org/documents/boardtrustees/101112_cba_prop_itr.pdf



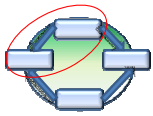
Congregational Sources of Accountability and Authority

•Congregational Sources

- Member congregations of the Unitarian Universalist Association
- Emerging congregations

•Non-congregational Sources

- The Spirit of life, love, and the holy
- The heritage, traditions, and ideals of Unitarian Universalism
- Current and future generations of Unitarian Universalists
- Historically marginalized people/communities



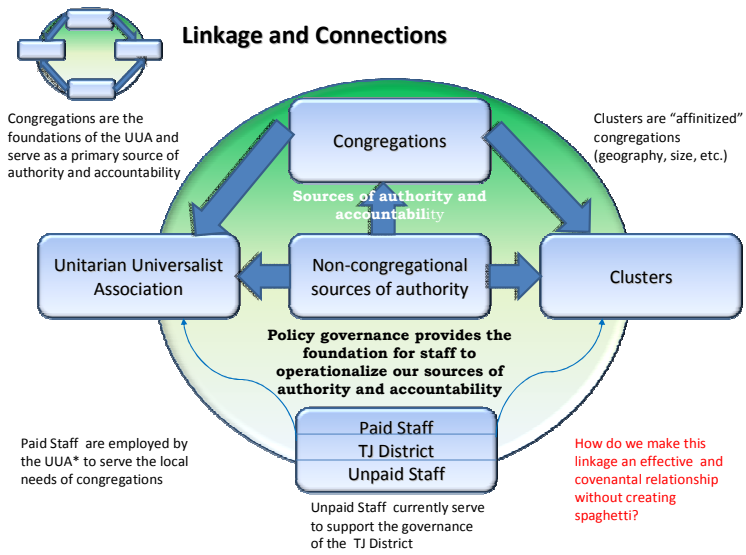
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HOLSTON VALLEY
UNITARIAN UNIVERSALIST CHURCH

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The Board of Trustees of Holston Valley UU Church
Mr. Charles Mattioli, President of the Board
The Reverend Jacqueline Luck

Jim Key, President of the Thomas Jefferson District Board of Trustees
Annette Marquis, District Executive of the Thomas Jefferson District of the UUA

To Whom It May Concern:

This letter is to inform you that the Board of Trustees of Holston Valley Unitarian Universalist Church voted at its November 2010 meeting to request another district vote concerning the renaming of the Thomas Jefferson District and to "sign" our endorsement of a petition by District UU Congregations requesting that vote. It is thought that the vote will be taken at the Spring 2011 Annual Meeting: April 30 -May 1 at the Eno River Congregation in Chapel Hill, N.C.

Please forward this as needed to record HVUUC as part of the petition.

Yours in faith, *Charles Mattioli*

Charles Mattioli, President of the Board of Holston Valley UU Church

Michael Jones, Past President *Michael Jones*

Jo Ann Medlin, Vice President *Jo Ann S. Medlin*

Frank Shuler, Treasurer *Frank Shuler*

Louise Mayo, Secretary *Louise Mayo*

Scott Lavoie, Programs *Scott Lavoie*

Lynn Byrd, Facilities *Lynn Byrd*

Richard Boyd, Stewardship *Richard Boyd*

The Reverend Jacqueline Luck
Holston Valley UU Church, Serving the Tri-Cities of Northeast Tennessee
423-677-8710

Rev. Jacqueline Luck

cc: Jim Key, President of the Board of Trustees
Annette Marquis, District Executive of TJD

Annette Marquis Memberships

