



# UNITY CHURCH-UNITARIAN

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*The mission of Unity Church  
is to engage people  
in a free and inclusive  
religious community  
that encourages lives of  
integrity, service and joy.*

## **142nd Annual Meeting of the Congregation Saturday, November 16, 2013 • 10:00 a.m. Meeting Agenda**

Convening of Meeting

Hymn #318: We Would Be One

Invocation and Bond of Fellowship (read in unison, all standing)

*As those who believe in religion,  
As those who believe in freedom, fellowship, and character in religion  
As those who believe that the religious life means the thankful,  
trustful, loyal and helpful life, and  
As those who believe that a church is a community of helpers,  
wherein it is made easier to lead such a life;  
We join ourselves together, name, hand, and heart  
as members of Unity Church*

William Channing Gannett March 9, 1879, adapted

Adoption of Robert's Rules of Order

Election of Parliamentarian

Approval of the Minutes of November 17, 2012

In Memoriam

Congregational Business

- Ministries
  - Presentation of the Annual Report
- Trustees
  - Remarks on 2012-2013 Board Activities
  - Executive Team Composition Study: Summary and resolution for by-law change
  - Election of New Trustees
- Budget 2014 Presentation
  - Approval of 2014 Budget

Presentation of Ends Statements for 2014-2018

Words of Thanks from Board to Executive Team and Staff

Acknowledgment of Outgoing Board Members

Announcement of Board Officers for 2014

Closing

**141st Annual Meeting of the Congregation  
Unity Church–Unitarian  
Saturday, November 17, 2012 — 10:00 a.m.**

**DRAFT MINUTES**

In Attendance:

Trustees: Bob Peskin (Chair); Craig Allen, Rob Fulton, Beverly Jones Heydinger, Terry Linskey, Marg Walker, Lia Rivamonte (Tim Thoreen and Sarah Pradt were absent)

Executive Team: Janne Eller-Isaacs, Rob Eller-Isaacs, Lisa Friedman, Barbara Hubbard

Parliamentarian: Sally Scoggin

Convening of Meeting – Bob Peskin

Singing of Hymn 1 – May Nothing Evil Cross This Door

Invocation and Bond of Fellowship – In unison

Adoption of Roberts Rules of Order

Motion to adopt: Joan Carver; second, Katherine Allen; motion passed.

Election of Parliamentarian

Motion to approve Sally Scoggin as the parliamentarian: Marg Walker; second, Beverly Jones Heydinger; motion passed.

Approval of Minutes of November 19, 2011 Annual Meeting

Motion to approve: Steve Harper; second, Laura Smidzik; motion passed.

Quorum Announced by Barbara Hubbard

Voting members present, 124; quorum, 83.

In Memoriam

Janne Eller-Isaacs and Rob Eller-Isaacs read the names of those members who have died since the last annual meeting.

Congregational Business

1. Ministries – Presentation of the Annual Report by Janne Eller-Isaacs.
2. Election of New Trustees – Motion to approve Deborah Carter-McCoy, Rich Hamer and Steve Harper as new Board trustees: Priscilla Mac Dougall; second, Laurel Lein; motion passed and the new Board members were welcomed.
3. 2013 Budget Presentation – Barbara Hubbard  
Following discussion and several questions from members of the Congregation, motion to approve the budget: Russ Heuckendorf; second, Lorelee Wederstrom; motion passed.
4. *Unity Tomorrow* Presentation – Barbara Hubbard

Words of Thanks from Board to Executive Team and Staff –

Bob Peskin read a roster of church staff, thanked them and acknowledged their perseverance and dedication through the difficult period of renovation and restoration of the church.

#### Acknowledgement of Outgoing Board Members

Bob Peskin expressed the appreciation of the Board and congregation for the service of outgoing Board members Craig Allen, Rob Fulton and Beverly Jones Heydinger.

#### Announcement of Incoming Board Officers

Bob Peskin announced that Marg Walker would assume the role as chair and Terry Linskey as secretary of the Board.

#### Closing – Marg Walker

The Annual Meeting adjourned at approximately 11:00 a.m.

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Submitted by Beverly Jones Heydinger, Past Board Secretary

## 2012-2013 Board of Trustees Annual Report

When walls come down the light streams in. When old buildings get renovated, dreams are born anew. When we look one another in the eye and really see each other, we too are born anew.

It has been my privilege to serve as Chair of the Board of Trustees during this dynamic and transforming year. When the church year began last fall, the *Unity Tomorrow* project was still underway. Everywhere we looked, there were living examples of “churn:” staff operating programs out of closets and former bedrooms, unhappy discoveries beneath the asphalt and in the foundation walls, change orders, daily wrinkles, constant adaptation to new circumstances. But we are a people of faith. Through it all, the lights stayed on, the Sanctuary offered, well, sanctuary, and our staff showed unflinching adaptability and remarkable cheer.

That cheer belonged to all of us when the church re-opened, born anew. We can mingle in the Whitman Lobby outside our children’s classrooms, do our committee work in well-designed spaces, and share our kitchen, meeting rooms, and Sanctuary with community groups. We’re operating leaner and greener, and our facilities staff is sleeping better at night. We have only to stand in the Sanctuary or Parish Hall, looking through the windows to our stunning new entry lobby, to arrive at the heart of it: we’re here to connect with each other, to live out our values by working together, and to make a positive impact in the world. The architects had told us that when walls come down, “interior and exterior spaces are more naturally connected.” This happens not only to buildings, but also to people. It’s happening here.

Exhibit A: a central part of the board’s work for this past year has been the development of new five-year **Ends statements**. In the spring the board hosted a series of conversations and events in which we asked people of this church to speak of times when they acted with courage and vulnerability. We asked what it was worth being courageous about as a church. Walls came down, and stories poured forth. During the same time, we asked our partners in the community, many of whom have really struggled for dignity and justice, to describe to us the community they long to see and are working to build. I will tell you, their answers were the same. We all long to be seen and known, and to give something real of ourselves. We want to know that it makes a difference that we are here. A separate report in this packet provides a summary of the Ends renewal process, and the Ends statements themselves.

A second, separate report describes another major task of this year’s board: an investigation of our policies related to the **composition of the Executive Team**, or ET. Who has served on the ET over time, and what were their experiences? What core functions must be represented on the ET, and why? Last spring the board formed a sub-team with the charge to determine whether existing policies, by-laws, and limitations are sufficient, and if not, to recommend to the full board changes that would support both effectiveness and accountability of the ET.

While this may sound a bit wonkish, it was a fascinating study. It provided an opportunity to engage in deep conversation with church leaders and staff, both past and present. As we reflected on what we learned in those interviews, scrutinized our governing policies, and grappled with nuances and what-if’s, we gained a deep respect for the wisdom with which our predecessors designed Unity’s policies, and for the collaborative and executive skills required of each member of the ET in this covenantal model of leadership. The board concluded that no policy changes are needed. We did identify ways that the board can strengthen its own operations related to the ET. And we recommend a change to Article V of the By-laws, to more clearly state what the board’s role should be in hiring ET members who are not called ministers. A resolution to that effect appears with the ET Composition sub-team report in this packet.

The board of trustees also conducts a range of annual **evaluation activities**, in carrying out its responsibilities under policy governance. Four surveys are conducted:

- The **staff/volunteer survey** asks for direct and confidential information on how staff and volunteers perceive they are treated. Respondents have a chance to provide written comments, either positive or negative, and to have the board chair follow up on any concerns if requested. This year, eight staff and 53 volunteers answered the survey. They reported no incidents of unfair treatment or discrimination, although three comments pointed to lapses in communication or disagreement with how conflict was handled. The bulk of feedback received was enthusiastic in remarking on professionalism, clear communication, compassion, and respect in the church work environment. Many respondents applauded the effort made to ensure safe conditions even during the extreme disruption of *Unity Tomorrow* construction.
- Trustees completed a **board self-evaluation** in early summer. At our July meeting, as we planned for the second half of the year and new trustee recruitment, survey results were a starting point for structured reflection on our responsibilities, strengths and weaknesses. The discipline of this self-evaluation is, it seems to me, a good tool for a governing board. It offers a structured way to hold up a mirror, learn from one another, and strive to improve.
- Our policies require an annual **ET performance evaluation**, which we completed in August. Results are being analyzed, including differences between ET and board member responses. The November board agenda includes a discussion of the findings, along with ET work planning for 2014.
- The annual **congregational survey** is the chief means through which both the board and the ET evaluate progress toward our Ends, and identify areas that need additional time and resources. This year the board agreed to replace our traditional survey with a pilot survey being developed for the purpose of measuring spiritual growth or maturity within a congregation. The pilot project is nearing completion and in the months ahead we will assess its value to the congregation, ministers, and the board. Meanwhile, the board will be updating the 2014 congregational survey to reflect our new Ends statements.

This report would not be complete without an expression of gratitude, bordering on amazement, for the skills and dedication of my fellow trustees, our ministers and staff, and the congregation at large. My faith in the shared leadership of this church has been borne out in more ways than I could have imagined when I began as chair. Our church is filled with volunteers who make things work and get things done, even if they don't think of themselves as Leaders with a capital "L." Over and over this year, we have heard personal stories of commitment and passion. We have witnessed a readiness to take on challenges with a good will. While none of us individually brings all the skills and qualities needed to lead this church forward, together we make a pretty good team. That is cause for celebration, gratitude, and renewed optimism for our capacity to live into our mission and Ends.

In faith,  
Marg Walker  
Chair, Board of Trustees  
Unity Church-Unitarian  
November 16, 2013

## Board of Trustees Nominees



**Ginny Allen** found Unitarian-Universalism in college and has been joyfully active in UU churches since then. She and her family (husband Craig, son Nick, and daughter Katherine) joined Unity Church in 2000, and for the last 13 years Unity has been at the center of their spiritual, social, and service lives. Ginny loves working with Unity’s amazing ministerial interns and has served on many Ministerial Internship Support Teams. She enjoys participating on Welcome Teams and was a covenant group leader for seven years. In 2010 she chaired one of the key committees for the Unitarian Universalist Association General Assembly that was held in Minneapolis. In her professional life, she works as a developer analyst at a newspaper software company in Roseville. Ginny and Craig live in Falcon Heights and are recent empty nesters; Nick graduated from college in May and Katherine began at Haverford College in Pennsylvania this fall.



**Hal Freshley** has been gradually getting to know more and more people at Unity Church over the 15 years since he was invited by a friend to explore singing in Unity’s adult choir. Since then, he has found many opportunities for engagement (and joy!) at Unity Church: as a Worship Associate, in covenant groups, on pilgrimage to Transylvania and Boston, and being part of Unity’s Pastoral Care Team. Before his retirement, Hal was a teacher, a researcher, and a planner — and usually a mix of all three. He retired in 2011 from the Minnesota Department of Human Services, Aging and Adult Services. He lives in the Dayton’s Bluff neighborhood of St. Paul with his dog, Beechum.



**Peggy Lin** has been around Unity Church since she was age seven and has done and seen lots along the way! Highlights include marriage to her husband Harrison in 1998, service as a member of the Ministerial Search Team in 2000, the dedication of all three of her daughters (Ellie in 2002, Hattie in 2004 and Josie in 2006), lots and lots of religious education teaching roles, great fun and work on the Unity Children’s Musical, service on the Capital Campaign team and lately singing in the Women’s Ensemble. Peggy is an employee benefits lawyer by profession and lives in St. Paul. Peggy is delighted to have the opportunity to serve the congregation of Unity Church as a trustee in the hopes that her service might help Unity stay strong for many decades to come.

## 2014 Proposed Operating Budget

**Unity Church - Unitarian  
Proposed 2014 Operating Budget  
for the period 01/01/14 - 12/31/14**

	<b>FY 2013</b>	<b>FY 2013</b>	<b>FY 2014</b>	
	<b>Revised</b>	<b>Projected</b>	<b>Proposed</b>	<b>Budget</b>
	<b><u>Budget</u></b>	<b><u>Year-End</u></b>	<b><u>Budget</u></b>	<b><u>Note #</u></b>
	1/01/13-12/31/13	1/01/13-12/31/13	1/01/14-12/31/14	
<b><u>INCOME</u></b>				
Gross Pledges	1,156,720	1,133,383	1,206,151	
Less Shrinkage	(57,836)	(50,757)	(60,308)	
Net Pledges	<u>1,098,884</u>	<u>1,082,626</u>	<u>1,145,843</u>	1.
Gifts, Offerings and Fundraisers	52,700	52,465	73,700	2.
Program Income	59,041	66,275	68,786	3.
Investments	48,000	45,000	28,000	4.
Church Facility Rental	33,637	24,638	34,707	5.
Other Funds and Grants	19,000	19,989	45,000	6.
Total Income	<u><u>1,311,262</u></u>	<u><u>1,290,993</u></u>	<u><u>1,396,037</u></u>	
<b><u>EXPENSE</u></b>				
Governance	12,750	14,019	24,750	7.
Program	781,166	781,694	776,591	8. & 9.
Development	13,545	10,856	12,545	10.
Administration / Operations	520,343	557,773	568,329	8. & 11.
SUBTOTAL EXPENSE	<u>1,327,805</u>	<u>1,364,342</u>	<u>1,382,215</u>	
Sabbatical Reserve	10,801	10,801	0	12.
Reserve Fund	13,278	0	13,822	13.
TOTAL EXPENSE	1,351,884	1,375,143	1,396,037	
INCOME OVER/(UNDER) EXPENSE	<u><u>(40,622)</u></u>	<u><u>(84,150)</u></u>	<u><u>(0)</u></u>	

## Unity Church – Unitarian

### Proposed Operating Budget Narrative – Fiscal Year 2014

#### Assumptions and Proposals

1. **Pledge Income** for 2014 is projected at \$1,206,151 from 708 households, a 6.4% increase over our *current* 2013 pledge base, which is supported by 649 households. We are assuming that the dip in pledging households in 2012 and 2013 was in response to the complexity of the combined Operating and Capital Campaign requests and the struggling economy. We are projecting that by the end of 2014, 708 households will have made Operating pledges, including 100 new pledges. We are also assuming that 4.5% of our 2014 pledges will be uncollectible.

2. **Gifts, Offerings and Fundraisers** includes unrestricted special gifts, Sunday offering income and income from Peace Coffee sales.

Sunday Offering income is projected at \$86,000 with 70% being given away to offering recipient organizations and 30% supporting our Community Outreach ministries in the Operating budget.

We are planning to do a special fundraising event in 2014 with \$20,000 of net income.

3. **Program Income** includes fees from weddings, non-Unity Church memorials, Children’s Musical ticket sales, Religious Education program fees, retreat fees and Wellspring Wednesday income.

4. **Investment Income** is budgeted at \$28,000 in the 2014 Operating budget. This represents only cash dividends from Unity Church endowments that are “Held by Others” including the Mary Lou Diether Trust held at U.S. Bank and the Unity Church-Unitarian Fund held at The Saint Paul Foundation.

We are not drawing investment income from the endowments held by Unity Church, but instead allowing the reinvestments to strengthen the value of these funds.

5. **Church Facility Rental** income is received from groups for one time and ongoing activities such as twelve step groups and the New Century Club. We also rent office space to the One Voice Mixed Chorus and rent worship space to Above Every Name Ministries. We have implemented slightly higher rates for outside renters upon moving back into our newly renovated building.

6. **Other Funds and Grants** represent an annual Hallman Internship gift, a small portion of Unity Consulting income and miscellaneous income.

In 2014, we are also drawing \$20,000 from the Sabbatical Replacement fund that has been growing over the past 6 years. These funds will provide Rev. Lisa Friedman with additional compensation for the two months that our Co-Ministers are on sabbatical, and also pay for other related expense.

7. **Governance Expense** is comprised of Board and Executive Team expense. Included in this category is the cost of an annual independent audit review, professional fees, and a budget for our efforts to combat racism and oppression.

8. **Staff Salaries, Taxes and Benefits** are found in both the Program and Administration/Operations line items. This budget includes adjustments for facilities staff positions to bring them to -5% of market range as determined through a salary survey conducted by the National Association of Church Business Administrators (NACBA). We have also added 5 administrative support hours for the membership and community outreach programs.

There is no Cost of Living (COLA) adjustment in this budget for staff.

There are no changes to the benefits offered to staff in 2014. Our health insurance group is through the UUA and premiums are increasing by 10% in 2014. The church pays for 90% of an employee's premium and the employee pays the remaining 10%. Retirement benefits remain at 10% for all eligible employees.

9. **Program Expense** includes both staff and non-staff costs for the following programs: Worship, Pastoral Care, Music Ministries, Lifespan Religious Education, Wellspring Wednesday, Community Outreach and Membership.

The amount that we pay in Unitarian Universalist Association and MidAmerica Region dues in 2014 is remaining at the same level as in 2013. This represents 26% of UUA Fair Share dues and 68% of MidAmerica Fair Share dues.

10. **Development Expense** includes the cost of the Annual Pledge drive, the Heritage Society dinner and Peace Coffee expense (offset by income).

11. **Administration / Operations Expense** includes both staff and non-staff costs of administrative support and facilities. This includes communications costs, office and facilities supplies, bookkeeping, office equipment, computers, telephones, postage, utilities, property and equipment maintenance, purchased services and insurance.

After "living in" our facility for a year after the renovation project of 2012 we feel that we can more accurately project utility expenses. We are projecting electrical and natural gas expenses at \$25,000 and \$16,000 respectively. The 2014 projected utilities expenses reflect a net increase over years previous to our building renovation in 2012 because we are now air conditioning more space, providing fresh air to our lower level and using more technology.

12. We are not accruing **Sabbatical Reserve** in 2014 because this is the year in which the Co-Ministers are scheduled to take their sabbatical leave. (They are actually electing to take their sabbatical in two segments, one in 2014 and the second in 2015.) The reserve will begin to accrue again in 2015.

13. The Board of Trustees requires the Executive Team to add "not less than 1% of the annual operating budget" to the budget for **Reserves** each year. The standard goal in non-profits is to have three to six months of operating expense in reserve to allow for unexpected needs. The proposed FY14 budget has a 1% reserve line item.

Additional budget detail is available by contacting Barbara Hubbard in the church office at 651-228-1456.

**Please join us on November 16, 2013 at our 143rd Annual Congregational Meeting where we will be discussing and approving the Fiscal Year 2014 budget.**

# **UNITY CHURCH-UNITARIAN'S ENDS FOR 2014-2018: WHAT THEY ARE AND HOW WE ARRIVED AT THEM**

## **Report to the Congregation and to our Community Partners November 2013**

Unity Church-Unitarian has a practice of governance that calls for the Board of Trustees to establish Ends statements every five years. "Ends" are essentially our goals – they describe what difference we want to make in the world, and for whom. At its heart, this is a spiritual practice. It's about renewing our covenant, figuring out who we mean to be, and what we will commit to each other within, among, and beyond our church.

### **Process within the congregation**

The process began in November 2012, when the board identified the question it hoped to answer in conversation with the congregation:

#### ***What does it mean to be courageous and vulnerable together?***

The board brainstormed ways to involve as many people as possible, in as many ways as possible, to inform the board's vision of the future. Ultimately, the board invited congregants of all ages to explore the question at the following events: five group conversation sessions, two movie nights, a movement workshop, a sing-a-long, a play reading, a meditation, an Open Page writing session, a book discussion, a Young Families event, and activities with Tower Club and Coming of Age youth. Overall, 312 people participated in the sessions. (Note: we were not able to track attendance in a way that ensures an unduplicated count.) The sessions focused on the following four questions:

- 1. Share a time in your life when you did something that required both courage and vulnerability.***
- 2. Tell about an experience of courage and vulnerability connected with church.***
- 3. How could Unity Church help us act with courage and vulnerability?***
- 4. Thinking ahead to the next five years, what is it worth being courageous about as a church?***

The board also made these questions available on-line. About 37 people responded to these questions on-line, meaning an estimated 349 people in total participated in the process.

### **Process with moral owners outside the congregation**

Unity's policies specify that our "moral owners" include not only congregants, but also those outside our membership who "yearn for the beloved community and see Unity Church as one instrument for its realization." So, for the first time in a broad, systematic way, board members engaged in several structured conversations with members of groups with whom we have active partnerships. These interviews focused on two questions:

- 1. How would you describe the community you long to see and live in?***
- 2. What needs to happen in the next five years to get there?***

Board members conducted interviews with staff and, in most cases, program participants, from the following organizations:

Beacon Interfaith Housing Collaborative  
Jeremiah Program  
Circle of Peace  
St. Paul Interfaith United  
Mano a Mano International Partners  
One Voice Mixed Chorus  
Ujamaa Place  
Amicus  
Saint Paul Area Council of Churches  
Ministers Anti-Racism Covenant Group Churches

**Thanks to so many**

The board owes a debt of thanks to the community partners who participated in these conversations. Their insights and contributions helped us expand our thinking and see ourselves more clearly.

The board also is deeply grateful to the facilitators of the events at Unity Church:

Don Brunnquell  
Amy Bryant  
Drew Danielson  
Rob Eller-Isaacs  
Tom Esch  
Dutton Foster  
Jim Foti  
Hal Freshley  
Mae Gibson Wall  
Karen Hering  
Bryan Kujawski  
Priscilla Mac Dougall  
Kerri Meyer  
Jennifer Rogers  
Jamie Seeley Kreisman

The board is equally grateful to the staff members who worked with the board to develop the Unity sessions, helped promote them and logistically make them possible, and who helped coordinate the interviews with our partners:

Janne Eller-Isaacs  
Pat Haff  
Julie Handberg  
Barbara Hubbard  
Bill Lowell  
Laura Park  
Martha Tilton  
Harold Watson

## Themes that Emerged

The events, interviews, group conversations, and on-line comments produced 89 pages of data. Individual board members, as well as members of the Anti Racism Leadership Team, reviewed the data. The board then met in retreat to begin the Ends articulation process. At that two-day event, each board member and a representative of the Anti Racism Leadership Team presented the themes and ideas that emerged from their review of the data. Here's a sampling of the themes people identified:

- A deep need to be accepted for who we are, and to have the chance to be more. "Everybody wants to be seen and heard; everybody wants to be looked in the eye." We want and need to meet people where they are, be serious about welcoming both gifts and wounds.
- A yearning for authentic and lasting connection within, among and beyond us. It is through genuine engagement that new ideas emerge.
- Recognition of the challenges in making those authentic connections. The difficulty of taking the first step, of overcoming our introversion, of acknowledging our need for one another.
- The desire to make a difference together, to take a stand consistent with our values.
- Clarity that we want to stand *with* others, to do things together/*with*, not for.
- The importance of having a safe place to practice, to risk imperfection, to practice forgiveness. Being strong means we have each other's backs; this communal strength is better than safety.
- The desire for church to be a place of strong conviction plus strong association.
- Recognition of spirituality as the bridge between the authentic and aspirational self.
- Recognition that we need to acknowledge diversity of beliefs and politics among congregants, as well as to connect with other spiritual traditions.

## New Ends Policies

After carefully considering all aspects of the themes that emerged, the board developed the new Ends policies (see page 13). The board has asked the Executive Team to provide their interpretations of these policies, including the metrics and indicators that will demonstrate effective progress on these ends. Our Executive Team is also in the process of developing a work plan aligned with making these ends reality.

The board deeply appreciates everyone's participation in this process, and is very excited about all the steps we will take together as a community to make the new ends reality.

## ENDS STATEMENTS 2014-2018

### *Within*

- 1. The people of Unity Church-Unitarian value a deeply meaningful, transforming liberal religious experience. As individuals, we**
  - a. Open ourselves to compassionate pastoral care in times of joy, sorrow, and transition
  - b. Develop spiritual practices that nurture reverence and encourage diverse worship services rich in beauty, serenity, community and joy
  - c. Embrace our identity as Unitarian Universalists and live out the principles of our shared faith in our daily lives
  - d. Cultivate a spirit of curiosity and welcome, growing from a desire for authentic relationship.

### *Among*

- 2. Unity Church-Unitarian is a community of welcome, reverence, and deep connection. As a community, we**
  - a. Sustain and encourage one another in love
  - b. Reach out to one another across differences and stand together in the face of injustice
  - c. Value our shared ministry and practice it with integrity
  - d. Foster a culture of open, inclusive leadership and meaningful engagement
  - e. Are generous with our time, talents, resources and creativity
  - f. Are careful stewards of our resources and facilities.

### *Beyond*

- 3. Unity Church-Unitarian carries out the work of love in community, making a positive impact in our neighborhood and in our world. Grounded in the transforming power of our faith, we**
  - a. Open our doors and our hearts to those who seek comfort, courage, and meaning
  - b. Build authentic relationships with people across differences, in the spirit of humility and reverence
  - c. Live out our commitment to racial reconciliation and to dismantling racism
  - d. Serve as a trusted and visible leader, partner, and advocate for the creation of a just society and a sustainable environment
  - e. Participate actively in the larger Unitarian Universalist community.

**Recommended Change to By-laws of Unity Church Unitarian**  
**Resulting from a Board Study of Executive Team Composition**  
**November 2013**

In early 2013 the Board of Trustees formed a sub-team of its members to investigate the structure, composition, and functioning of the ET. The impetus for doing so was the recognition that changes are likely to occur in senior ministerial and executive staff within the next several years. The sub-team's charge was to determine whether existing policies and limitations regarding the ET are sufficient, and if not, to recommend to the full board changes that would support the ET's effectiveness and accountability.

The report from the sub-team outlined the rationale for and responsibilities of the ET, strengths and weaknesses of the ET model, and processes in place for the evaluation of its performance in operationalizing board policies and achieving the stated Ends. The board formally approved the sub-team's report in September 2013. (To read the full report, visit Unity's website, or contact the church for a copy.)

### **Results**

As a result of this study, the board has concluded that ***no changes in board policies are needed***. Current policies are sufficient in spelling out limitations, governance process and the relationship between the ET and the board. However, the study identified three ways to strengthen how the board operates, within existing policies and by-laws, to determine ET composition in the future, to support transitions in its membership, and to evaluate its members individually.

The study also resulted in ***two recommended changes to Unity's by-laws***. Article VII of the by-laws specifies that by-laws may be amended at the annual meeting of the corporation by a vote of three-fourths of the voting members present at the meeting. The board recommends:

- One addition to Article V of the by-laws, to more clearly state what the board's involvement should be in hiring ET members who are not called ministers. Article V currently specifies how ministers are to be called and dismissed, but provides almost no direction on how other executives are to be hired and dismissed.
- Changes in the wording of Article V of the by-laws to more accurately describe the circumstance of having hired, rather than called, ministers as members of the ET. This is our current situation, since Rev. Lisa Friedman was hired by the board, rather than called by the Congregation.
- No other changes to existing by-laws. They delineate parameters related to ET composition, employment agreements, and lines of reporting, while allowing flexibility that is essential to respond to changing circumstances.

The following page contains Article V in its entirety, with recommended additions and changes highlighted in yellow.

## Article V

### Executive Team

#### 1. Selection or Removal of the called Minister(s)

The Board of Trustees shall appoint a Search Committee, from among the voting members of the corporation, when the position(s) of the **called** Minister(s) is vacant. Such committee shall recommend its candidate(s) to the Board of Trustees and upon approval by the Board, to the voting members.

The selection or removal of the called Minister(s) shall require voting consent of three-fourths (3/4ths) of the voting members in attendance at a meeting of the corporation called for that purpose.

*Revised 11/21/09*

#### **2. Selection or Removal of ET members other than called Minister(s)**

**The Board of Trustees shall appoint a search committee from among staff, trustees, and voting members of the Corporation, when an Executive Team member who is not a called Minister vacates his/her position and that position is to continue on the Executive Team. Such committee shall recommend its candidate to the Board of Trustees for approval and hiring.**

**Removal of ET members other than called Minister(s) is the responsibility of the Board.**

#### 3. Employment Agreement of the **called** Minister(s)

The Board of Trustees shall establish the employment agreement(s) with the **called** Minister(s), including annual salary, benefits, and housing allowance. Said agreement(s) shall be reviewed annually.

*Revised 11/21/09*

#### 4. Employment Agreement of the **non-ministerial Executive Team members other than called Minister(s)**

The Board of Trustees shall establish the employment agreement with the **non-ministerial ET members other than called Minister(s)**, including annual salary and benefits. Said agreement(s) shall be reviewed annually.

*Revised 11/21/09*

#### 5. Responsibilities of the Executive Team

The Executive Team shall be comprised of at least one **called** Minister and other key positions as determined by the Board of Trustees. Executive Team members shall report to the Board of Trustees individually concerning their areas of responsibility and as a team for collaboration toward overall achievement of Unity's mission, ends, values and vision.

The Board of Trustees has responsibility for ensuring that Executive Team positions are filled in a timely manner.

*Revised 11/21/09*

#### 6. Other Professional and Support Staff

All other staff shall be responsible to the Executive Team, which shall determine direct lines of reporting as appropriate to a staff member's job duties and an Executive Team member's responsibilities.

*Revised 5/22/02*

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### **RESOLUTION**

**Resolved, that the above changes to Article V of the by-laws be approved.**

# UNITY CHURCH—UNITARIAN

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SANCTUARY ADDRESS: 733 PORTLAND AVENUE • SAINT PAUL, MINNESOTA 55104

BUSINESS ADDRESS: 732 HOLLY AVENUE • SAINT PAUL, MINNESOTA 55104

651-228-1456 • FAX: 651-228-0927

WWW.UNITYUNITARIAN.ORG • UNITY@UNITYUNITARIAN.ORG

MARG WALKER, CHAIR, BOARD OF TRUSTEES

JANNE ELLER-ISAACS, CO-MINISTER

ROB ELLER-ISAACS, CO-MINISTER

BARBARA HUBBARD, EXECUTIVE DIRECTOR

LISA FRIEDMAN, DIRECTOR OF CONGREGATIONAL LIFE

## Annual Meeting Information Packet

### Unity Church-Unitarian 142nd Annual Meeting of the Congregation Saturday, November 16, 2013 • 10:00 a.m.

Everyone is invited to attend; only voting members — those who have signed the church's membership book and have made an identifiable pledge in the current year and a contribution toward that pledge — are eligible to vote. If you would like more information about your voting status, please contact Barbara Hubbard at the Church Office by email at [barbarah@unityunitarian.org](mailto:barbarah@unityunitarian.org) or by phone at 651-228-1456 x116.

Child care is available during the Annual Meeting and no RSVP is required.

The following information is included in this Annual Meeting packet:

Annual Meeting Agenda .....	page 1
Draft Minutes from 2011 Annual Meeting.....	pages 2-3
2013-2014 Board of Trustees Annual Report.....	pages 4-5
Board of Trustees Nominees .....	page 6
Proposed Operating Budget.....	page 7
Proposed Operating Budget Narrative .....	pages 8-9
Ends Development Report .....	pages 10-12
Ends Statements 2014-2018 .....	page 13
Recommended Bylaw Changes .....	pages 14-15