

# Foothills Governance Proposal

FOR CONSIDERATION AT THE JUNE 4TH 2017 ANNUAL MEETING

FOOTHILLS GOVERNANCE TASK FORCE

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# Foothills Governance Proposal

Prepared by the Governance Task Force

Our growing congregation needs to develop a nimbler governance focused more on strategic vision as opposed to daily operations. In December 2015, the Board of Trustees charged a Governance Task Force to study church governance and to recommend changes to help us meet future opportunities. Over 17 months, the Task Force has engaged the congregation through dozens of public meetings and conversations as they developed their recommendations. They have recommended changes to the size, terms, and election of the Board, and implementation of the changes would require changes to the church Bylaws.

At our Congregational Meeting on June 4, we will vote on a proposal to begin a “trial year” of the new structure from July 1, 2017 through June 30, 2018 and on the Bylaws amendments needed to make this possible. During the trial year, we will carefully evaluate the proposed changes, revise as needed and then vote to accept or reject the Bylaws amendments during the Congregational Meeting in 2018.

Have questions after reading this document? Reach out to the Governance Task Force at: [governancetf@foothillsuu.org](mailto:governancetf@foothillsuu.org)

## What’s Inside This Document

This information is provided to members of the congregation in preparation for the Annual Meeting, as required by our bylaws. Please do not be daunted by the length of the packet! Many members will be satisfied with reviewing only the basic information, but because some have asked to see the details, the full information is being provided to all members. It is hoped you will be able to find the information you need without difficulty. Please search this PDF file to find the document titles below.

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# **Proposed Governance Changes - Explained**

## **Our Vision of Governance**

Our congregation elects a board of trustees to serve as its governing body and calls its professional religious leadership to serve as its spiritual, programmatic and administrative leaders. The Board focuses on serving the church's mission on behalf of the congregation and governs by:

- Discerning and articulating the congregation's mission and vision of ministry
- Setting mission focused goals, making strategic choices, and creating clear policies, that guide the congregation's ministry
- Allocating appropriate responsibility for decision-making, providing for accountability, and ensuring that church resources are protected
- Empowering the professional religious leadership to lead the staff efficiently and responsibly in fulfilling the church's mission and goals
- Delegating Board authority and accountability to appropriate persons, committees, or teams to promote organizational efficiency and coordination of efforts
- Practicing and promoting a style of leadership with the congregation that is covenantal, consultative, collegial, collaborative, and inclusive
- Empowering all leaders to practice transparent decision making, healthy conflict management, open communication, and mutual trust and support in their respective roles
- Maintaining accountability to the congregation by monitoring and evaluating itself and the congregation's leadership

## **Role of the Board**

In conversation with the Senior Minister and congregation, the Board governs by:

### **Discerning Mission and Vision**

- The Vision of Shared Ministry, produced annually, consists of a short list of top-priority goals by which the Church will advance its mission in the coming year. It will be used as a starting point for budgeting and staff planning.
- A Mission Statement, to be reviewed as needed, articulates, along with the Purposes embodied in the Bylaws, the Church's purpose and communicates the reasons for the Church's work.
- A statement of Core Values, to be reviewed and updated at a minimum of every five years, would represent the collective voice of the congregation on what values and behaviors that the church intends to honor in all of its endeavors.

### **Planning for the future**

- Future-Oriented Questions, created annually, invite inquiry into thoughts about the Church's future, as the basis for ongoing planning conversations in the Board, with the Senior Minister, and with the congregation at large.
- A Strategic Plan, to be updated every five to ten years, consists of a short list of the most important results the Board intends to achieve through the Church's ministry, and the strategic choices (regarding ministry, program, membership, capital and operating budgets, and staffing) the Board has made about how to achieve those results.

### **Ensuring congregational connection**

- The Board develops an annual communication plan that outlines timing and methods for engaging the congregation in intentional conversations.

### **Collaborating with the Senior Minister**

- The Board shares responsibility for the leadership and ministry of the congregation with the Senior Minister, and shares maintaining and sustaining this collaborative relationship.
- The Board ensures transparency, open communication, and inclusiveness.

#### **Assuring accountability**

- An evaluation is conducted annually of the Church's success or difficulties in achieving the prior year's Vision of Shared Ministry.
- A mutual performance evaluation is conducted annually to review how the partnership is working between the professional religious leadership and Board, and their effectiveness in their respective roles.

#### **Executing financial oversight**

- The Board assures the church's financial affairs are prudently managed and that its assets are protected.

### **Role of the Senior Minister and Staff**

The Senior Minister and staff will be authorized to manage the work and resources of church, except as expressly limited by Board Policies. This includes administration, programming, and operations. They will be charged to manage these resources in to accomplish the mission of the Church, as guided by the Board work products of Vision of Shared Ministry, including annual goals, and Strategic Plan.

The staff includes the ministers, paid staff, and volunteers who participate on teams coordinated by the paid staff.

Policies related to the Senior Minister reinforce the covenantal, collaborative, and transparent nature of the relationship desired between the Board and the Senior Minister. Each partner in this relationship, and the congregation, should encourage and assess the success of this collaboration on behalf of our mission.

#### **Delegation of Authority**

- The Board will continue its current standard of delegation to staff for operations of the church. Policies will outline which powers are reserved for the Board.
- The Senior Minister will manage as head of staff. Board policies will explain what kind of employer the church wishes to be, including expectations for standards of conduct, personnel decisions, performance evaluations, professional development, and staff completion of a personnel manual.
- The Senior Minister will manage the work of the Church in collaboration with a Senior Staff Team and will have the authority to determine the composition of the Senior Staff Team.
- The staff has the flexibility to create teams made up of staff and volunteers working together to achieve the church's goals. The following areas of operation, as part of the ministry of the church, could be managed by the staff with help from teams belonging, worship, stewardship, finance, pastoral care, leadership development and training, and more. Ministry Teams will operate with a greater level of alignment and accountability as a result of staff coordination.

#### **Evaluation and Accountability**

Regularly scheduled reports from staff will focus on progress of priorities, as set by the Board through the Annual Vision of Shared Ministry, and on compliance with Board policy.

A regular schedule for evaluations will be established for assessing our ability to achieve our annual goals.

- Mutual evaluation of the effectiveness of the Board and Senior Minister relationship and contributions toward fulfillment of the Vision of Shared Ministry
- Staff evaluations to be conducted by the Senior Minister or designated supervisors
- Evaluation of Ministry Teams
- Triennial performance evaluation of the Senior Minister, including feedback from throughout the congregation and staff

### **Board Size**

A smaller, seven-member board is better suited for the work we suggest than the current eleven-member board.

### **Officers and Roles**

The officers of the Board and their roles and terms are specified in the bylaws. Pending adoption of proposed bylaw revisions, the current expected officers and roles are as follows:

- The President prepares the Board's agenda, facilitates or arranges for facilitation of Board meetings, and works in partnership with the Senior Minister to ensure productive partnership between the Board and staff.
- The Vice President assists and substitutes for the President upon request.
- The Treasurer supports fulfillment of the Board's financial oversight responsibilities by working with the staff to ensure that appropriate financial reports are made available to the Board on a timely basis. The Treasurer serves on the Board's Finance Committee and arranges for the annual financial audit or review. The Treasurer plays no direct role in day-to-day financial management.
- The Secretary ensures the safety and accuracy of Board records, including the minutes and Board policies.

### **Election and Selection**

Pending adoption of proposed bylaw revisions, the election and selection of officers would work as follows:

- The President-elect would be elected by the congregation. The President-elect would serve one year and then become President for the remaining two years of the three-year term.
- Trustees would be elected by the congregation for three-year terms. Terms would be staggered to have 2 or 3 Board members completing their terms each year.
- The Vice President, Treasurer and Secretary would be chosen by the Board from among its members. The office of Vice President could be filled by either the President-elect or any other trustee.

### **Board Committees**

Board Committees are identified in the bylaws. Board committees are governed by policies and charters adopted by the Board of Trustees. Any policy or charter adopted by the Board must not conflict with decisions of the congregation.

Pending adoption of the proposed Bylaw revisions, the current working model would have four Board committees. Members of these committees will be appointed by the Board or elected by the congregation, and will include at least one trustee.

- The Finance Committee, chaired by the Treasurer, assists the Board in its oversight of Church finances, financial reports, and the annual audit. The committee has no management authority.

- The Personnel Committee assists the Board in developing personnel policies to ensure compliance with applicable laws and with the highest standards of integrity and compassion in its relationship with staff. This committee has no management authority.
- The Governance Committee assists the Board in focusing on its governance role and in its efforts to ensure that the organization and governance of the church serves its mission and members.
- The Nominating Committee will have three members elected by the congregation to three-year terms, plus one trustee in a one-year renewable term. The Nominating Committee nominates candidates for all of the elective offices of the church and presents their nominations to the congregation.

### **Policy-Based Governance**

In policy-based governance, authority is delegated to empower the right people to make decisions and execute work to achieve the Vision of Shared Ministry. A Board policy book picks up after the Bylaws to provide clarity on how we as a community will fulfill our mission. Along with outlining the roles of the Board and staff, the policies provide three other key instructions. Guidance policies strive to outline what we want as a community, and how we want to conduct ministry and business. Limitation policies clearly indicate where the boundaries are between what the staff is authorized to do, and what the board reserves for itself. Oversight policies explain how the Board will monitor the work of the church as carried out by the ministers, staff, committees, teams, and volunteers.

There are various approaches for policy governance. We are following the guidance of Dan Hotchkiss, author of “Governance and Ministry: Rethinking Board Leadership,” who considered the unique characteristics of religious communities and how policy-based governance can best serve them. It is important to distinguish this from Carver policy governance, which we considered but are not pursuing.

## Glossary

**Governance** – How we organize to care for our resources and apply them to achieving our mission

**Ministry** – All the things we do to accomplish our mission, including worship, programs, education, service

**Team** – Works on Ministry, coordinated by the ministers and staff

**Committee** – Works on monitoring and advising, appointed by the Board

**Policy** – Written guidelines for making decisions away from the Board meeting

**Board** – Elected by the congregation to act on their behalf

**Staff** – Includes called ministers, paid staff, and volunteers in specific positions

**Bylaws** – legal documents, filed with the state, defining how our church will operate

## Resources

Here are several resources for you to get more detail on the proposed changes.

- Come to the Governance Review meeting, May 21, from 10:40 to 11:20.
- Proposed wording of the bylaws will be shared on May 14.
- Wording for the concurrent resolution will also be shared on May 14.
- Read an example Table of Contents for the planned Board Policies.
- Review a diagram explaining the structure.
- Read the Leadership Blog where updates are provided.
- Ask a member of the Governance Task Force. We wear the dark pink name tags on Sundays.
- Ask a member of the Board.

## Contact Us

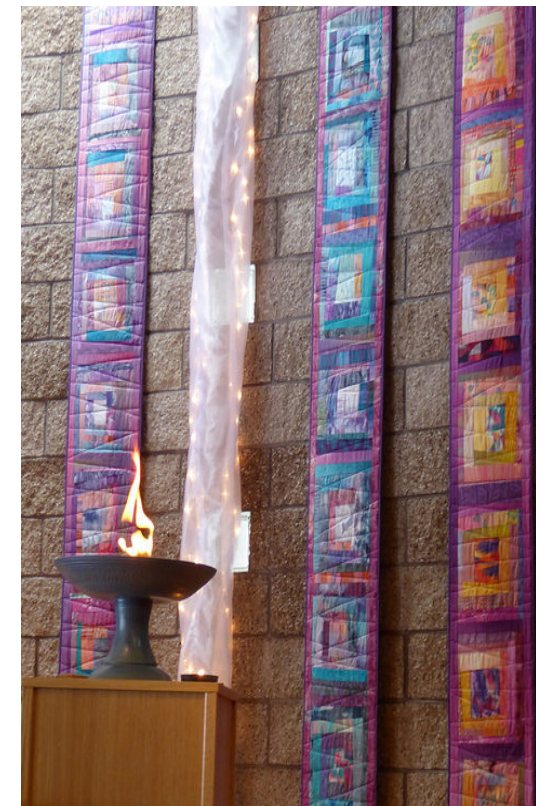
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<http://foothillsuu.org/board-documents/>

# Foothills Governance Changes

Be ready to vote on June 4!



## 6 Key Proposed Changes

### 1. Role of the Board

The Board would concentrate on discerning mission, setting goals, dialogue with the congregation, and oversight.

### 2. Board Size

The Board would reduce to seven, a more appropriate size for its new roles. The congregation would elect 2-3 Board members annually.

### 3. Delegate Operations

The Senior Minister, in partnership with the congregation and Board, would manage as head of staff. This role would hold responsibility for all administration, programming, and operations as well as Sunday services and pastoral care through delegation to paid staff and volunteers.

### 4. Policy Based Guidance

The Board would use written policies both to guide the senior minister and staff, and to hold them accountable.

### 5. Committee Structure

The Board would have three appointed committees: Finance, Personnel, and Governance. One elected committee: Nominating.

### 6. Nominating and Leadership Development

The Nominating Committee will reduce in size to three members who focus on identifying coming needs, and interacting with leadership development, ministers and congregation to identify candidates. A new, separate, team will be formed called the Leadership Development team, which will drive new practices around preparing members to be future leaders in the church.

## Board Policy Examples

### 1. Role of the Board

A policy describes in detail the Board's role of discernment, planning, connecting to the congregation, collaborating with the senior minister, assuring accountability, and fiduciary care.

### 2. Board Size

No policy related to size, as that would be stated in the bylaws.

### 3. Delegate Operations

Policy instructs senior minister and staff on how the church wishes to conduct business. An example policy delegates the authority to create new positions, like a Membership Coordinator, to the senior minister, with a limitation that she must inform the Board and remain within budget.

### 4. Policy Based Guidance

Policies provide instruction, guidance, limitations, and expectations for reporting and monitoring.

### 5. Committee Structure

Policies will further clarify the role of the committees and expected deliverables, extending the statements in the bylaws.

### 6. Nominating and Leadership Development

A policy describes the charters for each of these two groups. Here are two lines from an example Leadership Development Team policy: The Team will ensure that members of the congregation are informed of clear paths to become potential leaders. Open positions, both elected and appointed, will be advertised to the congregation with a statement of requirements for the position.

## Your Vote

We would like your support to put our plans into action. You will have the opportunity to vote on the following items at the congregational meeting on June 4.

### Trial Year

During the next church year, beginning July 2017, our leadership would begin a year using the new governance system, following the proposed Board policies. During the experiment, we'd learn what works and what doesn't so we can make adjustments.

### Bylaw Amendments

A motion will outline the minimum amount of bylaw changes needed to enable this trial year. We're happy to provide a copy of the wording of the changes.

### Resolution of Support and Timing

A concurrent resolution will accompany the bylaw changes, ensuring the bylaws are reviewed at the end of the trial year and that assessments are provided during the trial year.





## Proposed Governance Changes – Summary Table

IN A NUTSHELL	EXPLANATION	SOME DETAILS
Change is overdue	<ul style="list-style-type: none"> <li>We have outgrown our By-laws and governance structure</li> <li>Need a structure suited to larger membership and stronger staff capability</li> </ul>	<ul style="list-style-type: none"> <li>Current “official” structure was adopted when Foothills was a smaller congregation, with minimum staff</li> <li>Actual practice has drifted away from official structure as membership and staff has grown</li> </ul>
Board role is governance	<ul style="list-style-type: none"> <li>With the congregation, discern the difference we want to make in the world and why</li> <li>Delegate the “how” to staff</li> </ul>	<ul style="list-style-type: none"> <li>Annual vision of ministry</li> <li>Annual set of “open questions”</li> <li>Major Board role is 2-way communication with congregants</li> </ul>
Staff role is ministry	<ul style="list-style-type: none"> <li>Responsible for administration, programming, operations</li> </ul>	<ul style="list-style-type: none"> <li>Takes fuller advantage of staff skill and creativity</li> <li>Volunteers and paid staff are integrated in one organization structure</li> <li>Glossary: “Staff” includes ministers, paid staff, and volunteers</li> </ul>
Board is right-sized for its role	<ul style="list-style-type: none"> <li>Drop from 11 members with 2-year terms to 7 seven members with three-year terms</li> <li>President assists during 1<sup>st</sup> year, presides in 2<sup>nd</sup> and 3<sup>rd</sup> years</li> <li>Other officers designated by Board</li> </ul>	<ul style="list-style-type: none"> <li>Meetings more effective</li> <li>Stronger Board-member involvement</li> <li>Longer terms take better advantage of Board skills learned</li> </ul>
Simplified elections	<ul style="list-style-type: none"> <li>Elect 2-3 Board members annually</li> <li>Elect president in alternate years</li> </ul>	<ul style="list-style-type: none"> <li>Nominating Committee has fewer positions to fill, and can focus on matching evolving church needs with candidates’ strengths</li> <li>Leadership Development Team identifies, fosters, and prepares future leaders</li> </ul>
Policy-based governance	<ul style="list-style-type: none"> <li>Board uses written policy both to guide staff and to hold staff accountable</li> </ul>	<p>Four main policy areas:</p> <ul style="list-style-type: none"> <li>Board governance</li> <li>Delegation to staff</li> <li>Guidance and limitations</li> <li>Board oversight</li> </ul>
Board continues delegation to staff	<ul style="list-style-type: none"> <li>Senior Minister is head of staff and manages all administration, programming, and operations</li> <li>Accountable to Board</li> </ul>	<ul style="list-style-type: none"> <li>Ministry is preserved as a key part of the role</li> <li>Allowed to further delegate authority and responsibility to individuals and teams</li> <li>Board policy requires a collaborative relationship between Senior Minister and Board</li> </ul>
More flexible committees, teams	<ul style="list-style-type: none"> <li>Fewer elected standing committees</li> <li>Board and staff may create and disband committees/teams as needed</li> </ul>	<ul style="list-style-type: none"> <li>Glossary: Board has “committees,” staff has “ministry teams”</li> </ul>

## Expected Motions and Resolution

Draft 4 – 5/15/17

**Motion #1.** On behalf of the Governance Task Force, I move to affirm the proposed governance system, and to empower the Board to undertake a trial year operating in the proposed structure.

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**Motion #2.** On behalf of the Governance Task Force, I move to amend the Bylaws with substitute language, as distributed, for sections of Article V, on the Board of Trustees, Article VII, on Committees, and Article VIII, on Elections, along with the following provisos for putting these changes into effect:

Provisos on the timing and implementation of the Bylaws amendments:

1. All changes are to take effect on July 1, 2017, except for the changes with respect to the nominations and elections for the elective positions, which are to take effect immediately.
2. During the trial year commencing on July 1, 2017, the normal order for terms of office and positions for the Board of Trustees would be adjusted as follows:
  - a. Erin Hottenstein will be nominated to serve a second year as President, rather than serving a year as Past President.
  - b. Ed Beers will not complete his current three-year term, but instead will be nominated to a new three- year term as President-elect, followed by two years as President.
  - c. Scott Denning will be nominated to serve an additional year on the Board, with the expectation that he will be appointed as Treasurer for that year.

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**Concurrent Resolution.** It is resolved that in the 2018 annual meeting, the members of Foothills Unitarian Church will have the opportunity to rescind, revise or approve the Bylaws amendments adopted in the 2017 annual meeting.

Further the Board of Trustees will issue an interim report by January 15, 2018 and a final report by May 15, 2018 on the efficacy of the Bylaws changes.

## Sponsoring Endorsement

We, the following members of the Foothills Unitarian Church, after hearing and reflecting on the proposed governance changes to effect the optimum governance structure, and the Bylaws amendments to enable them for a trial year, do endorse and urge members to support the proposed changes.

Jody Anderson	Sally Harris	Stefan Price
Bob Bacon	Cheryl Hazlitt	Leonard Sokoloski
Ed Beers	Adam Henk	Elizabeth Stanley
Linda Beers	Erin Hottenstein	Sue Sullivan
Dick Cullor	Karen Johnese	April Undy
Scott Denning	Bonnie Inscho	Michelle Venus
Nate Donovan	Tom Inscho	Bruce Wagner
David Edwards	Diane Knight	Jacqui Wallace
Sara Edwards	Linda Kothera	Larry Watson
Jane Everham	Ben Manvel	Gale Whitman
Sue Ferguson	Eric Martinson	Kay Williams
Judy Gates	Glenn Pearson	Brian Woodruff
Anne Hall	Jennifer Powell	Rich Young
Karen Harder	Erin Price	

## Proposed Bylaw Revisions for Article V. Officers and the Board of Trustees - 4 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE V. OFFICERS AND THE BOARD OF TRUSTEES	
Section 1. OFFICERS AND DUTIES	
A. The officers of the Church shall be a President, a <del>President-Elect</del> <u>Vice President</u> , a Treasurer, <del>a Treasurer-Elect, and a Secretary, and a Secretary-Elect.</del> These officers shall perform the duties prescribed by these Bylaws, and they shall be members of the Board of Trustees. All officers and Trustees must be members of the Church.	The Vice President, Treasurer and Secretary would not be elected, but would be appointed by the Board of Trustees from among its members.
B. The PRESIDENT serves a <del>one</del> <u>two</u> -year term <u>following a one-year term as PRESIDENT-ELECT</u> and is the chief executive officer of the Church with the following duties and responsibilities:	The President would be elected in alternate years to a three-year term, the first year as President-Elect and the second and third year of their term as President.
1. To preside at meetings of the Board of Trustees and the Congregation;	
2. To sign all legal documents on behalf of the Church;	
<del>3. To be the liaison between the Congregation, the Minister, the Nominating Committee, and the Board of Trustees;</del>	The President's liaison role would no longer be needed.
4. To be an ex-officio member of all committees <u>except the Nominating Committee</u> ;	
5. And to perform such other duties applicable to the office as prescribed by the parliamentary authority or as directed by the Board of Trustees or the Congregation.	
<del>6. After one year of service as President, this officer shall succeed to a one-year term on the Board as Past President. In the event that the office of Past President becomes vacant, or the current President is unable to succeed to the position of Past President, the Board of Trustees shall appoint an acting Past President until such time as the Congregation may elect a member to this position.</del>	Office of Past President would be ended.
C. The <u>VICE PRESIDENT</u> is selected by the Board of Trustees from among its members to serve a one-year term, <u>PRESIDENT-ELECT</u> serves for one year in the capacity of a vice-president, acting as president in the absence or incapacity of the President <u>and</u> , assisting the President as requested, <u>and maintaining the master calendar of Church activities.</u>	The church master calendar would be maintained by staff.

Proposed Bylaw Revisions for Article V. Officers and the Board of Trustees - 4 May 2017

BYLAW REVISION	EXPLANATION
<p>1. After one year of service as <del>President-elect</del>PRESIDENT-ELECT, this <del>officer-trustee</del> shall succeed to the office of President for a <del>one</del>two-year term.</p> <p>2. In the event that the office of President becomes vacant before the <del>two-one</del>year term has been served, the President-elect automatically becomes President for the remainder of the unexpired term, followed by the prescribed <del>one</del>two-year term.</p>	The President serves one year as President-elect, and two years as President.
<p>3. In the event of vacancies in the offices of both President and President-elect, the Board of Trustees shall appoint an acting President and/or President-elect until such time as the Congregation may elect officers to the vacant positions.</p>	
<p>D. The TREASURER <u>is selected by the Board of Trustees from among its members to serve</u> a one-year term and is the chief disbursing officer of the Church with the following responsibilities:</p>	The Treasurer would no longer be elected by the Congregation.
<p><del>1. To receive all monies to the Church, pay bills as approved by the Board of Trustees, oversee the maintenance of proper financial records, provide a periodical report to the Board of Trustees as requested, and serve as a member of the Finance Committee.</del></p> <p><del>2. To care for all legal documents relating to Church affairs and property, and to arrange for an annual audit of the financial records as directed by the Board of Trustees.</del></p> <p><u>1. To chair the Finance Committee and ensure that the Board's responsibilities for financial oversight are fulfilled.</u></p> <p><u>2. To provide fiscal control of the Church monies and properties and work with the Finance Ministry Team to develop policies and procedures that meet audit standards.</u></p> <p><u>3. To provide financial reports to the Board of Trustees and the Congregation.</u></p> <p><u>4. To oversee the care of all legal documents relating to Church affairs and property, and to arrange for audits of the financial records as directed by the Board of Trustees or the Congregation.</u></p>	The Treasurer's role would be significantly different.
<p><del>E. The TREASURER-ELECT serves for one year as an assistant to the Treasurer. After one year in this position, or in the event that the office of Treasurer becomes vacant, this officer shall succeed to the office of Treasurer.</del></p>	The Treasurer-elect role would be ended.
<p><del>E</del>F. The SECRETARY <u>is selected by the Board of Trustees from among its members to serve</u> a one-year term and is the chief record keeper of the Church, with the following <del>specific</del> responsibilities:</p>	The Secretary would no longer be elected by the Congregation.
<p>1. To record minutes of meetings of the Board of Trustees and the Congregation.</p>	

Proposed Bylaw Revisions for Article V. Officers and the Board of Trustees - 4 May 2017

BYLAW REVISION	EXPLANATION
2. To oversee maintenance of the Membership Roll and work closely with the Archivist on maintenance of permanent records of the Church. All records of the Secretary shall remain the property of the Church.	
<del>G. The SECRETARY-ELECT serves for one year as an assistant to the Secretary. If the office of Secretary becomes vacant, this officer shall succeed to the office of Secretary.</del>	The Secretary-elect role would be ended.
Section 2. BOARD OF TRUSTEES	
A. BOARD COMPOSITION. <del>Seven Trustees, including the four officers and three</del> <u>Seven Trustees, including the four officers and three</u> <del>The six officers of the Church, the immediate past President, and four</del> additional Trustees shall constitute the voting members of the Board of Trustees. <u>1. All Trustees shall be elected to serve three-year terms.</u> <u>2. When there is a President-elect (alternate years) that person will serve as one of the six Trustees and may fill any of the designated slots.</u> <u>3. The Board shall ensure, prior to each election, that there are continuing members or nominees willing and able to serve in the roles of Vice President, Treasurer, and Secretary.</u> <u>4. The Senior Minister shall be a non-voting, ex-officio member of the Board. The immediate past President serves a one-year term on the Board.</u>	The Board of Trustees would have seven members.
B. BOARD'S DUTIES AND POWERS	
1. The executive power of the Church shall be delegated to the Board of Trustees (hereinafter referred to as the Board). The Board shall be subject to the orders of the membership, and none of its actions shall conflict with action taken by the membership in meetings of the Congregation or these Bylaws.	
<del>2. Specific responsibilities and duties of the Board include, but are not limited to, the following: to plan and evaluate the overall program of the Church, to determine the fiscal year, to manage the finances of the Church in accordance with the annual budget adopted by the membership, to make emergency expenditures necessary for the well-being of the Church, to appoint all non-elected committee chairs, to define responsibilities and terms of committees, to fill vacancies on the Board of Trustees, elected committees, and elected committee chair positions until the Congregation can elect replacements, to appoint delegates to meetings of the Mountain Desert District and the Unitarian Universalist Association, and to fix the time and place of meetings of the Congregation.</del> <u>2. The Board of Trustees is responsible for oversight and evaluation of all Church programs and activities, fiduciary control of all monies and property, including adherence to the</u>	The Board would reserve certain powers to itself, while delegating others to staff. Which powers are reserved or delegated may be revised by adopting new Board policy.

Proposed Bylaw Revisions for Article V. Officers and the Board of Trustees - 4 May 2017

BYLAW REVISION	EXPLANATION
<p><u>annual budget, and strategic planning.</u></p> <p><u>3. Specific responsibilities and duties of the board are prescribed in the Board Policies. Specific duties and responsibilities are delegated to staff and others are identified as being reserved for the Board.</u></p> <p><u>4. 3.</u> The Board is empowered to hire, fix compensation, supervise, and terminate any employees of the Church except for the Senior or Associate Minister.</p>	
<p><u>54.</u> The officers of the Board are also officers of the Church's non-profit corporation and shall execute the legal duties and responsibilities thereof.</p>	
<p>C. BOARD MEETINGS.</p>	
<p>1. The Board shall meet on a regular date each month, except that a meeting may be canceled when there is no business. The President shall call special meetings as needed or at the request of a majority of the Board. Meetings shall be open to all members of the Church.</p> <p>2. A majority of the voting Board membership shall constitute a quorum.</p>	

## Proposed Bylaw Revisions for Article VII. Committees – 4 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE VII. COMMITTEES	
Section 1. COMMITTEE ESTABLISHMENT AND OPERATING PROCEDURES.	
A. Either the Congregation or the Board of Trustees is empowered to establish new standing committees or to reorganize the duties of standing committees as needed, provided such actions are consistent with these Bylaws.	
B. <del>Standing Co</del> committees are governed by <del>procedures-policies</del> and <del>standing-rulescharters</del> adopted by the Board of Trustees or the Congregation. Any <del>rules-policies</del> or <del>procedures-charters</del> adopted by the Board must not conflict with decisions of the Congregation.	Revised terminology is consistent with proposed governance model.
Section 2. <del>ELECTED-STANDINGBOARD</del> COMMITTEES.	
A. <del>There will be four Board committees. Members of these committees will be appointed by the Board or elected by the Congregation and will include at least one Trustee.</del> <del>1. The Finance Committee, chaired by the Treasurer, assists the Board in its oversight of Church finances, financial reports, and the annual audit. The committee has no management authority.</del> <del>2. The Personnel Committee assists the Board in developing policies to ensure compliance with applicable laws and with the highest standards of integrity and compassion in its relationship with staff. The committee has no management authority.</del> <del>3. The Governance Committee assists the Board in focusing on its governance role and in its efforts to ensure that the organization and governance of the Church serves its mission and members.</del> <del>4. The ThisNominating and Leadership Committee shall have three five members who are elected by the Congregation for three-year terms plus one Trustee in a one-year renewable term. Members shall select one of their number as committee chair</del> The duties of this committee are to nominate candidates for all of the elective offices of the Church and to present these nominations to the Congregation.	The Finance, Personnel, and Governance Committees will assist the Board in its oversight, fiduciary, and governance responsibilities. The Nominating Committee will consult with and will be accountable to the Board, but will be independent in the preparation and presentation of a slate of nominees.
<del>B. Personnel Committee.</del>	Replaced by section 2.A.2. above
<del>1. This committee shall have four members who are elected for three year terms, and one member from the Board of Trustees serving a one-year renewable term. Members shall select their committee chair.</del>	
<del>2. The duties of this committee are to assist the Board in hiring, supervising, evaluating, and fixing compensation of all employees of the Church except for the Senior or Associate Minister.</del>	



## Proposed Bylaw Revisions for Article VII. Committees – 4 May 2017

<u>Section 3. STANDING COMMITTEES</u>	
<u>A.C. Endowment Fund Committee.</u>	
1. This committee shall have five members who are elected for three-year terms. The Senior Minister and the Chair of the Finance Committee shall be non-voting members of the Committee. Members shall select a chair, financial secretary, and recording secretary.	
2. The duty of this committee is to administer gifts to the Church in accordance with the purposes of the Church, any terms specified by donors, and standing rules adopted by the Board or the Congregation.	
<del>D. Committee on Ministry.</del>	Will be replaced by a Ministry Team as provided for and guided by Board policies.
<del>1. This committee will have four to six members who are elected as necessary for three-year terms. The professional ministers will be non-voting members of the committee. Members shall select a chair.</del>	
<del>2. The duty of this committee is to partner with the Board of Trustees and the Congregations concerning the shared ministry of the congregation.</del>	
<del>Section 3. APPOINTED STANDING COMMITTEES.</del>	Will be replaced by Ministry Teams as needed.
<del>A. Standing committees whose members are appointed by the Board or its designee shall include, but are not limited to, Buildings and Grounds, Bylaws, Canvass, Denominational Connections, Finance, Membership, Music, Religious Education, Social Concerns, and Sunday Service.</del>	
<del>B. Chairpersons of the Canvass Committee and the Finance Committee are elected to one-year terms. Except for these committees and the Nominating Committee, Personnel Committee, a Search Committee, and the Endowment Committee, all other chairpersons of standing or special committees are appointed by the Board.</del>	
<del>Section 4. CHURCH COUNCIL.—This Council is responsible for promoting communication and coordination among standing committees. It shall be composed of the chairs of standing committees of the Church and shall be chaired by a member of the Board of Trustees.</del>	The Senior Minister will be responsible for provisions for communication and coordination among Ministry Teams.

## Proposed Bylaw Revisions for Article VIII. Nominations and Elections – 4 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE VIII. NOMINATIONS AND ELECTIONS	
Section 1. NOMINATIONS. The Nominating <del>and Leadership</del> Committee is responsible for identifying and nominating candidates for all elective offices of the Church. After this Committee has presented its report to the congregational meeting, additional nominations may be made from the floor. Nominees for any elective office must be members of the Church.	
Section 2. ELECTIONS.	
A. Elections are held at the Annual Meeting of the Congregation, <u>or at special meetings, if needed,</u> for the following offices:	
1. Each year, <u>as vacancies arise,</u> the Congregation <del>shall</del> will elect <del>five</del> members <u>to fill vacancies onto</u> the Board of Trustees: <del>a President-Elect shall be elected to a three-year term; a Treasurer-Elect, a Secretary-Elect, and two Trustees shall be elected to three</del> <u>two</u> -year terms.	The Congregation will elect 2-3 Board members each year.
2. <u>In alternating years, the Congregation will elect a President-Elect who will serve for one year as a member of the Board, followed by a two-year term as President of the Board of Trustees.</u>	
<del>2. The Congregation will elect the chairs of the Canvass Committee and the Finance Committee to one-year terms.</del>	
3. <u>Each year, as vacancies arise,</u> <del>The</del> Congregation will elect members to fill vacancies on the Nominating, <del>Personnel,</del> and Endowment Fund Committees <u>to three-year terms;</u> <del>and the Committee on Ministry.</del>	
B. Whenever an election for any office is contested, the election shall be by ballot, and the candidate receiving the highest number of votes shall be elected. Whenever an election is uncontested, a voice vote may be used. Either the Congregation or the Board is empowered to authorize mailed or electronic ballots for elections.	
C. Terms of office for all elective positions shall run coincident with the fiscal year, except that officers, trustees, and committee chairs shall hold office until their successors are elected.	
D. Board members may hold office for two consecutive terms, after which two years must elapse before re-election to the same office. Elected committee members may hold office for two or more consecutive terms that total no more than six consecutive years, after which two years must elapse before reelection to the same office.	
Section 3. VACANCIES AND REPLACEMENTS.	
A. The Board shall fill by appointment any vacancies among the elected positions until the Congregation can fill the position by election.	

Bylaws Article V. Officers and the Board of Trustees with Proposed Revisions - 14 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE V. OFFICERS AND THE BOARD OF TRUSTEES	
Section 1. OFFICERS AND DUTIES	
A. The officers of the Church shall be a President, a Vice President, a Treasurer, and a Secretary. These officers shall perform the duties prescribed by these Bylaws, and they shall be members of the Board of Trustees. All officers and Trustees must be members of the Church.	The Vice President, Treasurer and Secretary would not be elected, but would be appointed by the Board of Trustees from among its members.
B. The PRESIDENT serves a two-year term following a one-year term as PRESIDENT-ELECT and is the chief executive officer of the Church with the following duties and responsibilities:	The President would be elected in alternate years to a three-year term, the first year as President-Elect and the second and third year of their term as President.
1. To preside at meetings of the Board of Trustees and the Congregation;	
2. To sign all legal documents on behalf of the Church;	
3. To be an ex-officio member of all committees except the Nominating Committee;	
4. And to perform such other duties applicable to the office as prescribed by the parliamentary authority or as directed by the Board of Trustees or the Congregation.	
C. The VICE PRESIDENT is selected by the Board of Trustees from among its members to serve a one-year term, acting as president in the absence or incapacity of the President and assisting the President as requested.	The church master calendar would be maintained by staff.
1. After one year of service as PRESIDENT-ELECT, this trustee shall succeed to the office of President for a two-year term. 2. In the event that the office of President becomes vacant before the two-year term has been served, the President-elect automatically becomes President for the remainder of the unexpired term, followed by the prescribed two-year term.	The President serves one year as President-elect, and two years as President.
3. In the event of vacancies in the offices of both President and President-elect, the Board of Trustees shall appoint an acting President and/or President-elect until such time as the Congregation may elect officers to the vacant positions.	
D. The TREASURER is selected by the Board of Trustees from among its members to serve a one-year term and is the chief disbursing officer of the Church with the following responsibilities:	The Treasurer would no longer be elected by the Congregation.

Bylaws Article V. Officers and the Board of Trustees with Proposed Revisions - 14 May 2017

BYLAW REVISION	EXPLANATION
<p>1. To chair the Finance Committee and ensure that the Board's responsibilities for financial oversight are fulfilled.</p> <p>2. To provide fiscal control of the Church monies and properties and work with the Finance Ministry Team to develop policies and procedures that meet audit standards.</p> <p>3. To provide financial reports to the Board of Trustees and the Congregation.</p> <p>4. To oversee the care of all legal documents relating to Church affairs and property, and to arrange for audits of the financial records as directed by the Board of Trustees or the Congregation.</p>	The Treasurer's role would be significantly different.
E. The SECRETARY is selected by the Board of Trustees from among its members to serve a one-year term and is the chief record keeper of the Church, with the following responsibilities:	The Secretary would no longer be elected by the Congregation.
1. To record minutes of meetings of the Board of Trustees and the Congregation.	
2. To oversee maintenance of the Membership Roll and work closely with the Archivist on maintenance of permanent records of the Church. All records of the Secretary shall remain the property of the Church.	
Section 2. BOARD OF TRUSTEES	
<p>A. BOARD COMPOSITION. Seven Trustees, including the four officers and three additional Trustees shall constitute the voting members of the Board of Trustees.</p> <p>1. All Trustees shall be elected to serve three-year terms.</p> <p>2. When there is a President-elect (alternate years) that person will serve as one of the six Trustees and may fill any of the designated slots.</p> <p>3. The Board shall ensure, prior to each election, that there are continuing members or nominees willing and able to serve in the roles of Vice President, Treasurer, and Secretary.</p> <p>4. The Senior Minister shall be a non-voting, ex-officio member of the Board.</p>	The Board of Trustees would have seven members.
B. BOARD'S DUTIES AND POWERS	
1. The executive power of the Church shall be delegated to the Board of Trustees (hereinafter referred to as the Board). The Board shall be subject to the orders of the membership, and none of its actions shall conflict with action taken by the membership in meetings of the Congregation or these Bylaws.	
<p>2. The Board of Trustees is responsible for oversight and evaluation of all Church programs and activities, fiduciary control of all monies and property, including adherence to the annual budget, and strategic planning.</p> <p>3. Specific responsibilities and duties of the board are prescribed in the Board Policies. Specific duties and responsibilities are delegated to staff and others are identified</p>	The Board would reserve certain powers to itself, while delegating others to staff. Which powers are reserved or delegated may be revised by adopting new Board policy.

Bylaws Article V. Officers and the Board of Trustees with Proposed Revisions - 14 May 2017

BYLAW REVISION	EXPLANATION
as being reserved for the Board. 4. The Board is empowered to hire, fix compensation, supervise, and terminate any employees of the Church except for the Senior or Associate Minister.	
5. The officers of the Board are also officers of the Church's non-profit corporation and shall execute the legal duties and responsibilities thereof.	
C. BOARD MEETINGS.	
1. The Board shall meet on a regular date each month, except that a meeting may be canceled when there is no business. The President shall call special meetings as needed or at the request of a majority of the Board. Meetings shall be open to all members of the Church. 2. A majority of the voting Board membership shall constitute a quorum.	

## Bylaws Article VII. Committees with Proposed Revisions – 14 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE VII. COMMITTEES	
Section 1. COMMITTEE ESTABLISHMENT AND OPERATING PROCEDURES.	
A. Either the Congregation or the Board of Trustees is empowered to establish new standing committees or to reorganize the duties of standing committees as needed, provided such actions are consistent with these Bylaws.	
B. Committees are governed by policies and charters adopted by the Board of Trustees or the Congregation. Any policies or charters adopted by the Board must not conflict with decisions of the Congregation.	Revised terminology is consistent with proposed governance model.
Section 2. BOARD COMMITTEES.	
<p>A. There will be four Board committees. Members of these committees will be appointed by the Board or elected by the Congregation and will include at least one Trustee.</p> <p>1. The Finance Committee, chaired by the Treasurer, assists the Board in its oversight of Church finances, financial reports, and the annual audit. The committee has no management authority.</p> <p>2. The Personnel Committee assists the Board in developing policies to ensure compliance with applicable laws and with the highest standards of integrity and compassion in its relationship with staff. The committee has no management authority.</p> <p>3. The Governance Committee assists the Board in focusing on its governance role and in its efforts to ensure that the organization and governance of the Church serves its mission and members.</p> <p>4. The Nominating Committee shall have three members who are elected by the Congregation for three-year terms plus one Trustee in a one-year renewable term. The duties of this committee are to nominate candidates for all of the elective offices of the Church and to present these nominations to the Congregation.</p>	<p>The Finance, Personnel, and Governance Committees will assist the Board in its oversight, fiduciary, and governance responsibilities. The Nominating Committee will consult with and will be accountable to the Board, but will be independent in the preparation and presentation of a slate of nominees.</p>
Section 3. STANDING COMMITTEES	
A. Endowment Fund Committee.	
1. This committee shall have five members who are elected for three-year terms. The Senior Minister and the Chair of the Finance Committee shall be non-voting members of the Committee. Members shall select a chair, financial secretary, and recording secretary.	
2. The duty of this committee is to administer gifts to the Church in accordance with the purposes of the Church, any terms specified by donors, and standing rules adopted by the Board or the Congregation.	

## Bylaws Article VIII. Nominations and Elections with Proposed Revisions – 14 May 2017

BYLAW REVISION	EXPLANATION
ARTICLE VIII. NOMINATIONS AND ELECTIONS	
Section 1. NOMINATIONS. The Nominating Committee is responsible for identifying and nominating candidates for all elective offices of the Church. After this Committee has presented its report to the congregational meeting, additional nominations may be made from the floor. Nominees for any elective office must be members of the Church.	
Section 2. ELECTIONS.	
A. Elections are held at the Annual Meeting of the Congregation, or at special meetings, if needed, for the following offices:	
1. Each year, as vacancies arise, the Congregation will elect members to fill vacancies on the Board of Trustees to three-year terms.	The Congregation will elect 2-3 Board members each year.
2. In alternating years, the Congregation will elect a President-Elect who will serve for one year as a member of the Board, followed by a two-year term as President of the Board of Trustees.	
3. Each year, as vacancies arise, the Congregation will elect members to fill vacancies on the Nominating, and Endowment Fund Committees to three-year terms.	
B. Whenever an election for any office is contested, the election shall be by ballot, and the candidate receiving the highest number of votes shall be elected. Whenever an election is uncontested, a voice vote may be used. Either the Congregation or the Board is empowered to authorize mailed or electronic ballots for elections.	
C. Terms of office for all elective positions shall run coincident with the fiscal year, except that officers, trustees, and committee chairs shall hold office until their successors are elected.	
D. Board members may hold office for two consecutive terms, after which two years must elapse before re-election to the same office. Elected committee members may hold office for two or more consecutive terms that total no more than six consecutive years, after which two years must elapse before reelection to the same office.	
Section 3. VACANCIES AND REPLACEMENTS.	
A. The Board shall fill by appointment any vacancies among the elected positions until the Congregation can fill the position by election.	
B. Any elected member who does not carry out the duties of his/her office may be replaced by the Board, at its discretion. Any such decisions by the Board are subject to review by the Church membership.	

## Proposed Bylaw Revisions for Article VIII. Nominations and Elections – 4 May 2017

B. Any elected member who does not carry out the duties of his/her office may be replaced by the Board, at its discretion. Any such decisions by the Board are subject to review by the Church membership.	
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# Proposed Changes to Nominating and Leadership Development Functions

5/15/17

## Current Situation

The current Nominating Committee is an elected committee of 5 - each of whom serve 3 year terms, accountable directly to the congregation, for nominating a slate of nominees for the congregation to consider. It also nominates candidates for the Nominating Committee. While there has been a stated hope for adding a leadership development component to their work for many years, this has never occurred.

## Issues We Hope to Address

In our large and growing congregation, some of the issues that have come up regarding nominating include: 1) Being accountable to the congregation is as if being accountable to no one - it's too nebulous a relationship to have true oversight and accountability. 2) Additionally it very hard for the Nominating Committee to get the attention of the "congregation" as a whole - when it sends out communication or holds forums, it gets very little input/conversation. 3) There is a lack of training or preparation for the nominees for the positions they'll fill. 4) Nominees are often the result of personal relationships or "getting whomever will say yes." This is neither effective nor democratic for a large church with a nearly million dollar operating budget. It has resulted in a "cliquish" environment where it can be hard for newer people to break in and become leaders. 5) The Nominating Committee does not have routine/in-depth understanding of the needs of the Board nor of ministry and tends to work in a vacuum, and at the last minute. 6) With all that said, we have been very lucky to have mostly had nominees willing and able to figure it out as they go along - but this means that often our most prepared Board members are those who are finishing their terms. The Board will be a lot better and more effective if there are policies and systems requiring a degree of preparation and mentorship for all nominees before they begin their work. 7) We believe that part of the reason leadership development has never really been effective is because it is not a governance task, but a ministry one, and so needs to be fully delegated to a ministry team, and overseen through guidance and limitations policies established by the board. 8) Finally there has been insufficient cooperation and consultation across ministry and governance in making the nominations as well as in the process for leadership development.

Question	Options Considered	Final Recommendation	Reason
Are the nominating and leadership development functions a single committee or team, or are they separate? If they are one, are they ministry or governance?	We considered both of these options, as well as the possibility of both functions being overseen by one side or another.	2 Bodies: 1. Nominating Committee (Governance) and 2. Leadership Development Ministry Team (Ministry).	Ultimately the need is for both governance AND ministry work to be accomplished, and we could not find a satisfying way for either side to take up both requirements.

Who holds the Nominating Committee accountable for its work?	<p>We considered:</p> <ul style="list-style-type: none"> <li>a) The congregation directly</li> <li>b) The Board</li> <li>c) The Minister</li> <li>d) A combination</li> </ul>	Ultimately, we decided that the Board needs to hold the Nominating Committee accountable for being in compliance with established procedures and policies.	Our current system has the nominating committee being accountable to the congregation, and this results in no real accountability at all. Nominating Committees repeatedly struggle to do their work in a timely, effective and forward-thinking way – they need more direction and collaboration with our senior leadership. We did not choose the Minister because nominating is ultimately governance work. We did not choose a combination because we are trying to simplify and improve rather than complicate and add bureaucracy. It is too difficult for busy volunteers to coordinate across large bodies.
Is the Nominating Committee elected or appointed? Who nominates the Nominating Committee?	We considered the Nominating Committee being appointed by the Board, by the Minister, and a combination. We also considered continuing the current practice of electing the Nominating Committee based on nominations that come from the Nominating Committee itself.	We decided to maintain the election of the Nominating Committee from candidates who are nominated by the Nominating Committee.	All possible options have some concerns with them, but this seems the best of the various possibilities. This maintains congregational direct input into a very powerful committee in the congregation, even while raising accountability to the senior leadership body in the church, the Board.
What is the job of the Nominating Committee? Do they present the slate of candidates to the congregation, or to the Board?	We considered the Nominating Committee's role or lack thereof in training, in direct conversation with the congregation and the staff, their role in maintaining/updating job descriptions, and in complying with Board policies related to nominations. We considered that Nominating could give a slate to the Board first, and then the Board would present to the congregation; we also considered Nominating being the ones to directly present the slate to the congregation.	We decided the role of the Nominating Committee is now to keep the job descriptions of the Board and Nominating Committee updated, to maintain conversation/communication with the Board about emerging leadership needs, and to receive input from the Leadership Development Team and from the congregation about nominees. It will certify its slate to the Board, focused on its capacity to comply with Board policies and procedures. It will present the slate to the congregation directly. It will be required to maintain a strong collaboration and consultation with the Leadership Development Ministry team.	We believe this strikes the right balance of collaboration and accountability with an open process allowing for congregational input. It maintains the singular leadership of the Board of Trustees as the senior elected leaders in the congregation and their accountability to the congregation, while still prioritizing the openness and accessibility of the nominating process. The consultation with the Leadership Development Team can be monitored and assured through Board review, and can ensure that elected leaders have the appropriate training and preparation to serve on the Board for our large and growing congregation. Policies will dictate that nominations are to be based on qualifications and competencies rather than on personal relationships as they have been in the past. Policies will further ensure the expectations around openness and communication during the process, around advertising open positions, and receiving nominations from any source.

How many members of the Nominating Committee will there be?	We considered having 3, 4, or 5 members. We considered that a Board member could be one of these, or an additional one, or simply a liaison.	We decided to have 3 elected members, each with 3 year terms, plus a Board member who acts as the convener/chair of the Committee.	Because the work is about coordinating and conversing, we believe the work can be done with four. Any additional numbers result in additional members needing to be recruited, elected, trained, etc. If the work can be done with fewer, why not? Additionally, this size of team conveys clearly that there is no way that this work can be done based on each of them knowing a different part of the congregation (i.e. personal relationships) but instead must be based on a system of accessible, open nominations that is coordinated through the ongoing work of the Leadership Development Team. We maintained a Board member as the convener and chair because we believe the process needs leadership from the Board until a transformed and more fully democratic nominations process is established.
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This is our recommendation for the first year. During this year, we charge the Nominating Committee to do more research into best practices and options for how to ensure that this process meets our goals for transparency, accessibility and electing leaders who can work together and serve the needs of the congregation as they are identified each year, and who can keep the congregation focused on and resourced for our future. The Nominating Committee will be asked to submit to the Board a mid-year progress report and an evaluation at the end of the trial year with any recommendations for change in the structure or process for future years.

## PROPOSED ELECTION SEQUENCE TO TRANSITION TO SEVEN-MEMBER BOARD

The ideal election sequence for a seven-member Board is 3-2-2, i.e., we would elect either three or two members each year. The chart below illustrates the proposed sequence. Note that each row represents one seat on the Board, and each box represents a 3-year term of office. The President's term is in two parts: President-Elect in year one, President in years two and three.

The transition involves some term adjustments. Erin was to be Past President, but will rather continue as President in 2017. Ed was to have been President, but will rather be elected to a new 3-year Presidential term. Scott will be elected to a 1-year term extension. To complete the transition to the desired 3-2-2 annual election cycle, two current trustees will be elected to 1-year term extensions at the spring 2018 annual meeting.

TRIAL YEAR												
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Seat 1	Ed Pres-Elect	President			Trustee		Pres-Elect	President		Trustee		
Seat 2		Trustee			Trustee		Trustee			Trustee		
Seat 3	Erin President	Trustee			Pres-Elect	President		Trustee			Pres-Elect	President
Seat 4	Scott Extra year	Trustee			Trustee			Trustee			Trustee	
Seat 5	Current trustee	Trustee			Trustee			Trustee			Trustee	
Seat 6	Current trustee	Extra year	Pres-Elect	President		Trustee			Pres-Elect	President		
Seat 7	Current trustee	Extra year	Trustee			Trustee			Trustee			
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
TOTAL ELECTED		3	5	2	3	2	2	3	2	2	3	2
PRESIDENT-ELECT		1		1		1		1		1		1
TRUSTEES		1	3	1	3	1	2	2	2	1	3	1
EXTRA YEAR		1	2									

### ACTIONS REQUIRED AT SPRING 2017 ELECTION:

- Elect one new trustee
- Elect Erin as President for her final year, rather than Past-President
- Elect Ed to a new 3-year presidential term
- Elect Scott to a 1-year term extension

### ACTIONS REQUIRED AT SPRING 2018 ELECTION:

- Elect three new trustees
- Elect two current trustees to 1-year term extensions