

Your congregation's name	Unity Temple
Your Name	Duane Dowell
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September 2004
Comments	
When did you start your formal transition to Policy Governance?	June 2007
Comments	
When did your congregation officially begin operating in Policy Governance?	August 2008
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	Congregant
How do you structure your Executive function?	Executive team
Comments	We currently have a board member on the Exec. team
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?

More efficient and effective board meetings. Better administrative function with the Exec. team running day-to-day operations.

What challenges have you experienced?

It took an extra year of education and dialogue to convince some in the congregation of the soundness of the policy governance model. There was some initial distrust as some saw this as a "power grab" on the part of the senior minister. That feeling seems to have abated.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	Eno River UU Fellowship Durham NC
Your Name	Deborah Cayer
Your current congregational role	Minister
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2004
Comments	
When did you start your formal transition to Policy Governance?	August 2007
Comments	
When did your congregation officially begin operating in Policy Governance?	February 2010
Comments	Congregation formally votes this coming sunday--2.28.10 we expect it to pass; we're already working on organizational structures
What was your congregational role during your congregation's transition to Policy Governance?	Minister
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?

clarity about authority

What challenges have you experienced?

conflict about authority; grief at loss of looser, freer operations;

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

In this strongly lay led fellowship, it was crucial that this transition process was widely shared with the congregation. They have found a language of "collaboration and cooperation" that is serving them well; now they have to practice this to make it a reality.

Your congregation's name University Unitarian Church, Seattle, Washington

Your Name Rev. Jon M. Luopa

Your current congregational role Minister

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? September 2007

Comments

When did you start your formal transition to Policy Governance? September 2008

Comments

When did your congregation officially begin operating in Policy Governance? June 2009

Comments

What was your congregational role during your congregation's transition to Policy Governance? Minister

How do you structure your Executive function? Executive team

Comments

Have you been through an Executive transition? Yes

Have your Board members changed while operating under Policy Governance? Yes--most

What benefits have you realized?

Board has a clearer role, as does Executive Team. More accountability across the spectrum. Forces Board to be in more intentional conversation with the congregation.

What challenges have you experienced?

Trying to figure out where the responsibility is for fundraising, recruiting fundraisers, overseeing the annual pledge campaign.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

I'd be happy to talk to someone rather than fill out a survey. There is so much nuance with policy governance.

Your congregation's name	Unitarian Universalist Church of Tucson
Your Name	Fran Brazzell
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2004
Comments	
When did you start your formal transition to Policy Governance?	2005
Comments	
When did your congregation officially begin operating in Policy Governance?	June. 2005
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	Board member
How do you structure your Executive function?	Executive team
Comments	Empowerment Team
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?

Freeing up of Board time to focus on vision and strategic planning

What challenges have you experienced?

Financial management. Coordination of Finance Committee with BOT and ET.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

We do not have clearly defined roles and responsibilities for reporting relationships and responsibility for financial responsibilities - it has been cause for some confusion and disagreements.



Your congregation's name	First UU church of Richmond, VA
Your Name	Diana Vincelli
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2004
Comments	I am guessing it was at least 5 years ago.
When did you start your formal transition to Policy Governance?	July. 2005
Comments	Again, a guess
When did your congregation officially begin operating in Policy Governance?	July. 2006
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	Lay leader
How do you structure your Executive function?	Solo executive
Comments	
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?	Board is less involved in day-to-day operations, including expenses, decisions about things ranging from choosing paint colors to hiring a new staff person. We have a very capable senior minister who has built a very capable staff.
What challenges have you experienced?	Communications is a constant challenge. No matter how hard you try and no matter that you use multiple vehicles, someone will still say, "I didn't know we were doing this!" It is a challenge to get Board moving from the mundane to the visionary. Many people are resistant to change and can get ugly about it. Trust is a concept that escapes some members.
What tools and/or best practices have you developed?	Governance section of our Members' website. this is constantly evolving, as we realize more and more people will go there for information. We still need "paper" tho. We have periodic Board Forums either of a general nature or on a topic (ie., New Bylaws, Finances) after service on Sunday, where people receive information, ask questions (and complain).
What else would you like to tell us about your transition to Policy Governance?	There are members who have 'paid their dues' in the past by being involved in governance, and now things have changed, they don't understand it, and so they don't trust it. Those of us currently in governance LIKE that we can trust staff of each other to do what is required. so there is the 'new way' bumping up against the 'old way' that causes friction.

Your congregation's name	UFWC Unitarian Fellowship of West Chester	
Your Name	Bob Scott	
Your current congregational role	Past Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2005
Comments		
When did you start your formal transition to Policy Governance?	September	2008
Comments	board voted to adopt at retreat, and set plan to accomplish	
When did your congregation officially begin operating in Policy Governance?	June	2009
Comments	congregation vote on by-law changes to support	
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--less than half	

What benefits have you realized?

clearer board meetings, rest too early to tell. just started this year

What challenges have you experienced?

change is hard, otherwise not bad. still early

What tools and/or best practices have you developed?

make sure that roles are clear and that tasks are clearly assigned to roles....use the system

What else would you like to tell us about your transition to Policy Governance?

Too early to tell

Your congregation's name	First Unitarian Church of Des Moines	
Your Name	Phyllis A. Swink	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	July	2008
Comments		
When did you start your formal transition to Policy Governance?	January	2009
Comments		
When did your congregation officially begin operating in Policy Governance?	July	2009
Comments	We have not had the congregation vote to make it official	
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--less than half	

What benefits have you realized?	The consistency that having a professional staff doing budgeting and being responsible for the overall church operation and having the board oversee what they are doing.
What challenges have you experienced?	The amount of time to complete the paper work and get all of the operational information into a document.
What tools and/or best practices have you developed?	To have board members check each other when we start getting into the weeds where the staff should be not the board.
What else would you like to tell us about your transition to Policy Governance?	As a board member it's the best way to insure efficiency, effectiveness and cooperation.

Your congregation's name	First Unitarian Church of Omaha
Your Name	Bill Ross
Your current congregational role	Past Board president/chair/Current Governance Task Force Chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	May 2008
Comments	We had been considering the need for some governance change for several years but started active investigation in spring 2008.
When did you start your formal transition to Policy Governance?	August 2008
Comments	The Board of Trustees created a Governance Task Force and authorized hiring Dan Hotchkiss as a consultant.
When did your congregation officially begin operating in Policy Governance?	
Comments	We are scheduled to begin a trial run in June 2010
What was your congregational role during your congregation's transition to Policy Governance?	Chair of Governance Task Force
How do you structure your Executive function?	Solo executive
Comments	This is our current plan - could always change
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	No

<p>What benefits have you realized?</p>	<p>The change process has convinced us that there is a better way to do things. Most of the responsibilities that are being assigned to the Board of Trustees have really not been regularly done in the past. The Board has been focused on day to day operations and roles have not been clearly delineated.</p>
<p>What challenges have you experienced?</p>	<p>1. The workload to make the transition while still doing daily work. 2. Getting everyone to the same level of understanding. 3. Recongnizing that some problems must be addressed before the change so that they do not impede the change. 4. Changing elected positions (reducing number of board members, etc.) 5. We are still six months from the transition so we expect to experience many more challenges. 6. Figuring out how to provide needed training and skills development.</p>
<p>What tools and/or best practices have you developed?</p>	<p>1. Create a glossary of terms that will be used and publicize them. Admit that they are weird and a nuisance. We call ours DanSpeak and have a weekly quiz as to what the words mean. <a href="http://firstuomaha.org/files/GTF/GTFGlossary.html">http://firstuomaha.org/files/GTF/GTFGlossary.html</a> 2. We held a discussion group as a part of a regular six week series that we call Soul-Full Thursdays. It was well attended by church leaders (7-9) and turned into a very good discussion of church leadership and the reasons we were making the change. We used Dan Hotchkiss' book as the resource. We are currently planning to offer another session this month. Dan will appear on one day through the magic of video conferencing. <a href="http://www.firstuomaha.org/files/Soul-Full/SFTSchedule.html">http://www.firstuomaha.org/files/Soul-Full/SFTSchedule.html</a> 3. The Board of Trustees has worked hard on this at virtually every meeting.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>We used Dan Hotchkiss as a consultant on the project and we have had a good experience with that.</p>



Your congregation's name	First Unitarian Church of Pittsburgh, PA	
Your Name	Rev. David Herndon	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September	2003
Comments		
When did you start your formal transition to Policy Governance?	October	2003
Comments		
When did your congregation officially begin operating in Policy Governance?	May	2008
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments	We have two teams: An Operations Administrative Team which addresses Stewardship (finances and the building), and a Program Administrative Team which addresses Worship Services, Music and the Arts, Lifespan Faith Development, Social Responsibility, Cari	
Have you been through an Executive transition?	No	

Have your Board members changed while operating under Policy Governance?	Yes--most
What benefits have you realized?	Policy Governance has strengthened our capacity for short-term (less than one year) planning. Board meetings now end at reasonable times. We can expand the pool of potential Board members to include individuals who may not have vast amounts of volunteer time available. Our seven Ends (which provide structure for our monthly newsletter and our semi-annual Program Guide) clarify how the church is organized. We have greater coherence among those responsible for program development.
What challenges have you experienced?	Part of our decision to create an Associate Minister position was driven by the increased administrative responsibilities that I have taken on as Senior Minister/CEO. The Ends Policy was the last to be adopted, and it was the most challenging to write. As Senior Minister/CEO, I had to write many other documents (see below) once the Board had written the four standard Policy Governance policies.
What tools and/or best practices have you developed?	Once the Board adopted the four standard Policy Governance policies, it was clear that these were insufficient for guiding the day-to-day functioning of the church. Accordingly, I have put together a comprehensive set of executive policies. I have also put together a set of staff job descriptions and committee job descriptions which reflect the Ends Policies, my written interpretations of those Ends Policies, and the compliance measures that enable us to measure whether the Ends are being accomplished. To summarize, the documents we have are: 1. the four standard Policy Governance policies; 2. the Senior Minister/CEO's interpretations of the Ends Policy; 3. compliance measures which provide us with a structure for annual reports; 4. staff job descriptions and committee job descriptions which reflect the Ends, the interpretations, and the compliance measures; 5. comprehensive executive policies (Building Use Policy, Personnel Policy, Financial Policies and Procedures, Groups Policy, and so on). For each annual meeting, the Senior Minister/CEO then writes Ends Compliance Reports based on these documents and the expectations they contain.
What else would you like to tell us about your transition to Policy Governance?	Policy Governance has been useful for this congregation once we reached a level of complexity where the Board could no longer effectively manage and coordinate the day-to-day operations of the church.

Your congregation's name	Birmingham Unitarian Church	
Your Name	Carol Ann Arvan	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2003
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2006
Comments	Now on hold due to transition to new Settled Senior Minister and elimination of the Executive Director position.	
What was your congregational role during your congregation's transition to Policy Governance?	Congregant	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

What challenges have you experienced?

Ministers who want to be the Executive but who don't have the necessary people management skills and who lack focus on financial and administrative matters.  
An Executive Director who exceeded limitations due to ambiguous guidelines and the vacuum created by the departure of both settled ministers.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

We're questioning it.

Your congregation's name Unitarian Universalist Church of Charlotte

Your Name Dave Walsh

Your current congregational role Past Board president/chair

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure

Comments

When did you start your formal transition to Policy Governance?

Comments

When did your congregation officially begin operating in Policy Governance?

Not Sure 2005

Comments

What was your congregational role during your congregation's transition to Policy Governance?

Congregant

How do you structure your Executive function?

Executive team

Comments

Have you been through an Executive transition?

Yes

Have your Board members changed while operating under Policy Governance?

Yes--all

<p>What benefits have you realized?</p>	<p>Higher level of professional administration of church affairs with Board out of the day-to-day operations Greater clarity of and focus on mission and vision of the church Less demand on Board (is what I have heard- it is still a very demanding role)</p>
<p>What challenges have you experienced?</p>	<p>Lack of clarity and understanding of new board focus: hard to move beyond "means" work for some Still not sure we spend most time looking at future Understanding how to measure and monitor progress toward ends Creating measureable strategic outcomes Figuring out what kinds of information is needed from Executive team in order to monitor without sinking into the weeds Had "balance of power" issues around what constituted board role and executive team role- the line between vision and means isn't always clear. Orienting new board members to PG</p>
<p>What tools and/or best practices have you developed?</p>	<p>Happy to share our documents- don't feel we have anything that is best practice at the moment</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>Have often felt out there on a path alone- finding ways to connect with other PG congregations will be a huge help.</p>

Your congregation's name	First Universalist Church of Denver	
Your Name	Kirk Loadman-Copealnd	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	April	2001
Comments		
When did you start your formal transition to Policy Governance?	August	2002
Comments		
When did your congregation officially begin operating in Policy Governance?	June	2003
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?	The change to policy governance resulted in a high level of accountability for the Executive and staff. The Board's transition, while slower, has maintained clarity about ends and means.
What challenges have you experienced?	Resistance on the part of some long term members who want the Board involved in means. We are considering implementing a council model to engage lay members in Means.
What tools and/or best practices have you developed?	Perhaps most helpful was understanding that congregational members occupy multiple roles: moral owners/stakeholders, volunteer staff, and customers/clients. At times this can cause confusion if it is not clear who is wearing what hat when.
What else would you like to tell us about your transition to Policy Governance?	I think it has served our church extraordinarily well.



Your congregation's name	Washington Ethical Society	
Your Name	Amanda Poppei	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2000
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2002
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2002
Comments	We have never fully made the transition--don't do regular oversight/monitoring. The transition period ended but was really not actually successful.	
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?

Much more ability of staff to do their work without micromanaging.

What challenges have you experienced?

Incomplete transition--no monitoring/oversight, and the Board has not taken hold of visioning work. At this point they neither micromanage nor really do vision, so much of their time is spent on immediate issues or commissioning and receiving reports--but without real monitoring of those reports or visioning follow-up afterward. Another challenge is the role of the Board in finances, when they both hold fiduciary responsibility AND when the Exec is really charged with managing the finances and creating the budget. Currently we have a great relationship between Exec and Treasurer, but are aware that that is really not within the bounds of the Carver model.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

At this time we have a Governance Task Force using the new Hotchkiss book and looking at how we can transition to being a truly policy/vision board and what changes we have to make to our Constitution/Bylaws to ensure this (those changes were never made). We are moving away from the Carver model per se but hoping to actually get better at the pieces of the model that feel most important: policy and vision.

Your congregation's name	Unitarian Universalist Church of Asheville	
Your Name	Kay Aler-Maida	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	May	2008
Comments		
When did you start your formal transition to Policy Governance?	April	2009
Comments	Started drafting our policy governance documents. It's slow going.	
When did your congregation officially begin operating in Policy Governance?		
Comments	We been unofficially trying to operate in the policy governance mode. But no official start as yet.	
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	No	

What benefits have you realized?

Board agenda is more policy than program.

What challenges have you experienced?

Since we haven't officially finished our policy governance documents we're a little of the old and some of the new. Staff and committees keep coming to the Board for approval of actions or solutions to problems and I and/or the Board keep saying that's not Board business. Expect transition will continue to have an uneven learning curve between Board and other lay leadership and members.

What tools and/or best practices have you developed?

We're not there yet.

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	First Unitarian Universalist Congregation of Ann Arbor, Michigan	
Your Name	Tim Richards	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September	2007
Comments	There had been earlier discussions of Policy Governance and its suitability for our congregation by a Governance Task Force, which issued a final report in January, 2002, which recommended the creation of a Program Council.	
When did you start your formal transition to Policy Governance?	December	2007
Comments		
When did your congregation officially begin operating in Policy Governance?	June	2008
Comments	Bylaws amendments approved at Annual congregational meeting in June 2008, stipulating that "The Board of Trustees shall see to it that the Senior Minister's (or Co-ministers') duties and responsibilities are established and defined in the Ends Policies an	
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	Yes	

Have your Board members changed while operating under Policy Governance?

Yes--less than half

What benefits have you realized?

Clarity of lines of authority. Greater accountability. Executive focus on means (programs & operations). Board focus on Ends and monitoring executive performance. Tighter financial control both in spending and information management. Better coordination of activities within congregation; better focused and, directed and managed staff.

What challenges have you experienced?

Our transition to Policy Governance began with an interim minister in place and its full coincided with the arrival of new senior minister, who is new to Policy Governance with board that is learning Policy Governance. Numerous, simultaneous transitions! Board members have had to learn a new way of relating to the Senior Minister. Educating the members of the congregation on policy governance and how it differs from our for governance model, in which each board member had a liaison role with an operational or programmatic area (e.g., Building and Grounds). Educating the congregation (and occasionally board members as well) on board members' roles has been a challenge; specifically learning that the role of board members is not to "fix" operational challenges/issues/problems

What tools and/or best practices have you developed?

1. During the first year or so, we set up and staffed a "Board Listening Table" during the Social Hour to give members of the Congregation an opportunity to ask whatever questions they might have or to express concerns. 2. During the last six months, Board members served as Greeters (wearing distinctive name badges that identify us as board members) at Sunday services at the main external entrance to the church building 3. We have developed a practice of holding once-monthly Saturday Seminars (we have been calling them "Chautauquas"), to spend time as a group, developing interpersonal relationships and focusing on ideas/issues that are not possible to discuss in board meetings; for example last week, we discussed extensively and informally the challenges related to fostering civil discourse around tension-laden issues about which members of the congregation have antithetical and strong views/positions (e.g., Palestine). Our goal with this dialog was to begin to lay the ground work for what role the board can and should play in fostering an environment that encourages and promotes honest, respectful dialog on difficult issues and how we can support the Senior Minister in developing this skill to our congregation. Ultimately, we hope to have these Saturday Seminars focus on our Ends statements and to help us to look beyond our own walls to understand the greater environment and how we do or can make a difference in the world. To date, the consensus is that these sessions have been quite valuable in our developing a sense of cohesiveness and to work through any number of challenging questions/issues during our first year of "living" Policy Governance

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	Unitarian Universalist Church of Bloomington
Your Name	Rev. Mary Ann Macklin and GK Rowe, President
Your current congregational role	Minister
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	July                      2003
Comments	Governance Task Force and Shaping Our Future Together Task Force
When did you start your formal transition to Policy Governance?	June                      2008
Comments	Congregational Vote
When did your congregation officially begin operating in Policy Governance?	November                      2009
Comments	Management Team adopted new board policies after board vote.
What was your congregational role during your congregation's transition to Policy Governance?	MinisterPresident, GK Rowe
How do you structure your Executive function?	Executive team
Comments	Still in role clarification
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	No

What benefits have you realized?	There has been some streamlining of decision making and understanding of growth and visioning for those directly involved in the governance and management team operations.
What challenges have you experienced?	1. Role Clarification 2. Conflicting Governance Strategies from various consultants 3. Communication regarding the transition to a new governance model and its emotional impact on the congregation.
What tools and/or best practices have you developed?	1. Workshops with Dan Hodgekiss - Center for Congregations 2. Consultants from UUA, Heartland District and Private consultants 3. Books 4. Panel Discussion with local organizations who had used Carvers Model Governance 5. Retreats 6. Task Forces and Forums (Define Vision and Mission and Governance) 7. Attended General Assembly Workshops regarding Policy Governance 8. Reduce Board of Directors from 12 to 7 member board
What else would you like to tell us about your transition to Policy Governance?	We are still transitioning!



Your congregation's name UU Congregation, Santa Rosa  
 Your Name Rev. Christopher Bell  
 Your current congregational role Minister  
 What stage? Transitioning to Policy Governance  
 When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure 2006  
 Comments Coming out of the work of the "Growth Task Force" that preceded my arrival here.  
 When did you start your formal transition to Policy Governance? Not Sure 2008  
 Comments  
 When did your congregation officially begin operating in Policy Governance?  
 Comments  
 What was your congregational role during your congregation's transition to Policy Governance? Minister  
 How do you structure your Executive function?  
 Comments We don't have an executive team. There are Board task forces, and Councils that have decision-making power. And I get to decide a lot of things.  
 Have you been through an Executive transition? No  
 Have your Board members changed while operating under Policy Governance? Yes--less than half

What benefits have you realized?

Great to have long-term goals!

What challenges have you experienced?

The Councils won't take their granted authority.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	FIRST UNITARIAN CHURCH Rochester, New York
Your Name	BARBARA DE LEEUW
Your current congregational role	Board member and member of policy governance committee
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January 2003
Comments	The first committee interested in policy governance began meeting during our 2 year transition between called ministers.
When did you start your formal transition to Policy Governance?	September 2008
Comments	In 2006 much discussion and confusion. In 2007 a committee was formed to begin writing and a document was presented to the board. In 2008 new board members were asked to commit to PG. A new PG writing committee was formed in June 2009 and a new document w
When did your congregation officially begin operating in Policy Governance?	February 2010
Comments	First Unitarian's board is still transitioning. We expect to complete the global ends as a full board working together in January 2010. The policy writing for the other three sections have been by committee then presented to the board which discussed, r
What was your congregational role during your congregation's transition to Policy Governance?	Board membermember of PG committee & congregational focus group facilitator
How do you structure your Executive function?	
Comments	Co- Ministers executive model
Have you been through an Executive transition?	No

Have your Board members changed while operating under Policy Governance?

Yes--all

What benefits have you realized?

Clear distinction of board and co-minister's roles. Board has strategic leadership role rather than administrative detail. Unified structure for strategic (board) and operational (staff) decision making. Church is future oriented and pro active rather than reactive. Creative atmosphere for co-ministers. Board meeting are more interesting.

What challenges have you experienced?

Finding individuals with actual policy governance experience (either other boards or as staff) was our biggest challenge. First Unitarian was very fortunate in that several of us had previous experience (or training w/ Carver) in addition, we had a board president (and ministers) who were committed in principal and willing to devote significant meeting time to board professional development.

What tools and/or best practices have you developed?

Best practices- introduce theory at one meeting- we did a retreat; then discuss the theory of each SECTION of policy governance at one meeting each (minimum 5 meetings at least 1 hour each = total 5 hours) before you presenting church specific policies. Introduce church specific policy sections, one section per meeting (total three meetings 1 1/2 hrs each = total 4.5 hrs) then have the entire board work on global ends and sub ends as a group. The ministers were always in attendance and involved. Have patience with the board, they will need time to think deeply about the theory and to successfully re-orient their thinking. Include a teacher to help "teach" policy governance. Policy writing cte should read LOTS of models and materials then pick a few and work from the template.

What else would you like to tell us about your transition to Policy Governance?

We encouraged interested members etc to come to the board "lessons" and discussions. We also had a "board alert list" (email) that allowed members and other interested persons to receive all of the board's general mailings including all of the policy governance drafts and dates for those discussions. The congregation of First Unitarian is embracing policy governance as the board has become more confident. We ( the board) has become more thoughtful and deliberate in the our decision making and able to articulate why we are doing what we are doing (or not doing).

Your congregation's name      unitarian univdrsalist church of asheville, nc

Your Name      mark ward

Your current congregational role      Minister

What stage?      Transitioning to Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?      Not Sure      2007

Comments

When did you start your formal transition to Policy Governance?      September      2008

Comments

When did your congregation officially begin operating in Policy Governance?

Comments      Not there yet.

What was your congregational role during your congregation's transition to Policy Governance?      Minister

How do you structure your Executive function?      Solo executive

Comments

Have you been through an Executive transition?      No

Have your Board members changed while operating under Policy Governance?      Yes--less than half

What benefits have you realized?	Clarity about board, staff roles; reduction in micromanagement by board, greater satisfaction of all involved - staff, board, lay leaders
What challenges have you experienced?	Clarity on roles - as I said, not there yet; difficulty for some lay leaders in handing authority to staff
What tools and/or best practices have you developed?	Not far enough into the process to claim any wisdom
What else would you like to tell us about your transition to Policy Governance?	There is strong consensus among staff and lay leaders that this is a good direction to go, but still key questions about accountability. I foresee the greatest challenge in rolling the details out to the congregation, who, though they have heard we are doing this, are still fairly uninformed on what it all means.

Your congregation's name	First Parish in Concord	
Your Name	Melissa Perdue Gallo	
Your current congregational role	Business and Operations Manager	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2000
Comments	This is an approximation	
When did you start your formal transition to Policy Governance?	Not Sure	2002
Comments		
When did your congregation officially begin operating in Policy Governance?	September	2002
Comments	Again, an approximation	
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

It is easier to make decisions and get things done -- that's the operational point of view Role clarification between Board and staff has enhanced partnership

What challenges have you experienced?

The Board struggled for quite some time with what its new role was. We are now operating with greater clarity. "Policy Governance" is an awkward name and confuses many people. We don't really have anyone who owns keeping policies updated.

What tools and/or best practices have you developed?

We went to an Executive Team Model and it has been effective for the ministers and the Board appreciates the clarity around financial matters as explained through operations.

What else would you like to tell us about your transition to Policy Governance?



Your congregation's name	Unitarian Church of Harrisburg	
Your Name	Cathy Montes	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2003
Comments	This is an estimate	
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2005
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Congregant	
How do you structure your Executive function?	Solo executive	
Comments	Senior minsiter is the CEO	
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

1. The ability of the board to focus on long-term issues, planning, and vision--though we have only really been able to do this fairly recently. 2. Monthly board meetings only go until about 9:30 or 10 instead of 11 and midnight.

What challenges have you experienced?

1. Senior minister is overburdened with both the pastoral and management roles. Also, the senior minister is not trained in management functions (personnel, budgeting, communications and media, etc.). Both of these leave large gaps in the CEO function. 2. The congregation does not know whom to go to--board or staff--when they have issues to resolve or questions to ask. 3. The monitoring function never got off the ground properly--we have been in search for a new location for at least 3 years and have been "distracted" with other immediate, pressing issues. 4. Because the monitoring function never got going properly, we also have lost accountability of the minister and staff. 5. Minister and pastoral staff regard board as having a marginal role in the life of the church.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Policy governance was not built for churches. 1. It assumes the organization already has functional management structures of a mature organization; for most churches, much of the non-pastoral work of administration and management is conducted by volunteers who may or may not have professional expertise in the particular task. It's a little bit of a seat-of-the-pants operation. Also, most ministers do not receive the level of management training you would normally require of someone running almost any other decent sized non-profit. 2. The PG visioning role is conflicted in a church. The minister is often perceived as setting the church's vision--indeed it is expected of her or him. But a minister who is used to setting the vision will have a difficult time sharing that visioning role with the board.

Your congregation's name	First Unitarian Church of Philadelphia
Your Name	Rev. Nate Walker
Your current congregational role	Minister
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January 2005
Comments	During an interim period, two years before my settlement, the leaders began work on educating the congregation about the potential of moving to Policy Governance. It took a year and half to discuss and research, and then in January 2007 the congregation o
When did you start your formal transition to Policy Governance?	January 2007
Comments	In the last part of the interim period the church transitioned into policy governance which was good timing for me, the new settled minister, to work with the Board and Ministry Leadership Team to develop the Ends and Means over the next two years.
When did your congregation officially begin operating in Policy Governance?	Not Sure 2007
Comments	Not sure if it was in full operation during the last part of the Interim period or not. It was truly official as of January 2008 when the leaders presented the Ends during their annual State of the Congregation Address.
What was your congregational role during your congregation's transition to Policy Governance?	Minister
How do you structure your Executive function?	Executive team
Comments	

Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most
What benefits have you realized?	Clear roles. Forward thinking. Policy level decisions left to the Board as compared to programmatic decisions. Empowerment of staff. Less hassle to make and follow-through on managerial decisions. A sense that the church is going somewhere, and has clear, measurable Ends that are collectively sought to be achieved by various Ministry Teams that develop comprehensive Means. Congregation exercising trust in the Minister as both Executive Director and Spiritual Leader, and understanding the significance of each roles.
What challenges have you experienced?	The staff has recognized a decrease involvement of members in the every-day workings of the church, which may have to do with Policy Governance and also with the growth in the congregation (moving from a pastoral to a programmatic size).
What tools and/or best practices have you developed?	To add a congregational covenant to the process: to articulate the promises we make about our words and actions toward one another. We tied Policy Governance to the budgeting process, in order to determine the monetary value of the means used to achieve the Ends.
What else would you like to tell us about your transition to Policy Governance?	There was a lot of ambiguity at first, not only because of the complexities of Policy Governance but also because the church transitioned from an interim to a settled minister.

Your congregation's name	UU CHURCH OF KENT	
Your Name	LORI MCGEE	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2007
Comments		
When did you start your formal transition to Policy Governance?	June	2010
Comments	WE WILL BEGIN AFTER THIS YEAR'S ANNUAL MEETING	
When did your congregation officially begin operating in Policy Governance?		
Comments	NOT THERE YET	
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair	
How do you structure your Executive function?		
Comments	WE ARE WORKING ON THIS CONFIGURATION	
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

MUCH MORE STREAMLINED PROCESS AND SHORTER MEETINGS

What challenges have you experienced?

UNSURE OF HOW TO STRUCTURE THE EXECUTIVE TEAM AND HOW TO STRUCTURE THE BOARD ITSELF

What tools and/or best practices have you developed?

REALLY FOCUS ON KEEPING THE AGENDA TO VISIONING WORK

What else would you like to tell us about your transition to Policy Governance?

IT WILL BE GOOD WHEN IT'S DONE!

Your congregation's name	UU Congregation of Princeton	
Your Name	Jonathan R. Sachs	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2004
Comments	I'm not certain	
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2005
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	CongregantStewardship Chair	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?

Board members no longer micromanage the day-to-day operations of the congregation

What challenges have you experienced?

Our ET consists of two full-time ministers, both of whom were new to PG when it was implemented. A great deal of ministerial time and energy has been spent in administrative duties, drawing them away from other areas of congregational life. There has also been a perceived sense of disempowerment of the Board. The counter-intuitive logic that drives the structure of strict PG is difficult to grasp for many new BOT members and for congregants alike. The sense of many in our congregation is that things aren't quite working as they should, even though we have established a full set of Ends Statements and Executive Limitations and have been through at least one full round of Executive Limitations and Ends Reports by the ET. I also believe that the current structure squanders valuable Board member volunteer time. We have 9 committed and devoted UU Trustees who spend a good deal of time to accomplish relatively little under the PG model. There is the impression that much remains undone in the Congregation, but there is a severe shortage of willing volunteers. I could go on.... This model was not designed with a spiritual community in mind, but is tailor-made for the non-profit world. Churches are different animals, run by ministers and lay leaders, not CEO's or executive directors. Our denomination would do well to devise a variant of Policy Governance that makes more sense for a church. Unfortunately, we have not gotten their yet. I sense a ground-swell of discontent with PG in our congregation and will not be surprised if there is a significant backlash against it in the near future.

What tools and/or best practices have you developed?

Our interim minister has been attempting to establish a core group of leaders to work with committee chairs in developing and encouraging lay leadership and volunteerism. It's in its germinal stages at this point.

What else would you like to tell us about your transition to Policy Governance?

We have lost BOT members largely due to Policy Governance structure.



Your congregation's name Fox Valley Unitarian Universalist Fellowship

Your Name Debra Andrews

Your current congregational role Board president/chair

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure 2002

Comments

When did you start your formal transition to Policy Governance? Not Sure 2003

Comments

When did your congregation officially begin operating in Policy Governance? May 2004

Comments

What was your congregational role during your congregation's transition to Policy Governance? Lay leader

How do you structure your Executive function? Executive team

Comments

Have you been through an Executive transition? Yes

Have your Board members changed while operating under Policy Governance? Yes--most

What benefits have you realized?	We have grown in size considerably during the same decade we transitioned to PG, and the new structure has enabled us to be quicker and more flexible in making program and administrative changes in response to that growth. There is also greater consistency and follow-through on plans and goals, with better documentation and accountability - even through changes in volunteer leadership.
What challenges have you experienced?	There has definitely been a learning curve - and we're not there yet! It's taken a fair amount of time to get all the policies in place and get the leadership up to speed on the new approach to governance. I'm not sure how far into the congregation an understanding exists.
What tools and/or best practices have you developed?	We will make our policies, etc. available - in fact, most of that is already available on our web site.
What else would you like to tell us about your transition to Policy Governance?	It was hugely helpful to have an executive team and a board that was strongly committed to the process. We also had a board president, in the initial stages, who became an inhouse expert on PG and continues to train and support new leaders.

Your congregation's name	Granite Peak UU Congregation
Your Name	Mary Ann Clark
Your current congregational role	Executive Team Chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	
Comments	Not sure
When did you start your formal transition to Policy Governance?	
Comments	Not sure
When did your congregation officially begin operating in Policy Governance?	
Comments	three-four years ago
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?

I wasn't here before so I don't know what challenges lead to the transition

What challenges have you experienced?

top heavy leadership; executive team has evolved into a shadow (unelected board) leaving the board with little or nothing to do; minister doesn't have the administrative skills to be the CEO, nor do the members want him to serve that function; ends and means development doesn't reflect the true challenges and goals of the congregation, so they are treated as a waste of time by both the board and the exec team

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

perhaps this works in larger congregations but it seems like we're constantly fighting to make the system work, which leads me to believe that it's the wrong system for us

Your congregation's name Unitarian Universalist Church of Elgin

Your Name Lydia Larrabee

Your current congregational role Past Board president/chair

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure 2003

Comments

When did you start your formal transition to Policy Governance? Not Sure 2004

Comments

When did your congregation officially begin operating in Policy Governance? March 2005

Comments

What was your congregational role during your congregation's transition to Policy Governance? Board member

How do you structure your Executive function? Executive team

Comments

Have you been through an Executive transition? Yes

Have your Board members changed while operating under Policy Governance? Yes--all

<p>What benefits have you realized?</p>	<p>The Executive Team has been able to expand programs and operate more quickly and efficiently. The Board has been able to focus on longer term issues and not bottleneck operations as had been the case previously.</p>
<p>What challenges have you experienced?</p>	<p>We did not do enough education of the congregation about the need for the change and the benefits of it, so as Board members changed, a lot of educating had to be done. We still struggled with the lack of understanding PG and the change several years after we made the transition. This included the Executive Team that initially did not understand Policy Governance fully. The Board made the mistake of not understanding the ramifications of not bringing the congregation along in learning about PG. **After we got into the transition, resistance about being monitored emerged from the Executive Team that needed to be addressed. The Board did not stop monitoring, but engaged the ET more in deciding how to do it, which helped the process along.</p>
<p>What tools and/or best practices have you developed?</p>	<p>** We developed a vision and mission statement using a committee of the congregation, and from that crafted the Ends Policies. This worked well. Because we had a vision statement that we could still use as we developed the PG policies, we could put off the new vision and mission work until after we were formally doing PG, which allowed us to spend the necessary time on crafting good ones. This was both an advantage as well as a disadvantage because we had to operate for awhile without the Ends Policies. **Board members occasionally attending ET meetings to provide clarification and information on PG and each group's roles. **It is essential to select Board members who can focus on vision and the big picture, and not people who most enjoy and want to work on operational details.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>In addition to doing more educating of all involved, it would have also been helpful if we had suspended the By-laws while we went through with the transition, and then crafted new ones. We are still in the process of changing our old By-laws to match PG, which is a cumbersome process.</p>

Your congregation's name	Main Line Unitarian Church	
Your Name	David VanOcker	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2004
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2007
Comments		
When did your congregation officially begin operating in Policy Governance?	September	2008
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Congregant	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?	Board has gotten away from micro-managing the church and all its committees, task groups, etc. Board is now empowered to vision for the church, whereas the board was always too busy in the past.
What challenges have you experienced?	The tremendous amount of learning required, at many levels: congregants, committees, board members, executive team (we went thru 2 interim ministers during our initial years of transition to PG). REsistance of congregants to "do things differently", to adapt to new ways of working within the rules of the new model.
What tools and/or best practices have you developed?	We're still working on developing them. Check back in a year or so.
What else would you like to tell us about your transition to Policy Governance?	We're rounding the curve of transitioning into a more fully operational group under PG, and we're finally at a point where we're really beginning to grapple with an acceptance that we don't need to be 100% compliant with the full Carver Model of PG in our operations. Alot of discussion is ongoing now between our board and Sr Minister (CEO) on finer points of this. Another aspect that we're only now coming to grips with is balancing the CEO / business leader function & operation with the Spiritual Leader / pastoral function required of the Sr. Minister. He's got a difficult task at hand, and some us are experiencing the intricacies of doing this on a very personal level (interacting with him on both levels).



Your congregation's name The Universalist Church of West Hartford, CT

Your Name Jan Nielsen

Your current congregational role Minister

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? 2000

Comments

When did you start your formal transition to Policy Governance? 2002

Comments

When did your congregation officially begin operating in Policy Governance? June 2005

Comments

What was your congregational role during your congregation's transition to Policy Governance? Minister

How do you structure your Executive function? Solo executive

Comments

Have you been through an Executive transition? No

Have your Board members changed while operating under Policy Governance? Yes--all

Comments

What benefits have you realized?

We have a higher functioning board that focuses much more on vision and long term objectives.

What challenges have you experienced?

We have experienced challenges to the emotional system of the congregation as some people feel they have lost "their place."

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name Unitarian Universalist Church of Nashua (NH)

Your Name Laurie Goodman

Your current congregational role Board president/chair

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? 2004

Comments

When did you start your formal transition to Policy Governance? Not Sure 2006

Comments

When did your congregation officially begin operating in Policy Governance? Not Sure 2006

Comments 2006/2007

What was your congregational role during your congregation's transition to Policy Governance? Board member

How do you structure your Executive function? Executive team

Comments

Have you been through an Executive transition? No

Have your Board members changed while operating under Policy Governance? Yes--less than half

<p>What benefits have you realized?</p>	<p>The board no longer spends it's time overseeing the day to day operations or activities of the church. The Executive Team, made up of staff and committees, are empowered to make decisions and act on them within the established Ends and Executive Team Limitations without having to come to the board for permission. The board can now focus on larger and more visionary, forward-looking planning.</p>
<p>What challenges have you experienced?</p>	<p>In the beginning, the committees were reticent about going forward with new ideas, and continued to contact the Board to come to the EB meetings to "present" their ideas for board approval, and were sometimes frustrated when they were told they wouldn't be getting the Executive Board "stamp of approval" that they were used to from our previous governance model. However, as time went by, individuals and committees blossomed under Policy Governance, unleashing their initiative and creativity for accomplishing our common goals. Something that continues to be a challenge, in my opinion, is that when there is a problem with a member of the Executive Team, it is the ET's responsibility to handle the situation. I have seen that this is a challenge for colleagues on the Team to confront each other with difficult issues and genuinely work through them to resolution. It is not a comfortable situation for team members to deal with each other in this way, and I believe that particularly difficult issues are not always addressed in an effective manor.</p>
<p>What tools and/or best practices have you developed?</p>	<p>Something that has really helped to focus the energy and direction of our Executive Board, Executive Team including staff and committees, and the larger congregation is the Strategic Visioning process we initiated in the Fall of 2008. We brought together about 40 members of the congregation to create a Strategic Vision for the Year 2018, based on our mission, vision, and covenant. The result was a very user-friendly, adaptable plan that includes nine objectives that each include goals, strategy, projects, and measurement criteria. We have also held two church summits since the creation of the Strategic Vision that brought together the EB, ET including committees to share the role, vision and work each group is focused on and find common areas where we can support each other.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>In my experience with this congregation, we have always had a culture of mutual respect, friendship, responsibility and caring, and this has made the transition to Policy Governance a smooth and natural process. If I were to have one piece of advice, it would be to begin the transition to Policy Governance, even without having all the policies perfectly "word-smithed." We reached a point where our Executive Board said, "this is enough to start with," and we began transitioning to the new model. Otherwise we would have wordsmithed it to death and delayed implementing! Over the next couple years, we continued to work on the language of the policies, and our Bylaws Committee has just now finished the first official draft of our new Policy Governance bylaws which will be presented to the Board in January. I believe by giving us a couple years of operating under the model, the crafting of the bylaws will require fewer revisions and changes in the coming years.</p>

Your congregation's name	Atkinson Memorial Church	
Your Name	Alice Ericksen	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September	2008
Comments	Our Board invited Rev. Robert Latham to inform the congregation about the concept. We had great attendance at the workshop he gave, and the agreement was made that this was the way we wanted to move.	
When did you start your formal transition to Policy Governance?	October	2008
Comments	The Board held an additional monthly meetings to write our policy governance document.	
When did your congregation officially begin operating in Policy Governance?	August	2009
Comments	At its annual retreat, our Board had Rev. Margaret Keip help us begin to write our ends statements. They were completed in Oct. 2009 and we were off!	
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	No	

Have your Board members changed while operating under Policy Governance?

No

What benefits have you realized?

We are very much in our learning year. We've only been operating under policy governance since August. Even in this short amount of time, the Board has been focusing on the vision of the church and empowering church committees through the exec. team to do the actual work of the church.

What challenges have you experienced?

We're still learning. It's still difficult for us to separate out the roles of the Board and the Executive Team.

What tools and/or best practices have you developed?

We'd be willing to share our policy governance document, our end statements and a brochure that we developed to explain policy governance to the congregation.

What else would you like to tell us about your transition to Policy Governance?

My biggest hope for this process is to empower more and more people in our congregation to take ownership of the workings of the church.

Your congregation's name	Atkinson Memorial Church	
Your Name	Dana Worsnop	
Your current congregational role	Minister	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January	2008
Comments		
When did you start your formal transition to Policy Governance?	September	2009
Comments	The Board worked for a year + to create a policy governance document that suited the congregation. They voted this fall to become a policy governance board and appointed an Executive Team. 2009-2010 is being called the Learning Year.	
When did your congregation officially begin operating in Policy Governance?	September	2009
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?		
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

The Board meetings are far more satisfying. They are still working out roles and relationships, but they appear to feel more empowered and effective. As the minister, much of my administrative and executive role is more fully acknowledged and accepted. I am comfortable with both aspects of ministry and so it has been freeing to make decisions more clearly and directly. The Executive Team is so far able to be responsive and flexible.

What challenges have you experienced?

It's still so new for us, it's a little hard to say. The Board is still struggling to figure out what to do if they are not dealing in detail. They came up with very good Ends Statements in a simple but significant process over a couple of meetings. They're still getting a handle on how the Ends will guide their work and the congregation. Another challenge is Board-Congregation linkage. How they listen and guide and communicate early and often is an interesting challenge. The Executive Team is working well together, but sometimes we spend more time on process than some would like. I think it's important foundational work to lay down well now, but it also makes our meetings take longer than is fun all the time.

What tools and/or best practices have you developed?

No best practices yet. It's too early in our transition. I was, however, impressed with how the Board made the PG documents their own. They looked at many models, chose the one that seemed to fit the congregational culture best and used it as a template. It was a relatively simple one, and they are happy to follow it, but are still adapting it to what will work with this congregation. I have seen PG become rigid and lifeless. This is not happening in our church.

What else would you like to tell us about your transition to Policy Governance?



Your congregation's name	Unitarian Universalist Church in Eugene	
Your Name	Sarah Hendrickson	
Your current congregational role	Board president/chair	
What stage?	No	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2005
Comments	Our leaders have been studying about the congregational size transitions and governance changes for many years, and generations of leaders. We are still considering, and have been sidetracked by the arrival of a new, inexperienced minister. Our biggest	
When did you start your formal transition to Policy Governance?	2010	
Comments	The transition is the killer, we hear from other experiences. How do we delegate without continued input to pass on the experience/ wisdom/ history?	
When did your congregation officially begin operating in Policy Governance?	2010	
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments	Board Executive committee in conjunction with minister as chief of staff	
Have you been through an Executive transition?	Yes	

Have your Board members changed while operating under Policy Governance?	Yes--most
What benefits have you realized?	have not realised benefits yet
What challenges have you experienced?	How to bridge the gap. The executive and administrative church staff have all changed in the last three years. We have yet to figure out how to work together.
What tools and/or best practices have you developed?	We would love to know how to do it righter than we are
What else would you like to tell us about your transition to Policy Governance?	Needs a powerful, creative, flexible chief exec/ Minister.

Your congregation's name	Bradford Community Church UU	
Your Name	Merv Daehler	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2005
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments	Board of Trustees were being indoctrinated into this governance giving the Church Executive (our minister) that responsibility, but much confusion as to Board of Trustees governance role.	
When did your congregation officially begin operating in Policy Governance?	May	2008
Comments	Little movement towards this form of governance until adoption of an "Ends" policy May, 2008	
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments	Initially Church Executive, however that was modified during the 2008-2009 fiscal year when an executive team was developed.	
Have you been through an Executive transition?	Yes	

Have your Board members changed while operating under Policy Governance?	Yes--most
What benefits have you realized?	The managerial responsibilities of the minister to carry out the Chief Executive function was overwhelming, consequently the Boar of Trustees developed a team concept during our 2008-09 fiscal year.
What challenges have you experienced?	The management team established during the 2008-09 fiscal year included the minister, Director of Religious Education and two volunteer members of the congregation. This was a difficult transition as one volunteer was very ill during this phase and the DRE left shortly thereafter. It appeared all managerial responsibilities were, again, primarily handled by the minister.
What tools and/or best practices have you developed?	During the 2009-10 fiscal year the Board has revised the team concept in which four individuals (three are voluntary) accepted mangerial responsibilities in four areas. 1)Building Concerns, 2. Growth & Finance, 3. Worship/Education/Spiritual Care (our minister) and 4. Outreach and Communication. This will be re-evaluated at the end of our fiscal year.
What else would you like to tell us about your transition to Policy Governance?	At this point we have not filled the Outreach & Communications area, therefore the Board Presidentj has stepped into this area. Our main concern is to encourage all committees/activities to follow: 1. "Ends" directives/goals 2. Encourage participation of congregants to become more involved in committee/activities 3. Provide the BOT quarterly documents for evaluating and monitoring "Ends" goals.

Your congregation's name	Oak Ridge Unitarian Universalist Church
Your Name	Martin Bauer
Your current congregational role	Board member/Treasurer
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January 2002
Comments	at the urging of our then interim minister
When did you start your formal transition to Policy Governance?	May 2003
Comments	
When did your congregation officially begin operating in Policy Governance?	July 2005
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair
How do you structure your Executive function?	Executive team
Comments	The minister is head of the executive team. He functions with the support of a leadership council, on the operations side, and the board, on the policy side.
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	Yes--all

What benefits have you realized?

I am not sure of the benefits yet. Board is less involved in running church, maybe too little.

What challenges have you experienced?

lack of clarity in roles. We have just made some major changes to finance, finance committee, and reporting.

What tools and/or best practices have you developed?

We are mostly copying other models (Glenn Allen, ??)

What else would you like to tell us about your transition to Policy Governance?

It has been purposefully long. We now (in the last 2 years) have leadership that is fully bought into it.

Your congregation's name	Unitarian Universalist Congregation of Phoenix	
Your Name	Susan Frederick-Gray	
Your current congregational role	Minister	
What stage?	No	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2007
Comments	Began transition, in discussion only, in 2007, prior to my ministry. We are not using Carver's model of Policy Governance exclusively, but using Dan Hotchkiss model.	
When did you start your formal transition to Policy Governance?	August	2009
Comments		
When did your congregation officially begin operating in Policy Governance?	February	2010
Comments	Delegation policies are under way (Hotchkiss term) and will move from Governance Working Group (subset of board) to the board in February 2010.	
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	No	

Have your Board members changed while operating under Policy Governance?

Yes--less than half

What benefits have you realized?

Board meetings seem more energizing. Consent agenda allows us to get alot done quickly. Conversations focus on vision. Since staff carries out program, it is better for staff to make decisions regarding program and administration. Too often board would make decisions, particularly in administration, where administrative staff would see how what board decided was ineffective, unnecessary or in some other way not helpful.

What challenges have you experienced?

There is some push back against ministerial authority and staff authority. The governance transition is allowing the staff to take important steps to align budget with mission and to get rid of financial procedures that created a lot of silos of fundraising, money and accounts. There is push back among one or two committees about the change. I have a sense that there is a fear of losing power and turf battles going on.

What tools and/or best practices have you developed?

Since we are so new in this transition, I don't have a sense of what our best practices are. We are trying Hotchkiss' suggestion of a board huddle at the end of board meetings without the minister. We've only done this for two meetings, but so far it is has been good. I am curious to see how it affects the work of the board itself (since they have time just as leaders to reflect on how they are doing their job) as well as the relationship of the minister and the board. I hope it will be useful in the monitoring functions.

What else would you like to tell us about your transition to Policy Governance?



Your congregation's name	Unitarian Universalist Congregation of Columbia	
Your Name	Maureen Harris	
Your current congregational role	Executive Director/Director of Administration	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2001
Comments	This is a bit of a guess	
When did you start your formal transition to Policy Governance?	Not Sure	2003
Comments	Again, a bit of a guess	
When did your congregation officially begin operating in Policy Governance?	Not Sure	2004
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?

Operating in Policy Governance provides a clear delineation of responsibilities between the Board and the Executive Team. It helps the organization function smoothly, and largely keeps us from getting in each other's way. It empowers the paid and volunteer staff to make decisions and be creative, and it empowers the Board and the congregation to envision the big picture of what difference the congregation wants to make in the world.

What challenges have you experienced?

We found that having a 4-member Executive Team (2 staff and 2 volunteers) was cumbersome. About a year ago, we transitioned to a 2-member Executive, both staff, and it is functioning much more effectively. This is the first year that we (the Board and Exec Team together) have made a concerted effort to implement a monitoring process. We still feel a bit like we're floundering, but we are making forward progress. Another continuing challenge is to find effective ways for the Board to link with the congregation.

What tools and/or best practices have you developed?

I think one of the most important things to remember is to not get caught up in whether we're doing policy governance exactly right. It is very much a system that one learns by doing.

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	First Unitarian Church of Cleveland	
Your Name	Daniel Budd	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2006
Comments		
When did you start your formal transition to Policy Governance?	September	2006
Comments		
When did your congregation officially begin operating in Policy Governance?	September	2007
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

Increased Board focus on vision. Ease in getting things done

What challenges have you experienced?

Educating the congregation about PBG

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

It's been pretty smooth thus far, but perceptions here often come out of a business model, so for many of our members and leadership this is a natural thing.

Your congregation's name Unity Temple Unitarian Universalist Congregation

Your Name Alan Taylor

Your current congregational role Minister

What stage? Transitioning to Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure 2006

Comments

When did you start your formal transition to Policy Governance? September 2008

Comments

When did your congregation officially begin operating in Policy Governance?

Comments The board has not ended the transition.

What was your congregational role during your congregation's transition to Policy Governance? Minister

How do you structure your Executive function? Executive team

Comments we call it Administrative Team

Have you been through an Executive transition? No

Have your Board members changed while operating under Policy Governance? Yes--most

What benefits have you realized?

the board is freer to focus on vision, board meetings don't drag out three hours long or more

What challenges have you experienced?

some members see this as a power grab by the minister - to allay concerns, two board members who chair the Program Council were put on the Administrative (executive) team. the board doesn't want to give up their role of setting the staff salaries (other than minister's) the board decided not to press for a reduction of members from 12 to 9, so we still have 12 and this is too many

What tools and/or best practices have you developed?

we have a hybrid form of policy governance

What else would you like to tell us about your transition to Policy Governance?

We still are in the transition. A lot of board members still have difficulty with it, including the current board chair (while the incoming chair has a much better feel for this) Old habits are hard to break.

Your congregation's name      Unitarian Universalist Society of Iowa City

Your Name      Stephen Locher

Your current congregational role      Board member

What stage?      No

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?      March                              2009

Comments      Board appointed a task force to begin exploration of policy governance

When did you start your formal transition to Policy Governance?

Comments

When did your congregation officially begin operating in Policy Governance?

Comments

What was your congregational role during your congregation's transition to Policy Governance?      Board member

How do you structure your Executive function?

Comments

Have you been through an Executive transition?

Have your Board members changed while operating under Policy Governance?

What benefits have you realized?

What challenges have you experienced?

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

We are in the exploratory stages, and are interested in the process through which other congregations have made the decision to implement policy governance (why they felt a change in governance was needed, what questions they asked about governance models, etc.



Your congregation's name	Valley UU Church
Your Name	Linda Horton
Your current congregational role	Board president/chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure                      2004
Comments	Started with a visit/workshop by Rob Eller-Isaacs
When did you start your formal transition to Policy Governance?	Not Sure                      2004
Comments	I was not part of the church at this time, so I'm a little unsure of how much time passed between consideration and implementation.
When did your congregation officially begin operating in Policy Governance?	
Comments	Gradual--still ongoing.
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair Transition started in 2004; I joined Board as President in June, 2008.
How do you structure your Executive function?	Executive team
Comments	... but it took us four years to go from Solo to Team
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?	Fewer tasks--more planning. Staff likes being able to make their own decisions.
What challenges have you experienced?	Despite our ongoing attempts to communicate, many congregation members still don't "get it." Board President and Board members still get requests for permission to hang pictures, restructure individual committees, etc. Can't figure out how to transition the thinking of long-term members.
What tools and/or best practices have you developed?	MUST have an operations or executive TEAM. VUU started out giving CEO responsibility to the minister alone (she said she wanted to do that). That's unrealistic for a congregation of 350 members.
What else would you like to tell us about your transition to Policy Governance?	The "corporate model" of PG is not realistic for churches. Even the "non-profit" model needs tweaking because most non-profits are not ultimately governed by the whole membership. We have spent many hours in the past month just trying to agree on an organizational chart that clearly defines responsibilities and reporting structures.

Your congregation's name	First Unitarian Universalist Church of Houston
Your Name	Earl Dredge
Your current congregational role	Board president/chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September 2008
Comments	The Board had discussed doing this a few years back, but did not really do anything substantial until David Keyes became our interim minister.
When did you start your formal transition to Policy Governance?	November 2008
Comments	David laid out the various aspects for us at this time.
When did your congregation officially begin operating in Policy Governance?	
Comments	We are still in transition. We have several parts in place, but are not finished.
What was your congregational role during your congregation's transition to Policy Governance?	Board member
How do you structure your Executive function?	Solo executive
Comments	
Have you been through an Executive transition?	
Have your Board members changed while operating under Policy Governance?	Yes--less than half

What benefits have you realized?	We feel that there is definitely more accountability under this form of governance. It really gives the Board the dividing line between what a board should be doing and what staff should be doing. We also feel that we have a clearer picture of where the church should be headed.
What challenges have you experienced?	It took a while to get a grasp of the basic concepts of a good governance structure since it was so different from the way we had previously operated. We are still struggling with getting our ends statements into proper form. We have had some individuals in the congregation who feel like the congregation will have no say in what goes on here, that the democratic process will go by the wayside. There is also some hint that some of these individuals may sabotage our search process for new settled minister by getting others to go along with them.
What tools and/or best practices have you developed?	The most important thing is that it takes hard work to work through all the parts, and that there are no shortcuts. It is also important to bring new board members up to speed as we move forward.
What else would you like to tell us about your transition to Policy Governance?	It has been difficult at times, but there is also a certain excitement about moving forward.

Your congregation's name	Bellingham Unitarian Fellowship
Your Name	Michael Lilliquist
Your current congregational role	Board president/chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2006
Comments	Maybe even sooner than 2006
When did you start your formal transition to Policy Governance?	Not Sure 2007
Comments	It's moved forward in fits and starts.
When did your congregation officially begin operating in Policy Governance?	September 2009
Comments	This start date is a bit arbitrary, since we've been headed that way for a while. Dating it from last Board retreat,
What was your congregational role during your congregation's transition to Policy Governance?	Board member
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	No
Have your Board members changed while operating under Policy Governance?	Yes--most

What benefits have you realized?	I think we have quicker and more effective responses to many tasks and challenges, due to clearer division of duties and responsibilities. Hopefully a better and more widely communicated vision and direction for the congregation as well.
What challenges have you experienced?	Writing policies from scratch is difficult, and reconciling a bunch of ad-hoc policies written over the years is also difficult. We know what we want to have, but actually generating the written documents has been slow in coming.
What tools and/or best practices have you developed?	None: We've been stealing from everyone else! Our goal is to have a single set of written documents in a policy manual. This will not only mark our "deliverable" final product, but make our work available to the broader congregation. Policies, procedures, and by-laws are not one-time deals: They need to be revisited and revised very few years.
What else would you like to tell us about your transition to Policy Governance?	Our minister has been very clear and very well informed on policy governance, and so he has been able to provide a steady pressure to keep us headed in the right direction through the steady turnover in the board. We have also had some board members who were already knowledgeable about policy governance from other boards or from work. We've made good and repeated use of UUA and PNWD resources and personnel on policy governance.

Your congregation's name	Unitarian Universalist Congregation of Atlanta	
Your Name	Laura de Castro	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	2000	
Comments	Best guess	
When did you start your formal transition to Policy Governance?	2006	
Comments	Approximately	
When did your congregation officially begin operating in Policy Governance?	August	2007
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

When there's a concern, its much easier to understand roles and responsibilities and how to effectively respond. There's more clarity, accountability, and freedom.

What challenges have you experienced?

It requires a LOT of training for new board members. It seems by the time folks are comfortable, their terms are ending.

What tools and/or best practices have you developed?

\* Being in Atlanta, we have been able to have both Miriam and John Carver come to our congregation. \* We periodically "practice" with sample issues from the handbook too. \* We structure our agenda into "Ends", "Linkage and Board Governance", and "Executive Limitations"

What else would you like to tell us about your transition to Policy Governance?



Your congregation's name	First Unitarian Universalist Church of Columbus, Ohio
Your Name	Tony Skrabak
Your current congregational role	Board president/chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2006
Comments	2006 is the first year that I am aware that Policy Governance was being discussed. Due to several recent staff turnovers, we have not made much headway in 2007, 2008, or 2009
When did you start your formal transition to Policy Governance?	Not Sure 2006
Comments	Again, 2006 is when I became aware it was being discussed
When did your congregation officially begin operating in Policy Governance?	Not Sure
Comments	We are not yet and may not transition to a very strict version of Carver's idea of Policy Governance
What was your congregational role during your congregation's transition to Policy Governance?	I have been on the Board as we have discussed it. I am now the Board Chair, and we are not there yet.
How do you structure your Executive function?	
Comments	We have not structured it yet.
Have you been through an Executive transition?	No

Have your Board members changed while operating under Policy Governance?

Yes--all

What benefits have you realized?

Again, we are not there yet. We have hired a Director of Religious Education, Music Director, and Administrator, in the past 5 or 6 years, but have not transitioned to Policy Governance yet.

What challenges have you experienced?

Just getting our congregation to let go enough control of the RE program and the music program to hire full time or part time staff for those positions has been a challenge.

What tools and/or best practices have you developed?

We would like to find out what those are. We are not convince that strict Carver model Policy Governance is what we want.

What else would you like to tell us about your transition to Policy Governance?

We are struggling with even delegating to the Music Director, Director of RE, or Administrator, so the transition any closer to Policy Governance will be slow and careful.

Your congregation's name	First Unitarian Church of Dallas
Your Name	Gretchen Riehl
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure                      1994
Comments	Date is approximate
When did you start your formal transition to Policy Governance?	Not Sure                      1996
Comments	Date is approximate. There were some starts and stops to the transition process. We hired a consultant in the late 1990s and that is when it really took hold.
When did your congregation officially begin operating in Policy Governance?	Not Sure                      1999
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	Congregant
How do you structure your Executive function?	Solo executive
Comments	
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--all

What benefits have you realized?

We have grown from about 600 members to 1100 members since the transition. We have also implemented a new strategic plan including an 8.5 million dollar capital campaign. We had a nearly flawless transition from one senior minister to another. Board members have transitioned on and off the board relatively seamlessly and current board members are able to mentor new members in the process.

What challenges have you experienced?

CEO monitoring is the most difficult piece. We are still struggling with the best way to do this. Our task for the upcoming year is to rewrite the mission and ends statements as the current ones are 10 years old.

What tools and/or best practices have you developed?

I think we do a good job of welcoming and training new board members. The CEO has been able to implement day-to-day operational changes relatively easily and more quickly than under the old model.

What else would you like to tell us about your transition to Policy Governance?

I have been a member here for 22 years and I think the church is about as vital and vibrant as any you'll find in the denomination. We used a consultant during the transition process and still use him for new board member training. I think he has helped us maintain a high level of functioning.

Your congregation's name	First UU Church Of San Diego	
Your Name	Arvid Straube	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2004
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments		
When did your congregation officially begin operating in Policy Governance?	June	2009
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

Much more streamlined decision making. Ability to identify and transition out programs and expenditures that are not mission based. Much less painful budgeting!

What challenges have you experienced?

New board members sometimes don't get it, even with orientation. Even board members who should know better try to revert when there is crisis or anxiety.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	West Shore Unitarian Universalist Church
Your Name	Rev. Wayne Arnason
Your current congregational role	Minister
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January 2000
Comments	Our interim minister was Roy Phillips in 99-00. The current ministers were candidates called in June 00, on the premise that the church wanted to move to Policy Governance.
When did you start your formal transition to Policy Governance?	September 2000
Comments	We went at this ass-backwards. The first Church President we worked with did not understand the model. The first issue that the Board took up was Executive delegation and floundered on it. We struggled with it for a year and had a major conflict in Februa
When did your congregation officially begin operating in Policy Governance?	July 2008
Comments	Our Board worked intentionally with a President who understood PG from 2006-2008 to transition into a true PG system. Our first full church year of operating with a Mission, ends, and a Governance Manual was 08-09.
What was your congregational role during your congregation's transition to Policy Governance?	Minister Kathleen Rolenz and I are co-ministers sharing one job.
How do you structure your Executive function?	Solo executive
Comments	We are a solo "team" because we share the executive role.
Have you been through an Executive transition?	No

Have your Board members changed while operating under Policy Governance?

Yes--most

What benefits have you realized?

An energized Board that takes seriously the mission and works hard on itsd policy and visioning role. Executive and professional and volunteer staff that understand their roles.

What challenges have you experienced?

The major challenge was always and still is educating the new Board members about the way PG works.

What tools and/or best practices have you developed?

We do an annual workshop as part of our leadership series that introduces the model to members and that is required for new Board members.

What else would you like to tell us about your transition to Policy Governance?

Three things -- patience, patience, patience -- even if you start ass-backwards like we did.



Your congregation's name	Bellingham Unitarian Fellowship	
Your Name	Douglas Wadkins	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2005
Comments		
When did you start your formal transition to Policy Governance?	August	2006
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2007
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments	We now call it the Administrative Team	
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?	Clarity of roles for board, staff and leadership Clarity of what's working and what's not Better board meetings -- shorter, more interesting focus Greater collaboration between staff and other congregational leaders
What challenges have you experienced?	More work for minister Lack of transition plan Need to bring new board members up to speed every year. Board fumbles with clarity of their role. Finding what works best for our congregation Difficulty finishing initial written policies and getting our monitoring system up and running
What tools and/or best practices have you developed?	Our administrative team works well together. It consists of the the minister, the treasurer, the administrator, the director of lifelong learning and the leadership development coordinator (so largeish but it seems to work) Consistent focus on clarity of roles and finding a system that works with the major tenets of Carver, rather than sweating the small stuff and the verbiage. (Although what words we use and discussing them ad nauseum still comes up now and then.)
What else would you like to tell us about your transition to Policy Governance?	

Your congregation's name	First UU Church Austin
Your Name	Brendan Sterne
Your current congregational role	Board member
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	2008
Comments	The idea of converting to Policy Governance has been gradually building over the past two years. During that time we hired an executive director and outlined an executive team consisting of the senior minister and the executive director.
When did you start your formal transition to Policy Governance?	January 2010
Comments	It's hard to say when the 'formal transition' began. We have hired Unity Consulting to assist us with this transition during 2010.
When did your congregation officially begin operating in Policy Governance?	2010
Comments	We should officially begin operating in PG in 2010.
What was your congregational role during your congregation's transition to Policy Governance?	Board member
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	

Have your Board members changed while operating under Policy Governance?

Yes--less than half

What benefits have you realized?

N/A - We're just beginning.

What challenges have you experienced?

Getting buy-in from the entire board. Creating a plan that includes education, and some support for the transition.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	Unitarian Universalist Congregation of Columbia
Your Name	Jill Christianson
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	
Comments	uncertain of the time frame...maybe 7 years ago?
When did you start your formal transition to Policy Governance?	
Comments	Uncertain
When did your congregation officially begin operating in Policy Governance?	Not Sure
Comments	agan, not certain of the early timing...
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--all

What benefits have you realized?

Division of responsibilities, on-going clarity in roles, opportunity for dialogue with questions

What challenges have you experienced?

Board meetings drill down occasionally into the minutia where we should not tread... Exec team is a good reminder in the process.

What tools and/or best practices have you developed?

Highly functioning executive team keeps us running smoothly!

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	Unitarian Universalist Congregation of Columbia	
Your Name	Paige Getty	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2001
Comments	I'm not aware of the precise timing, as it happened before my call in 2003. Relevant by-laws were changed at the annual meeting in Spring 2003, and policies had been drafted by the time I arrived in August 2003.	
When did you start your formal transition to Policy Governance?	Not Sure	2002
Comments	See comments above.	
When did your congregation officially begin operating in Policy Governance?	Not Sure	2003
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?

Clarity of (most) roles. Efficiency in operations.

What challenges have you experienced?

Members perceive that there is lack of clarity about whom to approach for what needs (i.e., what does the Board do? what does the Executive do?). Inadequate linkage with moral owners. Poor monitoring.

What tools and/or best practices have you developed?

I'm not sure we (yet) have any. However, we made a fabulous transition a year ago from a 4-member Administrative Team (Minister, Administrator, and two lay volunteers) to a 2-member Executive Team (Minister and Executive Director), which has greatly enhanced our functioning! So, if others wanted to hear about our experience relating to how to staff the Executive, we'd gladly share.

What else would you like to tell us about your transition to Policy Governance?

It's been nearly 7 years, and it still feels like we're transitioning!



Your congregation's name	First Religious Society UU of Newburyport Massachusetts
Your Name	Marie Murphy
Your current congregational role	Board president/chair
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure 2008
Comments	This was not a conscious decision. We conducted a Vision/Mission process and realized that we were having difficulty figuring out how to make the mission happen given the structure we had in place.
When did you start your formal transition to Policy Governance?	June 2009
Comments	We began a formal process to review and revise current governance structure and found ourselves moving toward a policy governance.
When did your congregation officially begin operating in Policy Governance?	September 2010
Comments	We are planning to role out an initiatives based model this September. It will be a test to see if our congregation will support it. The actual structure of policy governance will follow and it's not clear how strictly it will capture a formal governance
What was your congregational role during your congregation's transition to Policy Governance?	Board ChairFor two years prior to this role I led a Vision/Mission initiative.
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	Yes

Have your Board members changed while operating under Policy Governance?

Yes--less than half

What benefits have you realized?

Since we are still transitioning it is difficult to answer this question. We formed an Executive Team consisting of Minister, Business Administrator and Board Chair last year and this has been the greatest benefit so far. We work as a team instead of in individual silos, and our work is dedicated to dealing with staff issues as well as collaborating on the board agenda.

What challenges have you experienced?

Getting everyone on board (pardon the pun) has been the most difficult challenge. Getting board members on board got easy when we bought everyone the book, "Governance and Ministry" by D. Hotchkiss and made it required reading for each meeting and gave a half hour to discussion as part of professional development. Getting the congregation on board required the coordination of member sessions to discuss mission initiatives. This is still ongoing as we haven't chosen yet our first all member initiative. We expect to do this in the spring. We are preparing the ground for it now.

What tools and/or best practices have you developed?

It depends on where a board is at to begin with, but for us creating very basic structure was very important. This entailed raising the level of accountability of all to be more professional and to take their responsibility as board members more seriously. From creating more professional looking agendas to adding a professional development segment into each session - I can't say enough about creating a board development committee to take care of the small stuff so that it doesn't become big stuff.

What else would you like to tell us about your transition to Policy Governance?

It is still ongoing and I don't know at what point we will be satisfied b/c it appears to us that the Carver model is difficult to emulate at a church level without modifying it somewhat and I'm not sure at this point what those modifications would look like for us.

Your congregation's name	First Unitarian Congregation of Toronto	
Your Name	Shawn Newton	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	1994
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	1994
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	1996
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

What benefits have you realized?	Division of labour; clarity of who holds responsibility for vision and operations.
What challenges have you experienced?	I wasn't part of the transition, so I don't feel that I can't speak to the challenges. Fifteen years after the fact, there doesn't seem to be any lingering trauma or upset from the transition. Having served as minister for two and a half years, I have yet to hear a negative story about the transition.
What tools and/or best practices have you developed?	Our Executive function is shared between the minister, the chair of the board (this gets fuzzy for policy governance, we realize), and our Chief Convenor, who is a lay person who effectively supervises high-level unpaid staff. While this isn't pure Carver, it is a shared ministry hybrid that has allowed for coordination between lay and paid staff and leadership. It also, I would argue, insulates me as the minister, to some degree, from having to be "the heavy" on some issues, while leaving me to more clearly hold responsibility for pastoral/prophetic/visionary leadership.
What else would you like to tell us about your transition to Policy Governance?	We're in a stage of assessing our governance policies and structures. We've been on auto-pilot to some degree for the past several years, as the congregation went through a ministerial transition. We have a need for ongoing re-education and re-commitment to our governance structure.

Your congregation's name	First Unitarian Church of Houston, Texas
Your Name	David Keyes
Your current congregational role	Minister
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	2000
Comments	It was considered, but only briefly, as the senior minister, since retired, did not wish to support the move.
When did you start your formal transition to Policy Governance?	September 2008
Comments	At a start-up workshop for my interim ministry facilitated by District Executive Susan Smith, the leadership expressed strong interest in policy governance as one way out of the confusion and conflict that had greatly debilitated them.
When did your congregation officially begin operating in Policy Governance?	
Comments	Not sure the Board plans any "official" action, but rather a clear Board indication that they are adopting the Carver model.
What was your congregational role during your congregation's transition to Policy Governance?	Minister Interim minister
How do you structure your Executive function?	Solo executive
Comments	Wonder about this question, as I would hold that any way other than a solo executive does not constitute policy governance.
Have you been through an Executive transition?	

Have your Board members changed while operating under Policy Governance?

Yes--less than half

What benefits have you realized?

I've been part of such a transition in seven congregations now, some aborted, some very successful, some partly so. When boards truly transition to the Carver model, roles are clarified, there is greater confidence among leaders, the program work of the church grows stronger, administration consumes less lay time, and in general the congregation feels better about itself and about the difference its ministry is making in people's lives.

What challenges have you experienced?

The biggest has been from Boards that have a failure of nerve in making the transition. When boards start watering down, they might as well flush it all down the drain. Another challenge is always education and training--a steep learning curve that some boards have trouble with, and a lack of easily available folks who can explain it in plain language. Another challenge: From committees to ministry teams; lay leaders ask "So what do we do now," and resist the answer. There can be considerable anxiety about accountability, loss of power-over, loss of control, and that is probably not such a bad thing. A good succession plan seems to be working here.

What tools and/or best practices have you developed?

Consultants are essential. Stefan Jonasson and Joe Sullivan have been great. Got John Carver to come to the Atlanta church and warm them up. Sending board/staff teams to the Carver training is good. Using Appreciative Inquiry as a way in; lay leaders from congregations using the model successfully, and from community non-profits to speak to the congregation or do training. Stepping aside and forcing the Board to do the work, not having the minister do it for them, but standing beside them, mostly to stiffen their spines. And of course, good advice from Unity!

What else would you like to tell us about your transition to Policy Governance?

It works best in congregations that are not suffering from satisfaction stagnation. If a congregation is convinced that all is well, the transition will take three times as long as in a congregation that knows it is in trouble.

Your congregation's name	First Unitarian Church of San Jose
Your Name	Tracy Avent
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	May 2004
Comments	guesstimate...more definitive dates available if needed
When did you start your formal transition to Policy Governance?	June 2005
Comments	based on what a gathered from those directly involved in the process at the time
When did your congregation officially begin operating in Policy Governance?	September 2007
Comments	before my board tenure; my board was the first to "inherit" PBG from the board who first put it into practice
What was your congregational role during your congregation's transition to Policy Governance?	Lay leaderactive in various committee capacities
How do you structure your Executive function?	Executive team
Comments	called "Program and Operations Council"
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--most

<p>What benefits have you realized?</p>	<p>Somewhat less stress upon the executive team members to make "strategic" decisions, and MUCH less stress on the Board to make "tactical" decisions about routine operations.</p>
<p>What challenges have you experienced?</p>	<p>Mostly with regard to the general congregation's grasp of PBG-in-practice, which translates to lack of clarity about whom-to-contact-about-what. But I do not think this is a very serious problem. It would exist regardless of PBG. Potentially a bit MORE serious is ambiguity within the leadership teams about who is accountable for what, but some of that has to be figured out ad-hoc and eventually embodied in board policy documents as it becomes appropriately defined.</p>
<p>What tools and/or best practices have you developed?</p>	<p>Some kind of linkage between the Board, the POC (executive) and other church leadership (ministers, etc.) ... in practice we should meet at least once a month just to be on the same page about what is going on and who is dealing with what situations. For those of us with careers outside of church, that is deceptively complicated sometimes but it is important.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>When it was originally implemented, there was a Congregational meeting to approve the bylaws changes to permit the PBG model and appropriate re-structuring of the Board and POC (executive council). I did not grasp the significance but bought into it since the Board and sitting President seemed to feel that it was the right thing to do. I am not convinced that all of the church leadership entirely bought into PBG nor do now, but I do not think those views got the exposure they should have. I do think ultimately that PBG has been a positive change and that if we had not implemented it, I would not be in a position to be able to serve as Board President, since the time commitment under classical structure would have been prohibitive.</p>



Your congregation's name	Oak Ridge Unitarian Universalist Church	
Your Name	Kim Yount	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	April	2002
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2003
Comments		
When did your congregation officially begin operating in Policy Governance?	2009	
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair	
How do you structure your Executive function?	Solo executive	
Comments	The Board delegates to the minister, he then delegates as he sees fit. He has assembled a group of paid and volunteer leaders (the executive team) that serve as an advisory team to him.	
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	No	

What benefits have you realized?	The Board is able to focus more on the spiritual side of things. Board meetings are more productive and focused. It is becoming increasingly more clear who is in charge of what. Lay people and leadership feel empowered.
What challenges have you experienced?	Learning HOW to actually apply what we learned about PG to our Board and church structure. Board remaining focused on the larger picture and not becoming bogged down in "nuts and bolts". Understanding how to limit the executive and provide guidance for him and his team. I can reiterate what I know about executive limitations, but writing them and putting them into play requires more.
What tools and/or best practices have you developed?	Make certain that the Board meeting agenda is tight and well thought out. This really helps make our meetings productive and shorter. COMMUNICATION!!! In order for PG to work properly, the executive and the leadership MUST have a trusting, open and respectful relationship with almost constant dialogue. You must have competent and strong lay leaders in place.
What else would you like to tell us about your transition to Policy Governance?	It is a difficult and tempestuous journey. It does not happen overnight. It is worth the energy and effort. Our leadership and congregation has really grown (emotionally and spiritually) as a result of this process.

Your congregation's name	First Unitarian Church of Wilmington
Your Name	Rev. Josh Snyder
Your current congregational role	Senior Minister
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure                      2002
Comments	
When did you start your formal transition to Policy Governance?	2003
Comments	
When did your congregation officially begin operating in Policy Governance?	2006
Comments	
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition
How do you structure your Executive function?	Executive team
Comments	ET in practice. Sr. Minister is CEO, but creates ET with two other staff including Assoc. Minister.
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--all

<p>What benefits have you realized?</p>	<p>I moved here from a church not doing policy governance and the biggest benefit is clarity around who does what. Before we would have to implement a change or a program while at the same time argue over who got to make the decision. PG eliminates the latter argument and empowers the CEO and ET and Staff to just do it, without rehashing who is authorized to do it.</p>
<p>What challenges have you experienced?</p>	<p>Not a lot of great examples of doing this in churches; so thanks for doing this project! For example a lot of the Ends policies churches write tend to confuse ends and means. The Education community actually has better examples of a pure Ends policy. Related to this; what does a monitoring report look like? Hard to tell--fortunately our DE is skilled at policy governance and could help. But that has been an evolving process which a networked community could definitely be a boon.</p>
<p>What tools and/or best practices have you developed?</p>	<p>Probably the monitoring report format that we have developed. It has taken the better part of a year and a half but I think we have a pretty good process set up for both Ends and Limitations monitoring. Of course they can always get better!</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>I think our biggest challenges now are twofold: How does the Board do linkage with the moral owners (both members and non-members? Our Board has gotten pretty creative this year, but it would sure help to share best practices on that one. Mainly because Boards are not used to doing it! Secondly, I am very interested in the ways in which Churches, and UU Churches especially, are an exception to some Carver principles. For example, how do you minister to the Board when you are the CEO? My President once said, "I feel like I don't have a minister" because the primary way she related to the minister was as CGO to CEO or ET. My point is that role confusion, which is a challenge to any ministry, presents a unique and perhaps interesting set of challenges to ministers and congregations in policy governance. I love PG! I hope it spreads throughout the UUA.</p>

Your congregation's name	Oak Ridge Unitarian Universalist Church	
Your Name	Jake Morrill	
Your current congregational role	Minister	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2002
Comments	Began under interim prior to my settlement in 2003.	
When did you start your formal transition to Policy Governance?	September	2004
Comments		
When did your congregation officially begin operating in Policy Governance?	September	2009
Comments	In 2005, consultant Dan Hotchkiss worked with the Board to teach the concepts and by spring 2006, the Board had adopted the policy framework. It was not followed for the next few years, except in the general principle of the Board focusing on big-picture	
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments	Per policy, the minister is authorized with executive authority. But that authority is shared by an Executive Team, composed by the minister.	
Have you been through an Executive transition?	No	

Have your Board members changed while operating under Policy Governance?	No
What benefits have you realized?	More energized executive; clarified Board roles.
What challenges have you experienced?	Overwhelmed executive; wariness about financial authority.
What tools and/or best practices have you developed?	Reading Hotchkiss' book on governance really helped. Having a member of the church facilitate the executive team--rather than the minister (me!)--helps things function smoothly.
What else would you like to tell us about your transition to Policy Governance?	Trust, trust, trust is key to all of this. That took time to develop. Also, it is a practice. It's not like the words get written on paper and things are magically resolved. It takes discipline and patience.

Your congregation's name	Unitarian Universalist Congregation of Fairfax
Your Name	Craig Bennett
Your current congregational role	Board president/chair
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September 2003
Comments	During the interim ministry (2003-2005) of Rev. Richard Nugent, as part of his assessment and facilitation of our needs as a congregation lead us to the determination that we wanted to implement policy governance with whomever our new settled senior minis
When did you start your formal transition to Policy Governance?	September 2004
Comments	During the interim ministry (2003-2005) the board and a board established committee called the review and renewal committee sought to undersand how the congregation was structured for making decisions, providing resources, and evaluating results; this inc
When did your congregation officially begin operating in Policy Governance?	October 2005
Comments	Our Governance Manual was updated to coincide with the beginning of the Ministry of Rev. Mary Katherine Morn, called as Parish (Senior) Minister.
What was your congregational role during your congregation's transition to Policy Governance?	Lay leaderI was the Lay Minister for Membership and Outreach. The UUCF Lay Ministry Council roughly equates to a program council.
How do you structure your Executive function?	Executive team
Comments	We have a 5 member executive team, consisting of the Parish Minister (CEO), Associate Minister, Executive Director (COO), and two Lay Members.

Have you been through an Executive transition?

Yes

Have your Board members changed while operating under Policy Governance?

Yes--all

What benefits have you realized?

1. Board meetings are sane. Prior to PG, the board wrestled with many "congregant complaint", with board meetings serving as some form of court, board members wrestling with understanding and deciding about a myriad of complicated issues, and meetings lasting until mid-night (not conducive to recruiting future board members). Board meetings now focus on visioning, linkages, monitoring and evaluation and they end at 9:30 pm. 2. Committees, task forces, and even individuals are empowered to do what they think needs to be done. The executive knows it can send anything it's not comfortable with to the board, either for decision or simply affirmation, likewise the Lay Ministers Council (program council) know they can send anything they think might be controversial to the executive, and the committee can send anything their not sure about to the appropriate Lay Ministry. But, if a committee has a vision and passion to do something and believes there are no other equities at stake, they are empowered to make it happen. 3. Strategic planning and resource allocation and other areas requiring prioritization are guided by an overarching and shared vision of who we are and where we want to go. It's not just one year at a time, one budget at a time, one issue at a time -- it's becoming more holistic and unified. It's also still a work in progress, and probably always will be. That may be the beauty of it, it's a journey, not a destination.

What challenges have you experienced?

1. It took several years (and the rotation of board members) to finally transition the board culture away from feeling it had an obligation to continue to be "the decider" to a place where the board and congregation know that if an issue comes to the board that is about "means", the board will refer it to the executive for decision. 2. While the governance structure is fairly "empowered" at all levels to make things happen, we have and will continue to have to establish limitations on the executive, and the executive maintains it's own set of policies to guide the Lay Ministers Council (program council), and each program may have policies or standard procedures to guide their own processes. 3. There is and will remain a relationship between the congregation and their minister(s) that is special and unique and is not fully anticipated by the Carver Model. Awareness must be made to that relationship and the policy governance model needs to accommodate this unique relationship. 4. Be clear about what you need policies for and what can be left to good judgement. You can choke yourself on a well intentioned limitation -- generally the exception that proves the rule will manifest itself at the board meeting after which the limitation is passed, while everyone is still basking in the glory of how clever they were just a month earlier. Be very intentional about what does in to the by-laws; congregational votes consume lot's of energy.



What tools and/or best practices have you developed?

1. Communication is essential. In this empowered environment, it's important for each level of governance structure to keep the next level informed of what they're doing -- not necessarily to ask permission, but so that those with more experience, broader perspective, can provide coaching if necessary, or catch a potential problem before it manifests itself. It's also important to be as transparent with the congregation as possible, using the newsletter, order of service, email announcements, social media, bulletin boards, forums, etc. to get the word out. There will still be someone who didn't get the word, but the transparency creates more trust the process, and provides documentation of the decision making process for the record. 2. Evaluation is critical. It goes hand in hand with communication, but the ministers, professional staff, and executive need to participate in a well established and supportive evaluation system. This resolves many potential problems and enables early resolution. Evaluation is probably more important than policy governance (one does not rely on the other). 3. We benefited greatly from the firm suggestion and insight of a strong interim ministry; and continued that by using other external resources along the way. We have used the Alban Institute as consultants, and we have received excellent training, consulting and advice from the Joseph Priestly District (JPD), and the District Executive the Rev. Richard Speck in particular. I am trying to institutionalize Rev. Speck's one day workshop on policy governance a leadership development requirement for all incoming board members. Similarly, we have been assisted by the Rev. Stefan Jonasson, UUA Director for Large Congregations.

What else would you like to tell us about your transition to Policy Governance?

We refer to our governance structure as "Policy Based Governance" because we allow ourselves to waiver somewhat a strict interpretation of the Carver Model. Clearly, I'm a fan of policy governance. We have had no serious opposition or concern from the congregation about our move to policy based governance 4 years ago.

Your congregation's name Unitarian Universalist Metro Atlanta North

Your Name Joe Creech

Your current congregational role Board president/chair

What stage? No

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? Not Sure 2004

Comments We considered a proposal to move to policy governance but our congregation was too small at the time. We are currently operating under a program council model.

When did you start your formal transition to Policy Governance?

Comments We may reconsider policy governance in the future, but it requires more resources than we currently have to operate effectively.

When did your congregation officially begin operating in Policy Governance?

Comments

What was your congregational role during your congregation's transition to Policy Governance?

How do you structure your Executive function?

Comments

Have you been through an Executive transition?

Have your Board members changed while operating under Policy Governance?

What benefits have you realized?

What challenges have you experienced?

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	First Unitarian Church of Portland
Your Name	Thomas Disrud
Your current congregational role	Minister
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	2000
Comments	After significant growth we needed a governance system that allowed us to clarify roles and responsibilities.
When did you start your formal transition to Policy Governance?	2003
Comments	Board moved towards policy based governance but we were not in sync with bylaws
When did your congregation officially begin operating in Policy Governance?	2005
Comments	Congregation formally adopted new bylaws
What was your congregational role during your congregation's transition to Policy Governance?	Minister
How do you structure your Executive function?	Solo executive
Comments	currently solo executive, but up to this year has been a team (we are in ministerial transition)
Have you been through an Executive transition?	

Have your Board members changed while operating under Policy Governance?

What benefits have you realized?

Has greatly clarifies roles and responsibilities and meant for much less confusion on system.

What challenges have you experienced?

Board being comfortable in higher-level role--some board members want to get into more details that policy governance prescribes

What tools and/or best practices have you developed?

Board leadership has been willing to take time to learn, consult as needed.

What else would you like to tell us about your transition to Policy Governance?

Your congregation's name	First Unitarian Church of Portland	
Your Name	Marilyn Scott	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2003
Comments	Formally moved to policy-basd governance with bylaws change in May 2005	
When did you start your formal transition to Policy Governance?	Not Sure	2005
Comments		
When did your congregation officially begin operating in Policy Governance?	May	2005
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board member	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?		
Have your Board members changed while operating under Policy Governance?	Yes--most	

<p>What benefits have you realized?</p>	<p>Allows Board to focus on broad strategic issues - Ends (mission), Goals, future direction and stay at a higher level of governance. Prevents Board involvement in programs run by professional staff (RE, social justice, Music, etc.) and administrative details of congregational life. Prevents long time consuming Board meetings where small issues are discussed at length.</p>
<p>What challenges have you experienced?</p>	<p>What is proper accountability structure for Executive Team, as they function both as church administrators and called ministers? Called ministers are not accountable to the Board in Carver model for nonprofits. Also, what is proper Board role in fundraising? Who is responsible for ensuring adequate financial resources - Executive Team alone, Board, volunteers, a combination of all?</p>
<p>What tools and/or best practices have you developed?</p>	<p>Board Officers Committee meets two weeks before Board meeting and sets agenda, calling out items that are on the Consent Agenda and don't require Board discussion. We set aside time - approx. one hour - for serious or weighty topics at each Board meeting to ensure that we don't get bogged down in trivia. We are currently doing a complete revision of the wording of our policies to streamline them and make them more readable and understandable.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>Whatever tensions or unresolved issues the congregation has will surface as part of the transition to policy governance. Hot buttons include issues like 'commitment to democratic processes' and 'authority of the ministers' (executive team). Depending on the tradition in the congregation regarding vocal and outspoken members voicing their dissent, this can be a contentious process that requires patience and kindness.</p>

Your congregation's name	Unitarian Universalist Fellowship of San Luis Obispo	
Your Name	Eric Olsen	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2004
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2004
Comments		
When did your congregation officially begin operating in Policy Governance?	2005	
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--all	



What benefits have you realized?	Allows for organizational self examination and criticism.
What challenges have you experienced?	Lots of confusion on roles and responsibilities.
What tools and/or best practices have you developed?	None.
What else would you like to tell us about your transition to Policy Governance?	Even after years on implementation, we feel we are still in the learning stages. There needs to be a critical mass of understanding in the congregation.

Your congregation's name	First Universalist Church of Minneapolis	
Your Name	Barry Johnson	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September	2002
Comments		
When did you start your formal transition to Policy Governance?	January	2007
Comments	The delay from first consideration to formal transition was caused largely by resistance from the Senior Minister. Once he left progress on the transition began.	
When did your congregation officially begin operating in Policy Governance?	June	2009
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board memberI was only involved during the last year of the process.	
How do you structure your Executive function?	Solo executive	
Comments		
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	Yes--less than half	

What benefits have you realized?	The primary benefit has been to get the Board out of dealing with small day-to-day issues. This has made the Board feel like it is free to deal with more substantive issues. The change in structure related to policy governance (eliminating what we called the All Church Council) has streamlined decision making.
What challenges have you experienced?	We are struggling to define a substantive Board role that keeps the Board out of the small daily issue but still allows the Board an important role in dealing with major issues. There is some feeling that under policy governance after the Board identifies a significant strategic issue for the church it must then let go of it and leave it totally to the staff. I personally have a concern that this neglects a lot of potential expertise and experience that Board members have. I also am concerned that a limited Board role may lessen people's willingness to serve on the Board.
What tools and/or best practices have you developed?	Our structure for policy governance has our lowest level of ends policies (Strategic Outcomes in our language) setting our priorities for the next 2-3 years. Our policies then require the staff to submit a formal work plan with the budget to implement the Strategic Outcomes. We feel this provides a direct link all the way from the Global Ends Policy through the Strategic Outcomes to the specific action plan that will implement those policies.
What else would you like to tell us about your transition to Policy Governance?	The transition occurred during an interim ministry and our first year of operation under PG is happening under a new Senior Minister in his first ministry. As a result we have fewer "givens" and have experienced added complexity in the process of learning how we will all work together. Ideally you wouldn't do all this at once but it seems to be working for us.

Your congregation's name Richmond - First Unitarian Universalist Church of Richmond

Your Name Jeanne Pupke

Your current congregational role Minister

What stage? Operating under Policy Governance

When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)? July 2005

Comments

When did you start your formal transition to Policy Governance? August 2006

Comments

When did your congregation officially begin operating in Policy Governance? July 2009

Comments

What was your congregational role during your congregation's transition to Policy Governance? Minister

How do you structure your Executive function? Solo executive

Comments

Have you been through an Executive transition? No

Have your Board members changed while operating under Policy Governance? Yes--most

What benefits have you realized?

Not all are fully realized...but clarity in visioning and ends clarification of Board roles, emerging clarification of Board standing committees, Executive ends clearer. Routine scheduling of ends compliance.

What challenges have you experienced?

Murky thinking, hybridism, slow uptake by Board of duties. Varying definitions of compliance.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Whole team of opposition - to any change. Opposed bylaws reforms.

Your congregation's name	Canejo Valley Uintarian Universalist Fellowship	
Your Name	Claudia Barton	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	Not Sure	2003
Comments		
When did you start your formal transition to Policy Governance?	Not Sure	2004
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2004
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Outreach Director	
How do you structure your Executive function?	Executive team	
Comments	Council of Directors	
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?	Provides clear roles for board and council (executive team.) Allows for more effective meetings of the board, plus provides the framework to allow for the depth needed to move the work forward
What challenges have you experienced?	Much difficulty with communication between board and council. A few Council Directors feel the board oversteps their bounds if any direction is given or if help is offered because problems have become evident. Some directors feel resentment if the board makes a decision to protect congregational assets before consulting them. This is the same kind of problem we had with our previous governance model, except between the board and committees instead.
What tools and/or best practices have you developed?	Use of taskforces with specific goals and completion dates have been very effective to research and develop plans for new projects that are then handed over to groups or committees for implementation.
What else would you like to tell us about your transition to Policy Governance?	I am not familiar with the transition period, but can express that Policy Governance within our congregation is still being refined and changed as we continue our development.

Your congregation's name	Unitarian Universalist Church of Arlington	
Your Name	Bennett Minton	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?		
Comments		
When did you start your formal transition to Policy Governance?	July	2004
Comments		
When did your congregation officially begin operating in Policy Governance?		
Comments	There is no "officially." The board adopted PG about July 2004, which was a lengthy transition.	
What was your congregational role during your congregation's transition to Policy Governance?	Congregant	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	



What benefits have you realized?

What challenges have you experienced?

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Understand the different role of the trustee, somewhat for the board, especially for the congregation.

I am an adherent. It's challenging for most trustees to wrap their heads around PG, because most trustees are "doers." For most of the congregation that has an opinion, PG is seen as a ceding of lay authority to the staff. This is one reason we are considering changing the terms of trustees.

Your congregation's name	Unitarian Universalist Church of Elgin	
Your Name	Dan Brosier	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	2004	
Comments		
When did you start your formal transition to Policy Governance?	2005	
Comments		
When did your congregation officially begin operating in Policy Governance?	Not Sure	2006
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Minister	
How do you structure your Executive function?	Executive team	
Comments		
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--most	

What benefits have you realized?

More efficient day to day operations. The executive team brings about a shared leadership which is more thoughtful

What challenges have you experienced?

Tension between E.T. and the Board. Confusion as to what is the responsibility of the Board or the E.T.

What tools and/or best practices have you developed?

What else would you like to tell us about your transition to Policy Governance?

Increased my work load as minister and appears to have decreased the Boards. Not sure the Board knows what it needs to do.

Your congregation's name	First Unitarian Church of Des Moines
Your Name	Mark Stringer
Your current congregational role	Minister
What stage?	Transitioning to Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	August 2008
Comments	Conversation about a switch to a "policy board" took place nearly a decade ago. The appropriate focus, however, began in August of 2008.
When did you start your formal transition to Policy Governance?	January 2009
Comments	This was when the board first began drafting ends statements (with the help of Laura Park!)
When did your congregation officially begin operating in Policy Governance?	
Comments	Hope to finalize the switch at our 2010 annual meeting (first weekend in June).
What was your congregational role during your congregation's transition to Policy Governance?	Minister
How do you structure your Executive function?	Solo executive
Comments	While we have an executive team, the responsibility ultimately rests with the minister
Have you been through an Executive transition?	No

Have your Board members changed while operating under Policy Governance?	Yes--less than half
What benefits have you realized?	Clarity of responsibility, better planning and budgeting possibilities, more transparency in decision making, better direction for staff, less responsibility from board members for mundane items and more responsibility for vision and mission.
What challenges have you experienced?	Navigating the policy creation (though we are making progress). Developing strategies to inform the congregation of the benefits of PG.
What tools and/or best practices have you developed?	We have instituted a "Council for Congregational Ministries" which serves a middle-management function. 7 lay people serving as "Councilors" each in a different area of ministry: Stewardship, building and grounds, religious growth and learning, congregational life, social justice, worship and arts, and communication/outreach (Think of the old board liaison model, with the liaisons *not* being board members) Group meets with minister (exec.) once a month.
What else would you like to tell us about your transition to Policy Governance?	Requires a significant change in the role of the minister, which I am happy to accept. I'm convinced the switch to PG was a necessary step as we continue to navigate our growth and becoming the religious community we aspire to be.

Your congregation's name	First Unitarian Church of Wilmington	
Your Name	Nancy Pinson	
Your current congregational role	Board president/chair	
What stage?	Operating under Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	January	2001
Comments	This is an approximate date. While our congregation developed policies, we also struggled with implementation. It is only recently - past several years - that we have been more successful.	
When did you start your formal transition to Policy Governance?	January	2001
Comments		
When did your congregation officially begin operating in Policy Governance?	September	2002
Comments	again - an approximation	
What was your congregational role during your congregation's transition to Policy Governance?	Lay leader	
How do you structure your Executive function?	Solo executive	
Comments	We have just moved to solo executive, who is supported by an Executive Team	
Have you been through an Executive transition?	Yes	
Have your Board members changed while operating under Policy Governance?	Yes--all	

<p>What benefits have you realized?</p>	<p>We have just begun to realize benefits, I believe. Some of these are: clear expectations of the Executive (Team), more creativity possible (although, this is yet to be realized in full), clear roles and responsibilities of Board and Executive. We have spent the past two years improving our monitoring, with an annual schedule. With this, we have been able to upgrade our policies to be in tune with our church.</p>
<p>What challenges have you experienced?</p>	<p>Our Sr. Minister who was in place when PG was implemented was unable to adjust to the change, and in his last sermon to the congregation, indicated that he would never use PG again in a congregation. Clearly, the model did not work at that time. I expect it was a combination of lack of understanding of the model on the part of the Board and the Sr. Minister. It was a difficult parting, needless to say. I was not on the Board at the time, but we all experienced the outcome. We had three years of interim ministry where we focused on rebuilding community in church. Only in our third year of interim ministry were we able to refocus on monitoring Executive Limitations in the proper manner. In our first year of our new settled Sr. Minister, we added monitoring of Ends back in to the process. Now in our second year, we are doing much better. Our Sr. Minister has focused on learning about PG and is very positive about its use. We are on our way to success!</p>
<p>What tools and/or best practices have you developed?</p>	<p>As Board chair, I developed a spreadsheet to drive our annual agenda. As we make adjustments, I update the spreadsheet. I use the annual agenda to establish our monthly meeting agendas. We have conducted multiple training sessions for Board members, also, which has helped.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>While rough at the start, I believe we have weathered the storm. It still seems to be a very difficult concept for board members to grasp, however - even after working with it for several years. I'm not sure why - but I know I have done significant studying to be able to lead through the process. Most people do not have the benefit of time to spend that way.</p>

Your congregation's name	Unitarian Universalist Congregation of Gwinnett	
Your Name	Marina Sampanes Peed	
Your current congregational role	Board president/chair	
What stage?	Transitioning to Policy Governance	
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?		
Comments	When I became President in June, 2009, I facilitated a board session on policy governance and we had agreement to proceed in this manner this year. To the best of my understanding, this is new to UUCG.	
When did you start your formal transition to Policy Governance?	July	2009
Comments		
When did your congregation officially begin operating in Policy Governance?	August	2009
Comments		
What was your congregational role during your congregation's transition to Policy Governance?	Board Chair	
How do you structure your Executive function?	Executive team	
Comments	We presently have a part-time interim minister.	
Have you been through an Executive transition?	No	
Have your Board members changed while operating under Policy Governance?	No	



<p>What benefits have you realized?</p>	<p>The board members read the reports from all committees prior to the monthly meeting, so updates are kept to a minimum. The monthly board meetings are filled with discussion related to making progress on our Board's goals for the year. All board members are engaged. Committee leaders feel respected and empowered to conduct the work within their scope without micro-management from the board.</p>
<p>What challenges have you experienced?</p>	<p>Change is difficult for some people; those accustomed to being consulted on some matters have to be reminded when some things are outside their scope. Some non-board leaders try to engage board members in issues that they should be addressing themselves.</p>
<p>What tools and/or best practices have you developed?</p>	<p>The consent agenda works wonders! Each board meeting agenda has a time allocation for each item. This helps keep us all on task. I created a monthly report form for the committees to complete and send to me each month. After the initial groans, response is favorable from the committee leaders (they say it prompts them to reflect on their progress and write down their plans). I do send them reminders at the end of each month (with form attached) to get the reports back on time. Members are welcome to request time on the board meeting agenda and based on the topic to be discussed, 15 - 30 minutes may be allocated. We ask for a written summary of their issue/request in advance of the meeting so we can be prepared for a fruitful discussion. They come prepared and the sessions have all gone much better than some feared. We spend the last five minutes of each board meeting naming what we did to advance our mission and goals in our time together. We leave on a high note. Our Leadership Covenant is very helpful in keeping each of us centered.</p>
<p>What else would you like to tell us about your transition to Policy Governance?</p>	<p>Policy governance is an important form of leadership and the board chair/president must be trained and experienced in this approach. It shifts group dynamics and therefore requires constant reinforcement, patience, and encouragement of all leaders. I ran a nonprofit housing organization for many years and worked with my board under this model. I was able to bring this experience to my congregation.</p>

Your congregation's name	Unity Church Unitarian
Your Name	Laura Park
Your current congregational role	Past Board member
What stage?	Operating under Policy Governance
When did your congregation first consider moving to Policy Governance (an approximation is fine--choose "Not Sure" if you're not sure of the month)?	September 1992
Comments	Board began its education process.
When did you start your formal transition to Policy Governance?	March 1993
Comments	Board approved a motion to adopt Carver model
When did your congregation officially begin operating in Policy Governance?	January 1994
Comments	Board adopted by-law changes, after having written all other policies
What was your congregational role during your congregation's transition to Policy Governance?	I wasn't part of the church during the transition
How do you structure your Executive function?	Executive team
Comments	
Have you been through an Executive transition?	Yes
Have your Board members changed while operating under Policy Governance?	Yes--all

What benefits have you realized?

The clarity of values, mission, Ends, roles and responsibilities has liberated the energy and creativity of the congregation to transform souls and bless the world.

What challenges have you experienced?

The Board education process was challenging, since it was critical to have a deep understanding of the model before implementing it. We studied Carver's book and discussed one chapter every Board meeting. Board members also took classes, some of them led by John Carver himself. We subscribed to Carver's bulletin for Boards and particularly benefitted from his analysis of how to resolve transition problems. In addition, we brought in people from the Wilder Foundation to educate the Board. This commitment to education was key to making the mechanical changes go smoothly. Another challenge was the vocabulary, which made a barrier to congregants feeling comfortable with the change. A final challenge was figuring out the line between Ends and means, and developing a Board strong enough and Carver-educated enough to assert its proper role.

What tools and/or best practices have you developed?

Around monitoring: We've developed a congregational survey, tied to our transformational Ends, that's allowed us to track trends and progress. We've developed a dashboard of key trends Board members want to track. All our reporting is tied to progress on the Ends. Around linkage: we developed an Appreciative Inquiry process we've used both to establish and revise our values and Ends, a process that involved a large part of the congregation in the conversation. Around policy development: we had a transformative conversation about our moral ownership, and we've engaged in systematic and broad policy reviews. Around board development: our Board recruitment process is clearly tied to the knowledge, skills and attitudes that make Board members, and thus our Board, successful. Around governance process: we've developed a standing agenda that keeps our meetings focused on the future 80% of the time.

What else would you like to tell us about your transition to Policy Governance?