

Unitarian Universalist Church of Kent
PROPOSED REVISED BYLAWS
FINAL 4.23.2015

ARTICLE I. IDENTITY AND PURPOSE

A. IDENTITY AND LEGAL STATUS

1. The legal name of this church is The First Universalist Church of Kent, Ohio (Ohio Charter #307959, Federal Tax ID #34-1465789) doing business as the Unitarian Universalist Church of Kent (Ohio Charter #2183602) and is hereinafter referred to as the “Church.” The Church is registered and recognized under the Internal Revenue Code 170 as a 501(c)3 public charity (DLN 17053121337013).
2. This Church is in fellowship with the Unitarian Universalist Association of Congregations (UUA), 24 Farnsworth Street, Boston, MA 02210-1409, and the Ohio-Meadville District (OMD), PO Box 157, St. Clairsville, OH 43950.
3. This congregation affirms and promotes the full participation of persons in our activities and endeavors without regard to ethnicity, national origin, color, economic or social status, age, gender, gender expression, gender identity, affectional/sexual orientation, physical or mental ability, religion or religious beliefs or creed.
4. The Church Fiscal Year is July 1 – June 30.

B. PURPOSE

1. Our purpose is to join together in a cooperative quest for religious and ethical values and to apply those values to the fulfillment of our objectives, which are:
 - The development of character
 - The enrichment of the individual
 - Service to all humanity
 - The promotion of universal fellowship
 - Harmony with nature

Vision: Our vitality and passion call us to restore and expand our space to equal the energy of our dreams. As we do, we are better equipped to carry on our historic legacy and embrace our potential for connection, service, programming , and outreach. (Adopted May 11, 2008)

Mission: Through spirited worship and open-minded religious exploration, our mission is to inspire people to live caring lives of meaning and purpose. We seek to encourage curiosity, strive to create peace and justice, and care for the living Earth with reverence and gratitude.
(Adopted May 11, 2008)

Covenant: We affirm that each life has brilliance and, when joined with others in joyful community, has the power to transform. We pledge ourselves and our resources to this journey.

This covenant inspires and challenges us to dwell together in right relationship. We promise to extend hospitality, nurture community for all ages, encourage spiritual growth, honor diversity, and practice kindness. (Adopted May 11, 2008)

2. The seven Principles of the Unitarian Universalist Association grew out of the grassroots of our communities, were affirmed democratically, and are part of who we are. We covenant to affirm and promote:
 - The inherent worth and dignity of every person
 - Justice, equity, and compassion in human relations
 - Acceptance of one another and encouragement to spiritual growth in our congregations
 - A free and responsible search for truth and meaning
 - The right of conscience and the use of the democratic process within our congregations and in society at large
 - The goal of world community with peace, liberty, and justice for all
 - Respect for the interdependent web of all existence of which we are a part

3. We also share a “living tradition” of wisdom and spirituality, drawn from many sources:
 - Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life
 - Words and deeds of prophetic women and men which challenge us to confront powers and structures of evil with justice, compassion, and the transforming power of love
 - Wisdom from the world's religions which inspires us in our ethical and spiritual lives
 - Jewish and Christian teachings which call us to respond to God's love by loving our neighbors as ourselves
 - Humanist teachings which counsel us to heed the guidance of reason and the results of science and warn us against idolatries of the mind and spirit
 - Spiritual teachings of earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature

ARTICLE II. MEMBERSHIP AND MEETINGS

This Church is a welcoming and inclusive community. Membership is open to all who are in sympathy with the Principles and Purposes of the Unitarian Universalist Association and the Church Mission and Vision and who live in alignment with the Church Covenant.

A. ACTIVE MEMBERSHIP

1. An Active Member is a person who:
 - Is at least fourteen years of age
 - Has signed the Membership Book in the presence of the Minister, a member of the Board, or a member of the Membership Committee
 - Has made an identifiable financial contribution in support of the most recently completed fiscal year.
 - Is actively involved in the Church
 - May withdraw membership by notifying the Minister or Membership Committee

2. Rights of Active Members include:
 - Voting on Church matters four weeks after becoming an Active Member
 - Holding an elected position one year after becoming an Active Member
 - Holding an appointed position one year after becoming an Active Member
 - Serving on committees
 - Charing committees/action teams one year after becoming an Active Member

B. INACTIVE MEMBERSHIP

1. An Inactive Member is a formerly Active Member who:
 - Has not contributed financially in support of the most recently completed fiscal year
 - Has not been actively involved in the Church for the past twelve months but has expressed a desire to retain a membership identity with the Church

2. Inactive Members may not:
 - Vote on Church matters
 - Hold an elected position
 - Hold an appointed position
 - Chair a committee

3. Inactive Members may resume Active Membership by doing the following:
 - Making an identifiable financial contribution in support of the most recently completed fiscal year
 - Becoming actively involved in the Church
 - Notifying the Membership Committee of their wish to resume Active Membership

C. EMERITUS MEMBERSHIP

1. An Emeritus Member is a formerly Active Member who:
 - Is now unable to maintain regular attendance but wishes to continue a relationship with the Church
 - Is nominated by the Membership Committee Chair and Minister for Board approval
 - Once approved, Emeritus status is valid throughout the individual's life unless revoked by the Board
 - Is not required to make a financial contribution
2. Emeritus Members may not:
 - Vote on Church matters
 - Hold an elected position
 - Hold an appointed position
 - Serve on Committees

D. FRIENDS OF THE CHURCH

1. A Friend of the Church is a person who:
 - Has pledged or made an identifiable financial contribution of record in support of the most recently completed fiscal year
 - Has requested Friend status or has been designated as a Friend by the Membership Committee
2. Friends may serve on certain committees.
3. Friends may not:
 - Vote on Church matters
 - Serve as a Committee Chair
 - Serve in Congregation-elected positions or on Congregation-elected committees
 - Serve in appointed positions

E. REVIEW OF THE MEMBERSHIP LIST

The Membership Committee will:

- Each December, review the Membership List to:
 - Determine the status of Members
 - Report the membership tally to the Church Office and Board for the purpose of UUA certification
- Ten days prior to any voting meeting, make available the list of eligible voters

F. TERMINATION OF MEMBERSHIP

1. A Member may resign from membership by written notice to the Minister or Membership Chair.
2. Membership may be terminated by a two-thirds vote of the Board, following consultation with the Minister and the appropriate Committee Chair (e.g. Membership Committee, Ministry Executive Team, Committee on Ministry, Religious Education) , if:
 - The Member has not fulfilled Active Membership requirements
 - The Member's actions may be harmful and/or threatening to the Church and/or the Congregation
3. In the event of a change in circumstance or disagreement by the individual whose membership was terminated, the individual may appeal to the Board for reconsideration.

G. REINSTATEMENT OF MEMBERSHIP

Membership may be reinstated for individuals whose membership has been terminated for:

1. Failing to fulfill Active Membership requirements
 - May be reinstated upon the approval of the Membership Committee Chair
2. Threatening and/or harmful behavior
 - May be reinstated with an affirmative two-thirds vote of the Board in consultation with the Minister and appropriate Church leadership.

H. MEETINGS OF THE MEMBERSHIP

1. ANNUAL MEETING

- The Church will hold an Annual Meeting of its Membership in May or June to:
 - Elect Leadership, on a staggered basis, to three-year terms for the upcoming fiscal year:
 - Board Trustees
 - Financial Secretaries and Alternate(s)
 - Leadership Development Committee
 - Endowment Committee
 - Approve an Operating Budget for the coming fiscal year
 - Approve Board-endorsed changes to the Bylaws
 - Transact other business which may properly come to the Annual Meeting
- The Moderator will ensure the meeting date and materials are publicized through the Church Office through regular communication channels.
 - Thirty days prior to the meeting date

2. SPECIAL MEETINGS

- Either the Board or ten percent of the Active Members (based upon the most recent UUA membership certification) who have signed a petition may request a Special Meeting of the Active Membership for various purposes, including:
 - To discuss and/or vote on ~~major~~ issue(s) of significant gravity
 - To approve Board-endorsed changes to the Bylaws
- Petition must be submitted to the Moderator for certification prior to the meeting notice.
- The Moderator will ensure the meeting date and materials are publicized through the Church Office through regular communication channels .
 - Fourteen days prior to the meeting date

3. EMERGENCY MEETINGS

The Board may call an Emergency Meeting of the Active Members.

- The Moderator will ensure the meeting date and materials are publicized through the Church Office through regular communication channels .
 - Seven days prior to the meeting date.

4. TOWN MEETINGS

The Board may call a Town Meeting to explore “open-ended questions”¹ and/or other topics of importance.

- Not for the purpose of voting
 - Eligible voter list requirement does not apply
- No quorum needed
- Open to All
- The Moderator will ensure the meeting date and materials are publicized through the Church Office through regular communication channels .
 - Fourteen days prior to the meeting date

5. SPECIAL MEETING FOR THE DISMISSAL OF A MINISTER

- Either the Board or ten percent of the Active Members (based upon the most recent UUA membership certification) who have signed a petition may request a meeting of the Active Membership for the Dismissal of a Minister.
 - Petition must be submitted to the Moderator for certification prior to the meeting
 - The Minister and Committee on Ministry must be informed of the intent to call a meeting for a dismissal.
- The Moderator will ensure the meeting date and materials are publicized through the Church Office through regular communication channels .
 - Thirty days prior to the meeting date

¹ In *Governance and Ministry*, by Dan Hotchkiss, an “open-ended question” is defined as “unanswered questions about church mission meant to be reflected upon.” (e.g. What is our brand? How do we wish to be known by the community?)

- Held only September through June.
- Not be conducted more than twice in any fiscal year.

6. MEETING NOTIFICATIONS

Meeting Notices must:

- Include date, time, and location
- Include an agenda and relevant informational materials
- Be publicized through the Church Office through regular communication channels:
 - Thirty days prior to an Annual Meeting
 - Fourteen days prior to a Special Meeting or Town Meeting
 - Seven days prior to an Emergency Meeting
 - Thirty days prior to a Special Meeting to Dismiss a Minister
- The Moderator will contact the Membership Committee to obtain a list of eligible voters.

7. QUORUM

The Quorum for ~~any~~ most meetings of the membership is twenty-five percent of the Active Members, based on the most recent UUA certification.

- The quorum for a meeting to dismiss a minister is fifty percent of the Active Members.

8. VOTING OF THE ACTIVE MEMBERSHIP

Only eligible Active Members may vote by attendance at a meeting or by submitting Absentee Ballots.

- A list of eligible voters will be made available
 - Ten days prior to an Annual or Special Meeting
 - Five days prior to an Emergency Meeting
- A minority of forty percent is required for dismissal of a minister.
- A simple majority of fifty-one percent is required for:
 - Elections
 - Board Trustees
 - Financial Secretaries and Alternate(s)
 - Endowment Committee
 - Leadership Development Committee
 - Ministerial Search Committee (on an as-needed basis)
 - Approval of a Commissioned Lay Leader
 - Approval of the Operating Budget
 - Approval of Bylaws revisions
- A super-majority of seventy-five percent is required for:
 - Statement of Conscience²
 - Acquisition or disposal of real property
 - Dissolution of the Church

² A public statement that exemplifies our commitment to justice, equity, and compassion.

- A super-majority of eighty-five percent is required for:
 - Calling a Minister
 - Approving an Affiliated Community Minister
 - Designating an Emeritus Minister
 - Approval of Congregational Resolutions
 - Congregational Resolutions must follow Special Meeting procedures.
 - Those who cast ballots for the minority position may, at their discretion, submit a statement to be included in the meeting minutes.
- Proxy voting is prohibited.
- Absentee Ballot
 - Only Active Members may vote by Absentee Ballot.
 - Absentee Ballots must be obtained from the Church Office by request.
 - Absentee Ballots must be submitted to the Moderator twenty-four hours prior to the Meeting.
 - The Absentee Ballot vote tally shall be announced by the Moderator as part of the vote results.
 - In the event of significant amendment(s) to voting item(s), as determined by the Moderator, Absentee Ballots will not be counted.
 - Absentee Ballots are not counted in determining a quorum.

ARTICLE III. GOVERNANCE - MISSION ARTICULATION

Governance is a collective, democratic process. The intended style of leadership will be consultative, collegial, and Inclusive as well as honest and forthright. All Church leaders are expected to practice transparent decision-making, healthy conflict management, and mutual support in their respective roles.

A. CONGREGATIONAL AUTHORITY AND RESPONSIBILITIES

1. The ultimate authority for all matters pertaining to the operation of the Church rests with the Congregation which:
 - Consists of the voting membership of the Church
 - Functions as a legally-constituted body at its Annual and Special Meetings

2. The Congregation elects:
 - The Board of Trustees
 - The Leadership Development Committee
 - The Endowment Committee
 - Financial Secretaries and Alternate(s)

3. The Congregation calls the Minister(s)

B. BOARD OF TRUSTEES – COMPOSITION, AUTHORITY, AND RESPONSIBILITIES

The Board shall devote the majority of its attention to discernment, strategy, and oversight.

1. COMPOSITION OF THE BOARD

- The Board shall be comprised of nine Active Members.
- The Minister is an ex-officio, non-voting member.
- The Governance Executive Team (GET) shall be comprised of:
 - The Moderator
 - The Assistant Moderator
 - The Secretary
 - The Executive Team Trustee
 - The Minister as an ex-officio, non-voting member

2. BOARD TRUSTEE ELECTIONS AND TERMS OF OFFICE

- The Board Trustees are elected to serve a three-year term.
 - Three new Trustees will be elected annually.
 - Trustees are limited to two consecutive Board terms (six years).
- Newly-elected Board Trustees will observe at the last Board meeting of the current fiscal year, then assume Trustee positions on July 1 (ensuring a transitional one-month overlap).
- Outgoing Board Trustees' terms end on June 30.
- Vacant Board Seat
 - The Board shall immediately appoint a replacement from the Active Membership to serve as a Trustee until the next Annual Meeting election.
- The Governance Executive Team shall serve a one-year term.
 - Term is renewable providing the Trustee has remaining time on Board term.
 - Vacant Governance Executive Team seat:
 - The Board shall, as soon as possible, elect a replacement to serve from among the current Board members.
 - In the event of a Moderator vacancy, the Assistant Moderator shall serve as Moderator until the Board can elect a replacement.
 - In the event of an Assistant Moderator or Secretary vacancy, the Executive Team Trustee shall serve as Assistant Moderator or Secretary until the vacancy is filled.

3. BOARD AUTHORITY AND RESPONSIBILITY

The Board of Trustees, elected by the voting Active Members of the Congregation, acts on their behalf.

The Board shall:

- Elect a Governance Executive Team from amongst itself :
 - At the first meeting of the new fiscal year
 - Newly-elected Trustees are only eligible for Moderator position if they have served on the Board within the past three years.

- In collaboration with the Leadership Development Committee, appoint Active Members to the following Positions and Committees:
 - Treasurer
 - To begin training with the current Treasurer on January 1
 - To assume position on July 1
 - For a three-year term, not to exceed two terms
 - A Past Moderator to the Ministry Executive Team
 - Will observe at the August Ministry Executive Team meeting (to ensure a one-month transitional overlap)
 - To assume position on September 1
 - For a one-year term, not to exceed three terms
 - Ministries Coordinators
 - To include:
 - Buildings and Grounds Coordinator
 - Personnel Coordinator
 - Social Justice and Community Outreach Coordinator
 - UU, Interfaith, and Community Connections Coordinator
 - Volunteer Ministries Coordinator
 - To assume position on July 1
 - For a three-year term, not to exceed two terms
 - Committee on Ministry (COM)
 - To assume responsibilities on September 1
 - For a three-year term, not to exceed two terms
 - In the case of a newly-settled Minister, appoint a member from the Ministerial Search Committee to the COM
 - Master Plan Committee
 - To assume responsibilities on September 1
 - For a three-year term, not to exceed two terms
 - Chaired by the Assistant Moderator
 - Interim-Minister Search Committee
 - On an as-needed basis
 - Three-year term does not apply
- Fill vacancies for any elected non-Board positions:
 - In consultation with the Leadership Development Committee
 - Appointees will serve until next Annual Meeting.
- Hire an Interim, Developmental, or Contract Minister.
- Enact changes in Membership status
 - Appoint Members to Emeritus status
 - Terminate Memberships
 - Reinstate Memberships
- Certify Active Membership count

BOARD AUTHORITY AND RESPONSIBILITY CONTINUED

- The Board shall discern, articulate, and monitor compliance with the Church’s Mission, Vision, and Covenant:
 - Create and enact an Annual Vision of Ministry
 - Envision and set goals
 - Provide focus for the Master Plan
 - Make strategic choices
 - Review, update, and follow Annual Board Calendar (See Appendix A)
 - Respond to:
 - Requests for Church sponsorship of potentially controversial Social Justice events and/or Resolutions
 - Recommendations from the Committee on Ministry regarding inappropriate and/or disruptive behavior
 - Requests and /or recommendations from the MET and/or Coordinators
 - Requests for the formation of organizations within the Church
 - Generate “open-ended questions” (Hotchkiss)
 - To be presented and discussed at Town Meetings
- The Board shall assume fiduciary³ responsibility for the Church to:
 - Ensure that all policies and activities are faithful to the Church’s Mission, Vision, and Covenant
 - Determine fiscal-year priorities based on Mission
 - To drive budgeting process
 - To provide focus/direction for the Master Plan
 - On behalf of the Congregation, comply with all Local, State, and Federal laws
 - Ensure that the Church is fiscally sound
 - Review monthly financial reports
 - Submit a Board-approved budget for the Annual Meeting
 - Approve necessary non-budgeted expenses not to exceed an annual total of five percent of the current fiscal year budget
 - Unbudgeted expenses exceeding an annual total of five percent of the current fiscal year budget require approval of the membership.
 - Respond to any major financial appeal requests
 - Stewardship Campaign
 - Capital Campaign
 - Major fundraising activities
 - Special appeals
 - Respond to Endowment Committee recommendations

³ Fiduciary –“the duty of care of financial, human, and material resources through delegation, oversight, and evaluation” (Hotchkiss)

BOARD AUTHORITY AND RESPONSIBILITY CONTINUED

- Call meetings of the membership:
 - Annual Meeting
 - Special Meetings
 - Town Meetings
 - Emergency Meetings
- Conduct annual Congregational Assessment⁴ (See Appendix B)
- The Board shall work closely with the Ministry Executive Team (MET) including:
 - Reviewing monthly MET reports
 - Hear and respond to employee disciplinary or dismissal appeals.
 - Hear and respond to recommendations to grant Emeritus status to retired professional staff.
- The Board shall assess and represent the will of the Congregation by:
 - Reviewing Board and Ministry reports
 - Creating, evaluating, and/or approving policies regarding all ministries and activities of the Church
- The Board shall, as deemed necessary, create, appoint, and empower Action Teams⁵.
- The Board shall monitor and evaluate the Congregation's Leadership:
 - The Minister
 - The Staff
 - Board-Appointed Positions and Committees
 - Treasurer
 - Building and Grounds Coordinator
 - Personnel Coordinator
 - Social Justice and Community Outreach Coordinator
 - UU, Interfaith, and Community Connections Coordinator
 - Volunteer Ministries Coordinator
 - Committee on Ministry
 - Interim-Minister Search Committee
 - Master Plan Committee
 - Leadership Development Committee
 - Board-Appointed Action Teams
 - Itself

⁴ The instrument developed by the Committee on Ministry used to assess the health and effectiveness of the congregation in living into its Mission.

⁵ A temporary team charged with completing a specific task.

BOARD AUTHORITY AND RESPONSIBILITY CONTINUED

- The Board shall operate as a unit
 - The Moderator and/or Minister have the authority to function as agents of the Church in special circumstances.
 - The Governance Executive Team has authority to respond quickly when immediate action is required.
 - Any emergency action taken by the Governance Executive Team is binding unless reversed by the Board as a whole.
 - Individual Board Members have no authority to make decisions or act unilaterally.
- The Board shall reserve the right to remove a Trustee by two-thirds vote of the Board for:
 - Failure to attend three Board meetings in one fiscal year
 - Failure to fulfill Board duties and obligations
 - Serious violation of the Board Covenant

4. BOARD TRUSTEE RESPONSIBILITIES

- **DUTIES OF THE MODERATOR**

The Moderator shall serve as Chief Governance Officer of the Congregation and shall bear overall responsibility with the Board for leading the governance of the Church.

The Moderator shall:

- Be elected by the Board from its current membership
 - At the first meeting of the fiscal year
 - Newly-elected Trustees are only eligible if they have served on the Board within the past three years.
- Serve a one-year term on the Governance Executive Team
 - Eligible for additional term(s) as long he/she has remaining time on Board term
- Call meetings, establish agendas, and preside at official meetings of the Congregation, Board, and Governance Executive Team
 - Ensure all meeting notifications and materials are publicized through the Church Office through regular communication channels within appropriate deadlines
 - Contact the Membership Committee to provide a list of eligible voters as appropriate
- Prepare and submit an annual report to the Congregation
- Ensure the implementation of the Annual Board Calendar
- In consultation with the Minister, act as an official Church representative to the community
- As an agent of the Church, have the authority to obligate the Church contractually as approved by the Board or Membership
- Ensure faithful compliance with the Bylaws in all operations of the Congregation and Board
- Participate in the regular review of the Minister

- Following his/her Board-term:
 - Immediately chair the Leadership Development Committee for a one-year term
 - Be eligible to serve on the Ministry Executive Team
- **DUTIES OF THE ASSISTANT MODERATOR**
The Assistant Moderator shall:
 - Be elected by the Board from its current membership
 - At the first meeting of the fiscal year
 - Serve a one-year term on the Governance Executive Team
 - Eligible for additional term(s) as long he/she has remaining time on Board term
 - Assist the Moderator in his/her duties
 - Act for the Moderator in case of absence or inability to preside
 - In case of a Moderator vacancy, act until a new Moderator is elected by the Board
 - Chair the Master Plan Committee
 - Work in collaboration with Coordinators and Committee Chairs
 - Prepare and submit an annual report to the Congregation
 - Following his/her Board-term, if immediate past Moderator is unavailable, chair the Leadership Development Committee for a one-year term.
- **DUTIES OF THE BOARD SECRETARY**
The Board Secretary shall:
 - Be elected by the Board from its current membership
 - At the first meeting of the fiscal year
 - Serve a one-year term on the Governance Executive Team
 - Eligible for additional term(s) as long he/she has remaining time on Board term
 - Take, disseminate, and maintain minutes for all official meetings of the Board and Congregation
 - Provide notification of elections or appointments to Church leadership roles
 - Handle Board correspondence
- **DUTIES OF THE GOVERNANCE EXECUTIVE TEAM TRUSTEE**
The Governance Executive Team Trustee shall:
 - Be elected by the Board from its current membership
 - At the first meeting of the fiscal year
 - Serve a one-year term on the Governance Executive Team
 - Be an at-large member of the Governance Executive Team
 - Eligible for additional term(s) as long he/she has remaining time on Board term
 - Act as the temporary Assistant Moderator or Secretary in case of vacancy:
 - Until elected Assistant Moderator or Secretary resumes duties
 - Or until new Assistant Moderator or Secretary is elected

- **DUTIES OF THE AT-LARGE BOARD TRUSTEES**

The At-Large Board Trustees shall bear responsibility with the Governance Executive Team for leading the governance of the Church. At-Large Trustees shall:

- Accept tasks as delineated in the Bylaws
- Carry out tasks as delegated by the Moderator

ARTICLE IV. MINISTERS

A. THE SETTLED MINISTER⁶

1. THE SETTLED MINISTER, HEREINAFTER REFERRED TO AS “THE MINISTER,” IS CALLED BY THE CONGREGATION.

2. CALL OF A NEW MINISTER

- At an Annual or Special Meeting, the Congregation shall elect a Ministerial Search Team from the Active Members of the Church.
 - From a slate of nominees approved by the Board in consultation with the Leadership Development Committee
 - By simple-majority vote of fifty-one percent of the Active Members in attendance and those who have submitted Absentee Ballots at an Annual or Special Meeting
- At a Special Meeting, the Ministerial Search Committee, in accord with UUA guidelines, will present a Ministerial Candidate
 - Who is in Final Fellowship⁷ with, or in the process of obtaining Fellowship with the UUA
- The Ministerial Candidate must be approved by a super-majority vote of at least eighty-five percent of the Active Members in attendance and those who have submitted Absentee Ballots.

3. ROLE AND AUTHORITY OF THE MINISTER

- Tenure and specific duties of the Minister shall be governed by agreement between the Minister and the Board on behalf of the Congregation.
- The Minister shall lead and direct the spiritual and programmatic work of the Church
 - Through shared ministry
 - Through Freedom of the Pulpit⁸
 - With fidelity to the Mission, Vision, and Covenant of the Church
- The Minister shall lead and direct the administrative and management processes of the Church including:

⁶ A minister called to a permanent position by a congregation.

⁷ Final Fellowship is granted to a minister who previously was in Preliminary Fellowship for at least three years and who received three satisfactory renewals and has been deemed by the UUA Fellowship Committee to be an appropriate candidate for Final Fellowship. Preliminary Fellowship is granted to a candidate who has completely fulfilled all requirements for Fellowship to the satisfaction of the UUA Ministerial Fellowship Committee.

⁸ The Minister speaks the truth as he/she understands it.

- Serving as Chief Executive Officer
 - As an agent of the Church, has the authority to obligate the Church contractually as approved by the Board or Membership
- Serving as the head of the Staff team
 - Ensuring that Staff efforts are directed towards fulfilling the Congregation’s Mission and Vision
 - Overseeing Staff compliance with all Church policies
- Serving as an ex-officio, non-voting member of:
 - The Board
 - All Ministry, Program, and Standing Committees and Action Teams with the exception of the Interim-Minister Search Committee and Ministerial Search Committee
- Chairing the Ministry Executive Team (MET)

B. AFFILIATED COMMUNITY MINISTER

An Affiliated Community Minister serves a ministry in the community and is in good-standing with the UUA Fellowship Committee.

- At an Annual or Special Meeting, an Affiliated Community Minister Is approved by a super-majority eighty-five percent vote of the Active Members in attendance and by those who have submitted Absentee Ballots.
- The tenure and specific duties of the Affiliated Community Minister shall be governed by agreement between the Settled Minister and the Board on behalf of the Congregation.

C. INTERIM, DEVELOPMENTAL, AND CONTRACT MINISTERS

Transitional Ministers who serve a limited term (See UUA guidelines.)

- Hired by the Board

D. INTERN MINISTER

An Intern Minister is in aspirant⁹ or candidate¹⁰ status with the UUA Fellowship Committee

- Hired by the Board

E. EMERITUS MINISTER

A retired minister who is in good standing with the UUA

- Designated by eighty-five percent super-majority vote of the Active Members at a Special or Annual Meeting

⁹ An individual who has completed the initial steps to pursue Ministerial Fellowship with the Unitarian Universalist Association Fellowship Committee.

¹⁰ An individual who is in the process of pursuing Ministerial Fellowship with the Unitarian Universalist Association Fellowship Committee.

F. COMMISSIONED LAY LEADER(S)¹¹

- At an Annual or Special Meeting, a Commissioned Lay Leader (CLL) is approved by a simple majority of fifty-one percent of the Active Members in attendance and by those who have submitted Absentee Ballots.
- The tenure and specific duties of the Commissioned Lay Leader shall be governed by agreement between the Settled Minister and the Board on behalf of the Congregation.
- Dismissal of Commissioned Lay Leader(s)
 - In the event of performance concerns of Commissioned Lay Leader(s), they may be invited to engage in mediation. The Minister and Committee on Ministry must be informed of the intent to call a meeting for dismissal.
 - Dismissal requires a simple majority of fifty-one percent of the Active Membership in attendance at a Special or Annual Meeting and by those who submit Absentee Ballots.

G. DISMISSAL OF A MINISTER(S)

- Ministers hired by the Board can be dismissed by the Board.
- In the event of performance concerns, Ministers called by the Congregation may be invited to engage in mediation in consultation with the Unitarian Universalist Association and/or the Unitarian Universalist Ministers Association.
- The Minister and Committee on Ministry must be informed of the intent to call a meeting for dismissal.
- See Article II, H, 5 - 8 for meeting requirements for a Dismissal of a Minister.

ARTICLE V. MINISTRY – MISSION IMPLEMENTATION

A. MINISTRY EXECUTIVE TEAM – COMPOSITION, AUTHORITY, AND RESPONSIBILITIES

The Ministry Executive Team (MET) shall devote the majority of its attention to the day-to-day management and administration of the Church's ministries.

1. COMPOSITION OF THE MINISTRY EXECUTIVE TEAM (MET)

- The MET shall be comprised of:
 - The Minister
 - The Board-appointed Treasurer
 - The Board-appointed Past-Moderator
 - Having served as Moderator within the past five years
 - Serves a one-year term, not to exceed three terms
 - To assume position on September 1
 - The Congregational Administrator

¹¹ A Commissioned Lay Leader is an Active Member who has successfully completed the certification process through the Unitarian Universalist Association.

2. MINISTRY EXECUTIVE TEAM (MET) AUTHORITY AND RESPONSIBILITIES

- The MET shall:
 - Support the Mission, Vision, and Covenant of the Church
 - Provide professional leadership to the Church
- The MET shall supervise the day-to-day business of the Church, including:
 - Monitor and evaluate program areas:
 - Community Within
 - Income Generation
 - Lifespan Learning and Spiritual Development
 - Social Justice and Community Outreach
 - UU, Interfaith, and Community Connections
 - Worship and Music
 - Work in collaboration with the Coordinators:
 - Building and Grounds Coordinator
 - Personnel Coordinator
 - Social Justice and Community Outreach Coordinator
 - UU, Interfaith, and Community Connections Coordinator
 - Volunteer Ministries Coordinator
 - In collaboration with the Personnel Coordinator, make staffing decisions including hiring and dismissal.
 - In collaboration with the Personnel Coordinator, make recommendations to the Board to grant Emeritus status for retired professional staff.
 - Review and respond to requests from Coordinators and/or a group of Active Members for the formation of Action Team(s)
- The MET shall operate within the policies approved by the Board
 - Shall defer to and/or involve the Board in discussion as it deems necessary
 - Report monthly to the Board
- The MET's fiscal responsibilities include:
 - In collaboration with the Finance Committee, creating a draft budget based on the Board's vision-based fiscal year priorities
 - Presenting draft budget to the Board for endorsement
 - Approving necessary unbudgeted expenses not to exceed an annual total of one percent of the current fiscal year budget
 - Ensuring an annual Stewardship Campaign for the operating budget occurs

B. COMMITTEES AND TEAMS ELECTED BY THE CONGREGATION

Committees, ministries, action teams, groups, or individuals are not empowered to speak or act on behalf of, or in representation of, the Church without approval from the appropriate body (e.g. Board, MET, and/or Congregational Vote).

All Committees elected by the Congregation shall:

- Be comprised of three to five Active Members

- To serve a three-year term, not to exceed two terms
 - To assume position on July 1
- Submit an annual report to the Congregation
- Set annual goals
- Support Mission, Vision, and Covenant

1. LEADERSHIP DEVELOPMENT COMMITTEE

The Leadership Development Committee shall:

- Be elected at the Annual Meeting
- Be chaired by the immediate Past- Moderator or immediate Past-Assistant Moderator
 - Serve a one-year term
 - May still be seated on the Board
- Provide opportunities and/or information for Leadership Development to the-congregation
- Implement a process to identify, equip, and connect Active Members with congregational leadership roles.
- Provide a slate of Board-endorsed candidates for all Congregation-elected positions and committees
 - At the Annual Meeting
 - Including:
 - Board of Trustees
 - Leadership Development Committee
 - Endowment Committee
 - Financial Secretaries and Alternate(s)
 - Ministerial Search Team (as needed)
- Provide a slate of candidates to the Board for the following Board-appointed positions and committees:
 - Board-Appointed Coordinators
 - Prior to the June Board meeting
 - Including:
 - Building and Grounds Coordinator
 - Personnel Coordinator
 - Social Justice and Community Outreach Coordinator
 - UU, Interfaith, and Community Connections Coordinator
 - Volunteer Ministries Coordinator
 - Interim Minister Search Team (as needed)
 - Past-Moderator to the Ministry Executive Team
 - Prior to the July Board meeting
 - Board-Appointed Committees
 - Prior to the August Board meeting
 - Including:

- Committee on Ministry
 - Master Plan Committee
 - Treasurer
 - Prior to the December Board meeting

2. ENDOWMENT COMMITTEE

The Endowment Committee is charged with overseeing and managing Endowment Funds(s) intended for the long-term benefit of the Church. The Endowment Committee shall:

- Be elected at the Annual Meeting
- Select its own chair annually
- Meet at least twice annually
- Solicit and receive gifts in accordance with the Gift Acceptance Policy

3. FINANCIAL SECRETARIES AND ALTERNATE(S)

The Financial Secretaries and Alternate(s) shall:

- Be elected at the Annual Meeting
- Work in collaboration with the Treasurer and Bookkeeper
- Receive, process, and record all donations
- Make a weekly bank deposit

4. MINISTERIAL SEARCH TEAM

The Ministerial Search Team conducts the process that results in a recommendation to the Congregation of a candidate for the Settled Minister position. The Ministerial Search Team shall:

- Be comprised of seven to ten Active Members
- Be elected, as the need arises, by the Active Members
 - At a Special or Annual Meeting
- Elect its own Chair
 - Chair to serve on the Committee on Ministry following the election of a Settled Minister
- Conduct the search process in accordance with Unitarian Universalist Association guidelines

C. BOARD-APPOINTED LEADERSHIP POSITIONS WITH CORRESPONDING RESPONSIBILITIES

Committees, ministries, action teams, groups, or individuals are not empowered to speak or act on behalf of, or in representation of, the Church without approval from the appropriate body (e.g. Board, MET, and/or Congregational Vote).

1. TREASURER

The Church Treasurer shall:

- Be appointed by the Board of Trustees to serve a three-year term
 - Begin training January 1 with current appointed Treasurer
 - Assume Treasurer position on July 1
 - Limited to two consecutive terms (six years)

- Have oversight responsibilities for the Church's finances
- Serve on the Finance Committee
- Have oversight responsibility for elected volunteer financial positions
 - Financial Secretaries and Alternate(s)
- Serve as a liaison between the Board and financial committees
 - Finance Committee
 - Fundraising Committee
 - Service Auction Committee
 - Stewardship Committee
 - Capital Campaign Committee
 - Special appeals
- Serve on the Ministry Executive Team
- Work in collaboration with the Bookkeeper
- Participate in the preparation of the annual budget
- Report monthly to the Board
- Report to the Congregation as needed including:
 - Preparing a fiscal year report for the Annual Meeting
 - Preparing pledge/donation statements

D. BOARD-APPOINTED MINISTRY COORDINATORS WITH CORRESPONDING RESPONSIBILITIES

Committees, ministries, action teams, groups, or individuals are not empowered to speak or act on behalf of, or in representation of, the Church without approval from the appropriate body (e.g. Board, MET, and/or Congregational Vote).

All Board-Appointed Coordinators shall:

- Be an Active Member of the Church
- Serve a three-year term
 - Assume position on July 1
 - Limited to two consecutive terms (six years)
 - Coordinator appointments should be staggered when possible.
- Set annual goals
- Support Mission, Vision, and Covenant
- Work in collaboration with the Ministry Executive Team (MET)
 - Report monthly to the MET
 - Create Action Teams, as needed, in collaboration with the MET
- Submit an annual report to the Congregation

1. BUILDINGS AND GROUNDS COORDINATOR

The Buildings and Grounds Coordinator shall:

- Coordinate processes related to the purchase, replacement, and/or disposition of physical assets
- Facilitate the maintenance and repair needs of:
 - Church structures
 - Equipment
 - Grounds
 - Including gardening and clean-up
- Oversee accessibility and safety of Church property
- In collaboration with the Finance Committee, review all Building and Grounds contracts annually

2. PERSONNEL COORDINATOR

The Personnel Coordinator shall:

- Be involved in maintaining and updating employment policies
- Monitor compliance with the Church's commitment to maintaining UUA Fair Compensation Guidelines (Congregational Vote for Fair Compensation, Fall 2003)
- Serve on Search Committees for lay-staff positions
- In collaboration with the MET, make staffing recommendations to the Board, including hiring and dismissal.
 - In collaboration with the Ministry Executive Team, make recommendations to the Board to grant Emeritus status for retired professional staff.
- Monitor and facilitate employee grievance processes and resolution(s)

3. SOCIAL JUSTICE AND COMMUNITY OUTREACH COORDINATOR

The Social Justice and Community Outreach Coordinator shall:

- Chair the Social Justice Council
 - Serve as a liaison to the Social Justice Task Groups
- Submit requests for support and/or endorsement of Social Justice proposed resolutions, events, and/or action(s) to the MET
 - Participate in the decision-making process for any proposal
- Facilitate the process for any proposed Congregational Resolution
- Inform the Congregation of Social Justice participation opportunities through the UUA

4. UU, INTERFAITH, AND COMMUNITY CONNECTIONS COORDINATOR

The UU, Interfaith, and Community Connections Coordinator shall:

- Act as a liaison between the Church and the OMD, CERG, and the UUA
 - Inform the Congregation of local, regional, and national UU issues, meetings, events, workshops, institutes, and other opportunities
- Act as a liaison between the Church and other local interfaith groups

- Act as a liaison between the Church and local community organizations (e.g. Kent Area Chamber of Commerce, Kent State University, businesses)

5. VOLUNTEER MINISTRIES COORDINATOR

The Volunteer Ministries Coordinator shall:

- Serve as liaison with Committee and Ministry Chairs
- Facilitate and supervise Volunteer recruitment based on program and ministry needs
- Coordinate and supervise volunteer appreciation efforts

E. BOARD-APPOINTED COMMITTEES AND CORRESPONDING RESPONSIBILITIES

Committees, ministries, action teams, groups, or individuals are not empowered to speak or act on behalf of, or in representation of, the Church without approval from the appropriate body (e.g. Board, MET, and/or Congregational Vote). Board-Appointed Committees shall:

- Be comprised of three to five Active Members
 - Serve a three-year term, not to exceed two terms
 - To assume position on September 1
- Report to the Board quarterly
- Submit an annual report to the Congregation

1. MASTER PLAN COMMITTEE

The Master Plan Committee shall:

- Be chaired by the Assistant Moderator
- Include the Minister as an ex-officio member
- Based on Congregational dialogue and consultation with Ministry Coordinators and Committee Chairs, facilitate the updating and/or revision of the Church's Vision Statement, Mission Statement, and Covenant
- Update and/or revise the Church's long-range Master Plan

2. COMMITTEE ON MINISTRY

The Committee on Ministry (COM) shall:

- Select its own Chair annually
 - COM Chair to participate in the regular review of the Minister
 - Annual review for a newly-settled Minister for the first three years or the duration of a Minister's status in Preliminary Fellowship, whichever is longer
 - Biennial review of an established Minister beginning in his/her fourth year or after receiving Final Fellowship
- Monitor and nurture the health of the Church's shared ministries
- Select an evaluation tool to be used by the Board to conduct an assessment of how the Congregation is living into its Mission
- Provide oversight to cultivate open and appropriate Church-wide communication
- Prepare and submit a slate of COM candidates to the Board to fill vacancies

- In the case of a newly-settled Minister, include a member of the Ministerial Search Team
 - Appointed by the Board to the COM

3. INTERIM MINISTERIAL SEARCH COMMITTEE

The Interim Ministerial Search Committee shall:

- In consultation with the Unitarian Universalist Association, recruit, evaluate, and recommend a potential Interim Minister to the Board for approval
- Complete its service following its recommendation to the Board

F. STANDING COMMITTEES AND TEAMS

Committees, ministries, action teams, groups, or individuals are not empowered to speak or act on behalf of, or in representation of, the Church without approval from the appropriate body (e.g. Board, MET, and/or Congregational Vote).

Standing Committees shall collaborate with appropriate Coordinator(s), other Church Leadership, and/or Staff. (See Appendix C for a list of possible Standing Committees and Teams.)

ARTICLE VI. BYLAWS REVISIONS

Bylaw revisions require approval at an Annual or Special Meeting.

ARTICLE VII. ACQUISITION OR DISPOSAL OF REAL PROPERTY

- A. Any acquisition or disposal of real property¹² requires, at an Annual or Special Meeting, an affirmative super-majority vote of seventy-five percent of those in attendance and who have submitted Absentee Ballots.

ARTICLE VIII. DISSOLUTION OF THE CHURCH

- A. Any action to dissolve the Church must be approved by a super-majority seventy-five percent vote of eligible Active Members present at a meeting specifically called for this action and by those who have submitted Absentee Ballots.
- B. Any dissolution of the Church will be in accordance with Ohio Non-profit Corporation law per Ohio Revised Code, Chapter 1702.
- C. All debts and liabilities will be paid.
- D. All net property, real or personal¹³, will be transferred to the Ohio-Meadville District or its successor for the benefit of any Unitarian Universalist Churches in Ohio.

¹² A sublet of land that has been legally defined.

¹³ Any moveable property or belongings.

APPENDIX A: BOARD ANNUAL CALENDAR

Proposed Annual Board Calendar - DRAFT

The Church Bylaws should be referred to for detailed information and guidance.
Board responsibilities include, but are not limited to , those detailed below.

MONTH:	BOARD ACTION
July:	<p>Elect:</p> <ul style="list-style-type: none"> • Governance Executive Team (GET) <ul style="list-style-type: none"> ○ Moderator ○ Assistant Moderator ○ Secretary ○ Executive Committee Trustee <p>Appoint a Past Moderator to MET</p> <ul style="list-style-type: none"> • Each year (one year renewable term, not to exceed three years) • In consultation with Leadership Development Committee • To attend MET as observer in August • To begin term September 1 <p>Approve the Minister’s Housing Allowance</p> <p>Initiate discussion regarding Annual Vision and Goals</p> <p>Set August date for Board Retreat</p>
August:	<p>Board Retreat focus:</p> <ul style="list-style-type: none"> • Team building • Establishing Board’s annual Visions and Goals • Review and update Board’s Annual Calendar • Review Congregational Assessment Instrument and determine which Characteristics to focus on <ul style="list-style-type: none"> ○ Fiscal Year 2016 suggestions included in initial Board Calendar <p>Board meeting focus:</p> <ul style="list-style-type: none"> • Approve and appoint members to: <ul style="list-style-type: none"> ○ Committee on Ministry ○ Master Plan Committee
September:	<p>Set budget priorities based on annual Vision and Goals</p> <ul style="list-style-type: none"> • Communicate priorities to MET , Coordinators, and Board-appointed Committees <p>Set topics and schedule for year’s Town Meetings</p> <p>Address and create a response to Congregational Assessment: Characteristic A (Growth) with input from:</p> <ul style="list-style-type: none"> • Volunteer Ministries Coordinator • Membership Committee Chair

October:	<p>Charge to Coordinators to communicate with Committee Chairs regarding:</p> <ul style="list-style-type: none"> • Master Plan <ul style="list-style-type: none"> ○ Assistant Moderator will provide oversight • Budget <ul style="list-style-type: none"> ○ Based on Board’s Vision and Goals <p>Determine what the Board’s Service Auction offering will be</p> <p>Address and create a response to Congregational Assessment: Characteristic K (Administration) with input from:</p> <ul style="list-style-type: none"> • Finance Committee Chair • Treasurer • Safety Committee • Other leaders as deemed appropriate <p>Review quarterly reports from Board Appointed Committees</p> <ul style="list-style-type: none"> • Master Plan • Committee on Ministry
November:	<p>Address and create a response to Congregational Assessment: Characteristic I (Conflict and Change) with input from:</p> <ul style="list-style-type: none"> • Committee on Ministry • Other leaders as deemed appropriate <p>Ensure a call for budget request goes out to Leaders and Committee Chairs</p>
December:	<p>Appoint Treasurer</p> <ul style="list-style-type: none"> • To be mentored by the current Treasurer beginning January 1 • To begin term July 1 <p>Address and create a response to Congregational Assessment: Characteristic H (Leadership) with input from:</p> <ul style="list-style-type: none"> • Leadership Development Committee • Volunteer Ministries Coordinator • Other leaders as deemed appropriate
January:	<p>Certify Active Membership</p> <p>Review quarterly reports from Board Appointed Committees</p> <ul style="list-style-type: none"> • Master Plan • Committee on Ministry
February:	<p>Endorse Draft Budget</p> <p>Appoint delegates to District Assembly</p> <p>Study and review selected Congregational Ministry(ies)</p>

<p>March:</p>	<p>Monitor the Stewardship Campaign</p> <p>Set date for the Annual Meeting</p> <ul style="list-style-type: none"> • Send call for Annual Reports with due date six weeks before meeting <p>Annual Self Reflection</p> <ul style="list-style-type: none"> • Board performance • Living into Board’s Annual Vision • Meeting Board Goals
<p>April:</p>	<p>Review and endorse final budget</p> <p>Annual Reports due</p> <p>Review quarterly reports from Board Appointed Committees</p> <ul style="list-style-type: none"> • Master Plan • Committee on Ministry
<p>May:</p>	<p>Review and endorse slates for:</p> <ul style="list-style-type: none"> • Board • Leadership Development Committee • Endowment Committee • Financial Secretaries and Alternate Financial Secretary <p>Appoint delegates to General Assembly</p> <p>Annual Meeting</p>
<p>June:</p>	<p>Approve and appoint Coordinators</p> <ul style="list-style-type: none"> • To begin term July 1 • In consultation with Leadership Development Committee • On a staggered basis when possible • Coordinators include: <ul style="list-style-type: none"> ○ Building and Grounds Coordinator ○ Personnel Coordinator ○ Social Justice and Community Outreach Coordinator ○ UU, Interfaith, and Community Connection Coordinator ○ Volunteer Ministries Coordinator <p>Review Congregational Assessment Results</p> <p>Meeting attended by newly elected Board members as observers</p>

APPENDIX B: CONGREGATIONAL ASSESSMENT TOOL

4 May 2011

Dear UUCK Committee and Team Leaders,

If you haven't already, you will soon be introduced to our new Congregational Assessment Tool. The Committee on Ministry has been hard at work developing this tool for over a year. The members of the Board of Trustees have responsibility for disseminating it to the leaders of the congregation as the Committee on Ministry is a committee of the board. However, we thought it might be helpful for you to hear a bit from us directly about how this tool was developed, how we hope you might use it and what our congregation might gain from the process.

You may be aware that our bylaws call for an annual evaluation of the congregation's minister. For the first three years of Rev. Melissa Carvill-Ziemer's tenure with our congregation, the Board and the Committee on Ministry used the evaluation tool required by the Unitarian Universalist Association (UUA) Ministerial Fellowship Committee. That instrument is primarily intended to assess competence. Once Melissa earned Final Fellowship with the UUA Ministerial Fellowship Committee, that tool was no longer required. This left us with the task of determining what other instrument we might use instead for the annual evaluation of the minister.

The Committee on Ministry spent several months last year surveying the assessment and evaluation tools recommended by the Unitarian Universalist Ministers Association. We learned through that process that best practice in assessment considers both the performance of the minister and that of the congregation and its leaders. Such a dual assessment recognizes that the ministry of any congregation with a professional minister is a partnership between the minister and the congregation. It is not possible to fully assess one without consideration of the other.

Consequently we decided to use a tool developed by Jill Hudson called "When Better Isn't Enough: Evaluation Tools for the 21st Century Church." This tool was developed for Christian congregations and needed substantial adapting to suit our context and needs. The Committee on Ministry spent the better part of the last year modifying the instrument in Hudson's book to create a Minister Assessment Tool and a Congregational Assessment Tool.

Per the bylaws, we are currently working on the assessment of the minister. The Board of Trustees has been given responsibility to administer the assessment of the congregation. Our hope is that you will engage with this tool as an opportunity to step back from the day to day tasks in which you are engaged in order to look at how well we are ministering in your realm of congregational life. We imagine you might find the conversation illuminating and instructive as you consider future goals for your area of congregational life. We also anticipate that the board, the congregation's staff and the minister will find the results helpful as each of them plan for future growth and development in congregational life.

We want to stress that this is only a first draft use of this instrument. We recognize that it isn't perfect and we anticipate that you may return your comments with commentary on the questions. If you have ideas about how the questions themselves can be improved, we want your feedback. We also haven't yet decided whether we will assess the whole congregation annually or whether we will divide the twelve assessment areas into three and invite four areas of congregational life to assess themselves every three years. If you have opinions about the assessment schedule we'd like to hear that too.

Thank you for your ministry. We appreciate the ways in which you are already serving and we look forward to your reflections about how we can become even more effective in fulfilling the mission of our congregation.

With gratitude,

The Committee on Ministry

UNITARIAN UNIVERSALIST CHURCH OF KENT CONGREGATIONAL ASSESSMENT

Characteristic A: The Ability to Foster, Welcome and Support Growth

Please reflect on the congregation's ability to foster, welcome and support our growth considering the following:

1. How effective is our congregation's ritual of welcome and social events for new members to welcome them into the congregation?
2. How do we encourage people new to the church to invite their friends and family members?
3. How have we focused on being a hospitable and welcoming congregation and how effective are we?
4. How effective and accessible is our path to membership?
5. Do we have a plan for assimilating new members into the life of our congregation and how effective are we at implementing it?
6. How do we demonstrate that people of diverse backgrounds are welcome in our church?
7. How accessible are we to individuals with developmental and other disabilities?

Response and recommendations:

Characteristic B: The Ability to Guide and Nurture Congregational Lifespan Faith Development and Community Outreach

Please reflect on the congregation's ability to guide and nurture congregational and community lifespan faith development considering the following:

1. How effective has our church been in preparing our members to share our faith?
2. How effective has our church been in providing opportunities for the wider community to join in church sponsored events?
3. How effective is our Lifespan Faith Development program in reaching
 - Children
 - Youth
 - Young Adults
 - Families
 - Adults
 - Elder Adults

in our congregation and the wider community?

Response and recommendations:

Characteristic C: The Ability to Communicate the Mission and Vision of the Congregation

Please reflect on the congregation's ability to communicate our mission and vision considering the following:

1. How knowledgeable is our congregation about our mission? Our vision?
2. How effective is the congregation in realizing and living the mission of our church? Our vision?
3. How effective is the congregation in providing for the review and maintenance of the mission? Our vision?
4. How effective is the congregation in making key decisions based on the mission of the church? Our vision?

Response and recommendations:

Characteristic D: The Ability to Encourage the Congregation to Engage in the Work of Social Justice

Please reflect on the congregation's ability to engage in the work of social justice considering the following:

1. In what ways is our congregation visible and active in the community on behalf of liberal religious values?
2. How effectively does our congregation participate in diverse forms of social justice?
 - Service
 - Education
 - Organizing
 - Advocacy
 - Witness

Response and recommendations:

Characteristic E: The Ability to Promote and Encourage Spiritual Growth for Church Members and Friends

Please reflect on the congregation's ability to promote and encourage the spiritual growth of our members by considering the following:

1. How effectively do we inspire people to live lives in alignment with our Unitarian Universalist values?
2. How effectively do we provide for multiple options for spiritual growth, recognizing different paths of spirituality?
3. How effectively do we encourage members of the congregation to identify and nurture their individual spiritual gifts?
4. How effectively do we encourage leaders to approach their service as an opportunity for spiritual growth?

Response and recommendations:

**Characteristic F: The Ability to Provide Leadership for High-Quality,
Relevant Worship Experiences, Seasonal Celebrations and
Rites of Passage**

Please reflect on the congregation's ability to provide leadership in the worship life of the church considering the following:

1. How effectively do we encourage congregational participation in the worship experience?
2. How effective are we in offering diversity in worship to reach a varied audience?
3. How effective are our worship services for those with minimal exposure to Unitarian Universalism?

Response and recommendations:

Characteristic G: The Ability to Enhance Worship and Community Through Music

Please reflect on the congregation's ability to enhance worship and community through music considering the following:

1. How effectively do we support our worship services with congregational participation in
 - the choir?
 - the Music Committee?
 - identifying and inviting guest musicians?
2. How effective are we in offering diversity of music to reach a varied audience?
3. How effective has our church been in providing opportunities for the wider community to connect with the congregation through musical programming?

Response and recommendations:

Characteristic H: The Ability to Identify, Develop and Support Lay Leaders

Please reflect on the congregation's ability to identify, develop and support lay leadership considering the following:

1. How effective is our congregation in identifying and developing the leadership gifts of our members?
2. How effective is our congregation in providing leadership opportunities?
3. How effectively do we encourage leaders and future leaders to participate in district (OMD) and national (UUA) trainings and leadership opportunities?
4. How effective is our congregation in recognizing and acknowledging the contributions of lay leaders?

Response and recommendations:

Characteristic I: The Ability to Understand and Respond to Conflict and Change

Please reflect on the congregation's ability to understand and respond to conflict and change considering the following:

1. How effectively are our leaders equipped to lead the congregation in times of conflict and change?
2. How do we support our leaders when they are challenged by conflict and change?
3. What resources are in place for the congregation to respond to conflict and change?
4. How effectively are those resources utilized?

Response and recommendations:

Characteristic J: The Ability to Serve the Pastoral Needs of the Membership

Please reflect on the ability of the congregation to serve the pastoral needs of the members and friends of the congregation considering the following:

1. How effectively do our lay pastoral care teams serve in their roles?
2. How do we assure our lay pastoral care teams recognize their limits and boundaries?
3. How effectively does the congregation meet the pastoral care needs of its members and friends?

Response and recommendations:

Characteristic K: The Ability to Provide for Effective Church Administration

Please reflect on the ability of the congregation to provide support and resources for effective church administration considering the following:

FINANCE

1. How effectively do our leaders budget and allocate the congregation's financial resources to be in alignment with our mission and vision?
2. How effectively do our leaders serve as stewards of the congregation's assets?
3. How effectively do our leaders assure clear, timely and accurate financial records and reports?

SAFETY

How effectively do we assure the physical and emotional safety of our members and friends?

- Physical
- Emotional

COMMUNICATION

How effectively does the congregation utilize current communication tools to transmit and receive information? Please comment on:

- Oral (Ex. pulpit, chancel, congregational meetings)
- Print (Ex. Thread from the Web, annual report, brochures, flyers)
- Electronic (Ex. e-nUUs, The Chalice Flame, Directory)
- Social networking (Ex. Facebook, Twitter)

TECHNOLOGY

1. How effectively does the congregation utilize its technological resources?

Please comment on:

- Computer hardware and software
- The UUCK website
- Audio and visual systems
- Office equipment (copier, fax, phone etc.)

2. How effectively does the congregation embrace new technology to assist in living our mission and vision?

DATA MANAGEMENT

How effectively do we collect, analyze, utilize and secure data necessary for the operation of the church?

Please comment on:

- Membership list
- Attendance
- Property records
- Bills and financial statements/records
- Contracts (Ex. payroll service, insurance, parking lot lease, maintenance)
- Personnel files/records

Response and recommendations for each of the 5 sections:

APPENDIX C: LIST OF POSSIBLE STANDING COMMITTEES AND TEAMS

May include, but are not limited to, the following:

- Adult Religious Exploration
- Aesthetics Committee
- Building and Grounds Committee
- Communication and Technology Committees
- Endowment Committee
- Finance Committee
- Fundraising Committee
- Green Sanctuary Team
- KentHogwarts Team
- Library Committee
- Membership Committee
- Music Committee
- Pastoral Care Team
- Religious Education for Children and Youth
- Safety Committee
- Social Justice Council
- Stewardship Committee
- Worship Arts Team

APPENDIX D: ORGANIZATIONAL STRUCTURE