

Strategic Planning Committee Objective to support the Board's Goal 1

Develop a systematic framework to empower TVUUC to thrive and achieve its Shared Vision

The framework follows these **principles**:

1. Consolidating Core Values, Covenant, Mission, and Vision under the term **Shared Vision**
2. Replacing *ad hoc* solutions with a Systems Approach
3. Intensifying Communication, Collaboration, and Coordination in Action
4. Adopting Standardized Workflows
5. Recruiting, Retaining, and Developing Staff and Volunteers
6. Assessing Performance Before and After Action

The framework will be governed by Servant and Principled Leadership.

1. Servant Leadership

- Focuses on the needs of followers
- Develops followers by emphasizing empathy, humility, and commitment
- Makes decisions that aim for what is best for the group
- Empowers followers to make decisions and take ownership of their work

2. Principled Leadership

- Follows the Eight Principles of UUA
- Uses the Church's **Shared Vision** to align stakeholders in decision-making
- Emphasizes honesty, ethics, and fairness
- Holds itself and its followers to high standards of behavior

TVUUC's existing software tools can be utilized to standardize and automate the structural change recommendations.

Automation and software tools for TVUUC

- **Microsoft Teams and Planner** supports collaboration, planning, and task management for unpaid volunteer work
- **Viva Suite** organizes operations communications, tracking, time management, and learning for paid staff
- **Viva Goals** provides updates, reports, and history for Volunteer-led Objectives
- **SharePoint** documents resource management throughout the organization
- **WordPress** provides a unified source of information to members and the public
- **Realm** is the central repository for member, group, and event information
- AI in various forms can assist in researching, writing, and consolidating information supporting decision-making, charters, and policies.

TVUUC recommended systemic structure changes (these recommendations are in alignment with the framework guidelines but are specific to TVUUC.)

The intent of the change recommendations is to create a flatter organization that does not require major decisions to wait on:

- **An annual congregational meeting**
- **A Board that only meets monthly**
- **The Executive Team's involvement**

The first major step is to make the Bylaws more flexible and put details in policies and committee charters, which can be changed by the Board of Directors or processes and team or program charters that volunteers and staff can change.

The long-term desire is for self-managed teams throughout the church that have an escalation path for when they can't reach a consensus. Achieving that will require a governance structure and culture change (fundamental change versus incremental change), which takes time and thought.

The Bylaws changes are part of a plan that has been in development for several years. The problem is that many plans, no matter how well thought out, fail to be effectively executed and often cause unintended consequences. The Strategic Planning Committee has attempted to overcome these problems with a systemic approach.

Our approach includes Plan-Do-Check-Act. "Do" is a test attempt at execution with the expectation that things, by necessity, will change. Four proven disciplines make execution more democratic with a higher probability of success. They are referred to as 4DX (four disciplines of execution):

1. Focus on the Wildly Important (Board Goals)
2. Act on the Lead Measures (Measures developed by the team that the team can influence)
3. Keep a Compelling Scoreboard (Posted in Viva Goals and on a visible physical board)
4. Create a Cadence of Accountability (Weekly huddles and sprints)

The approach has been tested on 100,000 teams (a summary document that was designed for commercial customers is enclosed). FranklinCovey offers software for managing this approach. However, since the price and consulting implementation fees are beyond our budget (\$175 per user and \$3500 per day per consultant), we will be incorporating the disciplines using Microsoft Viva Suite. Trying to teach the concepts for manual implementation to everyone who needs to be involved is beyond our resources.

Bylaws Recommendations to provide the structure for Fast, Focused, and Flexible Structure
(January 28, 2024)

1. Two semi-annual congregational meetings will be conducted in the January and June timeframes.

2. Define operational definitions for various groups to provide consistency for charters, policies, and IT data structures.
3. Eliminate the Executive Team to be replaced by the Management Team (standing team), which would include the Senior Minister, Director of Finance and Operations, Director of Lifespan Religious Education, and Director of Music. The Management Team will be responsible for day-to-day church operational decisions. It will meet weekly online or in person and provide monthly updates to the Board (This will be the first trained self-managed team.) Its roles and responsibilities will be defined in a Responsibility Matrix.
4. Redefine the Leadership Team's role through a board-approved charter.
5. Extend the Board President's ability to stay in office for up to three years if reelected by the congregation annually.
6. Create the Board Vice President position with the same term requirements as the President without guaranteed succession.
7. Allow Elected Committee members to be re-elected without term limits.
8. Make the Building and Grounds Committee a Board Committee.
9. Eliminate the Chief Executive Officer title.
10. Establish Co-chairs for Board Committees and Program Council.

Policy and Charter Change Recommendations (June 15, 2024, or next annual meeting)

1. Form Volunteer Teams to assist with the transition that would meet online once a week for 30 to 45 minutes with a standardized agenda and otherwise as necessary. The teams would coordinate advisory decisions through Teams or Zoom meetings, voting, polls, surveys, and website blogs. Most of the work would be done using online tools prior to meetings. The Board could appoint members to these teams and could delegate authority as necessary.
2. Develop “Operational Definitions” for charters, policies, and critical job descriptions.
3. Establish that the Director of Finance and Administration will report to the Board and have the additional responsibility of Systems Thinking Leadership.
4. Divide programs between the Program Council, the Director of Lifespan Religious Education, and the Director of Music.
5. Make the Director of Lifespan Religious Education and the Director of Music responsible for coordinating their programs with the Chairman of the Program Council.
6. Develop policies and charters that apply to the Management Team, the Leadership Team, and the Program Council.
7. Develop policies for each of the four types of groups that do not have to be written into each charter and can be changed by the Board or the Management Team:

1. Committees
 2. Programs
 3. Volunteer Teams
 4. Standing Teams
2. Develop guidelines for Committee, Program Council, and Teams Charter inclusion and revision requirements.
 3. Standardize and enforce Board reporting requirements.
 4. Facilitate the Personal Committee support for the Management Team by developing and maintaining standards, guidelines, and forms for all staff job/role descriptions and performance evaluations.

Job Descriptions (June 15, 2024, or next annual meeting)

1. New Senior Minister and Director of Finance and Operations job/role descriptions that include results and accountability.
2. The Senior Minister's role will primarily be Faith Development and Ministry Leadership. The Senior Minister's job/role description will emphasize:
 1. Preaching
 2. Teaching
 3. Pastoral Care
 4. Community Leadership
3. The Director of Finance and Administration role will emphasize coordinating the parts of TVUUC's operations and finances to achieve the Church's Shared Vision and Goals and support staff development.

Definitions that will be used to deploy Bylaw changes.

1. **Standing Teams** are expected to be ongoing and support worship services and day-to-day processes and may require paid staff involvement.
2. **Volunteer Teams** are transitory and project-focused rather than process-focused and can involve volunteers not necessarily associated with the church. They would use a project management meeting structure with less focus on non-task discussions. A Volunteer Team could become a Standing Team, but according to the latest UUA advice, many individuals prefer not to make long-term commitments or attend committee-like meetings.
 1. Technology Support Team – Information Technology
 2. Sustainable Strategy Team – Structure and Culture
 - President's Advisory Cabinet Project

- Leadership Team Process
 - Management Team Coaches Project
3. Mobilizing for Climate Justice Team
 4. TBA - Mobilizing for Democracy Team
 5. TBA – Conflict Management Team

3. Elements of a Shared Vision For TVUUC:

- **Core Values** - What is at our core? Why are we here?
- **Covenant** - How will we bring those values into the world through relationships?
- **Mission** - What are we here to do? What is our work?
- **Vision** - What do we want to be?