

AIR Form 1

AGENDA ITEM REQUEST FOR THE COUNCIL MEETING OF October 16, 2019

Requested by: Kathy Kripps, Futures Task Force Co-Chair

Action/Motion or Discussion Requested:

To receive the report of the Futures Task Force and to dismiss the task force with deep gratitude to the task force members:

Task Force Co-chairs: Kathy Kripps and Pris Kloess

Task Force Steering Committee: Pris Kloess, Mary Kollar, Kathy Kripps, Becca McMullen, Catherine Foote (leadership staff liaison)

Task Force: Carol Bryant, Tim Croll, Joan Davis, Mary Sue Galvin, Tim Johnson, Bart Klingler, Emily Morishima, Ellen Naden, Mary Jean Phipps, Margaret Stine, Denis Streeter,

for the following reasons:

They have completed their work and have submitted the requested report.

Background: February 14, 2019 charge from church council:

To create an Interim Task Force to

- *Look at where our church has been*
- *Listen for how God is calling us to proceed into our future*
- *Examine program priorities, our church's mission, worship and parish care needs*
- *Identify goals and direction.*
- *Recommend the leadership staff we will need to achieve these goals.*

Task Force membership to include:

- | | | |
|------------------------|---------------------------|---------------------------------|
| • <i>Kathy Kripps</i> | • <i>Joan Davis</i> | • <i>Carol Bryant</i> |
| • <i>Tim Croll</i> | • <i>Margaret Stine</i> | • <i>Denis Streeter</i> |
| • <i>Ellen Naden</i> | • <i>Mary Jean Phipps</i> | • <i>Catherine Foote,</i> |
| • <i>Bart Klingler</i> | • <i>Mary Kollar</i> | <i>leadership staff liaison</i> |
| • <i>Pris Kloess</i> | • <i>Mary Sue Galvin</i> | |

Task Force membership to broadly reflect aspects of UCUCS diversity. In addition to the above, other people may be appointed by moderator Margaret Stine as the committee discerns who/what would be important for balance and diversity.

Process to include congregational involvement and input. Recommendations to go back to council with expected report and/or affirmation by the congregation. Task Force to report to the church council monthly, and to the congregation at least at 6 months and 9 months regarding process and anticipated next steps.

In addition, the church council allocates \$10,000 from the New Initiatives Fund for initial Task Force expenses. Task Force to return to church council if additional expenditures are needed.

Foreseeable objections (add your rebuttals if you wish):

Date of Request: October 16, 2019

Person to be contacted if clarification is necessary: Kathy Kripps

AIR FORM 2

AGENDA ITEM REQUEST FOR THE COUNCIL MEETING OF October 16, 2019

Requested by: Kathy Kripps, Futures Task Force Co-Chair

Action/Motion or Discussion Requested:

- 1
- 2 **To affirm recommendations 1 and 2 of the Futures Task Force as detailed in their October**
- 3 **15, 2019 final report, viz:**
- 4 **1. The present leadership structure including 3 pastors and a church administrator be**
- 5 **reduced to 3 pastors**
- 6 **2. The search for a Business Manager begins immediately**
- 7
- 8

9 for the following reasons:

10
11 In order to proceed with the Business Manager search.

12
13 Foreseeable objections:

14
15
16
17 Date of Request: October 16, 2019

18
19 Person to be contacted if clarification is necessary:

20
21 Kathy Kripps

22
23
24
25 **AIR Form 3** is the Business Manager search, page 18 of council packet but changing the title to
26 Business Manager

AIR Form 3

AGENDA ITEM REQUEST FOR THE COUNCIL MEETING OF October 16, 2019

Requested by: Margaret Stine, Moderator

Action/Motion or Discussion Requested:

To appoint a church Business Manager Search Committee composed of: Terry Moore (chair), Virginia Felton, Roger Garratt, Rich Folsom, and Catherine Foote, Pastor. Committee is charged with reviewing and revising position description as appropriate, searching for and finding an acceptable candidate, and presenting the candidate's name and credentials to the Church Council for approval. Moderator is authorized to expand the Search Committee if needed for balance, workload, efficiency, or other reasons.

for the following reasons:

Personnel Guidelines:

4.0 Categories of Employees

Category I includes those persons who have been ordained by the United Church of Christ or by some other acceptable authority, and who are employed to serve in the capacity of pastor.

Category II includes other employees in positions designated by the Personnel Board as leadership staff positions.

Category III includes program personnel.

Category IV includes other full-time employees.

Category V includes all other part time employees

5.0 Hiring and Review:

Category I Employees.

The position of Pastor shall be filled, as necessary, in accordance with the Church bylaws.

Category II Employees.

Positions in this category shall be filled as follows. A search committee of the Church, which includes a Pastor as a member, shall be appointed by the Church Council. The committee will recommend a candidate to the Church Council for approval.

Category IV, V, and All Other Employees.

The Leadership Team, after consultation with the appropriate supervisory employees, will hire a candidate and inform the Personnel Board. The Personnel Board will inform the Church Council.

Foreseeable objections (add your rebuttals if you wish):

Date of Request: October 11, 2019

Person to be contacted if clarification is necessary: Margaret Stine

AIR Form 4

AGENDA ITEM REQUEST FOR THE COUNCIL MEETING OF October 16, 2019

Requested by: Kathy Kripps, Futures Task Force Co-Chair

Action/Motion or Discussion Requested:

1
2 **To affirm recommendation 3 of the Futures Task Force as detailed in their October 15,**
3 **2019 final report, viz:**

4 **3. The leadership model found in Appendix 7 be adopted.**
5

6 **To affirm the following recommended next steps:**

7 The council's charge to the task force included "examine program priorities, our church's
8 mission, worship and parish care needs" and "identify goals and directions". Our assessment is
9 that this step requires a longer process and should be facilitated by the leadership staff working
10 with lay leadership and the church community. As the listening report states: the sheer volume
11 and breadth of our dreams for our community will necessitate setting priorities.

12 ...

13
14 for the following reasons:

15
16 **Rationale**
17

18 In this time of change the congregation has been looking at ways to advance the concept of Team
19 Ministry. With the model proposed (Appendix 7), the variety of voices in worship and leadership
20 is preserved. Additional attention has been given to more focused work on vision and growth.
21 This is also true with issues of authority and accountability.

22
23 However, in working toward our sensed need for additional directive energy on the leadership
24 team (named in part as authority and accountability), the flat leadership structure that has marked
25 our model and has made us a groundbreaking congregation in church leadership is replaced with
26 a more hierarchical structure.

27
28 This shift answers the concerns expressed by many regarding the wider vision and direction of
29 the congregation, as well as authority and accountability within the team. There are also concerns
30 that need more time to be addressed.

31
32 The model includes a clause that "any two members can request a review toward a correction
33 action plan for the other team member" to provide a way forward if the minister coordinating the
34 evaluation is felt to not be acting in good faith.

35
36 The leadership model submitted includes clear assignment of responsibility. Further, the
37 document specifies that the ministers will "honor the lead of the others in their areas of leading"
38 and will "honor each other's areas of leadership".

39
40 The model that is recommended requires the Council and Personnel Committee to work closely
41 with the Minister of Vision and Stewardship to test out this model for a two year period.
42

43 Foreseeable objections (add your rebuttals if you wish):
44

45 **Dissent**

46 Through the Futures process in the task force, steering committee, and focus group, there has
47 been a consistent minority opinion for continuing with the Flat Team Structure.
48

49 Although acknowledging that the way has not been smooth, this minority holds that we aren't
50 ready to give up on the Flat Team concept, and need to explore the possibilities for developing
51 this model as Flat Team 2.0, rather than abandoning it too soon in favor of hierarchy. For many
52 of us, Flat Team leadership is more than equal rotation in preaching, but an ideal of power
53 sharing that is deeply counter-cultural and particular to the identity of UCUC.

54
55 Authority in Flat Team 2.0

56 While it is tempting in troubled times to invest power and authority in one individual at the top
57 of a hierarchy, we would remember that the authority in this church lies with the congregation
58 through the council. Ultimately it is the ever-evolving mission and vision of the congregation
59 that must guide the actions of clergy and staff alike. The congregation must be empowered as an
60 active part of the vision. That is why it is important to plan and budget for clergy hours for
61 shepherding the vision out of the congregation. In the Flat Team 2.0, all clergy hold shared
62 responsibility shepherding the vision.
63

64 Collaborative vs. directive energy - silo structure

65 Recent versions of the Flat Team have struggled with collaborative decision making. Flat Team
66 2.0 recognizes that more directive energy is needed in the leadership of UCUC. It may work
67 well to reorganize work areas into silos where clergy take leadership of those programs, with
68 other leaders on an inform and consult basis.
69

70 Provide for difference of opinion.

71 Where work overlaps, Flat Team 2.0 must find a way to decide, focus, prioritize, and schedule.
72 While cooperation is to be encouraged, where there are disagreements due to difference of
73 opinion, the structure must provide a way for it to be resolved. Methods considered might be
74 through a vote, by referring it to Council, or by having the Moderator break any ties.
75

76 What happens when it gets difficult? Prepare for conflict, and for growth

77 To be successful as team, Flat Team 2.0 must shift in philosophy toward a growth mindset.
78 Everyone should be wary of blind spots, the areas where we may be unaware we lack knowledge
79 or skill. To support professional growth and uncover possible gaps, we should embrace a regular
80 360 review process, with anti-bias protections, for soliciting feedback from all staff, the
81 conference, and other key stakeholders. When confronted with unexpected feedback, clergy must
82 ask themselves "what have I missed that I'm not seeing?"
83

84 Continuous feedback from the congregation
85 In addition, clergy should be provided with continuous feedback from the congregation, and help
86 sorting through it. The LPRC could become the PPRC (Pastor Parish Relationship Committee) to
87 support the health of individual clergy and of the whole team. The PPRC would meet regularly
88 with clergy as individuals, to hear their concerns and work on discernment of the next growth
89 opportunity. In addition, team health would be a specific budgeted expectation of each clergy
90 member.

91
92 As we move into a new focus with our Racial Justice and Anti-Racism initiatives, the
93 organization as a whole will need to grow its compassion, trust, and the muscle required for
94 courageous conversations. Flat Team 2.0 could become a powerful model for shared power in a
95 more just future.

96 Respectfully submitted,
97 Becca McMullen

98
99 Date of Request: October 16, 2019

100

101 Person to be contacted if clarification is necessary:

102 Kathy Kripps

103

104

105 **Background Appendix 7 from Futures Task Force Final Report**

106

107 **Staffing Proposal**

108 **October 11, 2019**

109

110 We are proposing a Leadership Staff model of Vision, Faithfulness, Authority, and
111 Accountability which:

- 112 1. Is tied to the evolving vision, goals, and outcomes that the congregation has discerned.
 - 113 a. Has the continuing authority and responsibility for helping the congregation focus
114 and clarify their vision, and for the ongoing shepherding of that vision.
115
- 116 2. Has the authority and responsibility to evaluate the alignment of clergy skills and
117 performance with the vision of the congregation.
 - 118 a. Articulates clear understandings of excellence in pastoral care, worship
119 leadership, and administrative tasks.
 - 120 b. Has a path for celebrating and supporting excellence.
 - 121 c. Notes when we are off track, and directs support, resources, and focus as needed.
 - 122 d. Is able to specify consequences for performance that does not meet expectations.
123
- 124 3. Gives care and attention to fostering diversity of voices within leadership, staff and the
125 congregation
 - 126 a. Balances the common vision with the need to elevate marginalized voices and
127 allows for a variety of voices to be respected.

- 128 b. Has a way of recognizing when common vision and understandings have ignored
129 or intensified marginalization.
130 c. Builds collegial relationships
131
132 4. Sets priorities and makes plans for faithful work, allowing us to move efficiently when
133 needed.
134 a. Is able to make plans related to vision and goals and monitor their
135 implementation.
136 b. Has the authority to act quickly when necessary
137

138 This model includes support staffing for anticipated growth of membership and active
139 involvement, including but not limited to worship attendance, and addresses the expressed desire
140 of the congregation for directive energy in leadership as well as a collaborative leadership model.
141

142 It is suggested that this model be implemented on an experimental basis while a search for the
143 next pastor is conducted, and continue for a minimum of two years.
144

145 This model supports the thoughtful and collaborative work of Church Council to call forth vision
146 from the congregation.
147

148 For any model to succeed in its desire for a diversity of voices at the Leadership level in our
149 congregation, training is needed regarding anti-racism, and anti- implicit bias tools need to be
150 developed. Participants in such training should include the Leadership Team, the Church
151 Council, the Personnel Committee, and Leadership Parish Relations Committee.
152

153
154

155
156
157

158 **Overview**

159

160 UCUC is served by a team of ministers, who together help the church discern its call and carry
161 out its ministry. The Team as proposed will consist of three members.
162

163 **The Minister of Vision and Stewardship** has the responsibility for helping the congregation
164 discern and articulate its vision, and to develop goals and outcomes related to that vision. The
165 Minister of Vision and Stewardship also has the broad responsibility for leading the congregation
166 in our covenant to live responsibly within creation, sharing with gratitude the gifts we are given.
167

168 **The Minister of Care and Outreach** has the broad responsibility for empowering the
169 congregation and its individual members to live out our covenant in the areas of caring for one
170 another and promoting God’s reign of justice and peace in the world.
171

172 **The Minister of Worship and Christian Formation** has the broad responsibility for leading the
173 congregation in faithful and meaningful worship, and providing Christian formation
174 opportunities to help members of all ages deepen their understanding of the Sacred.
175

176 **Authority and Accountability**

177

178 The Team will be led by the Minister of Vision and Stewardship, who will help the Team
179 articulate long term goals, short term objectives, and common understandings and expectations.
180 All members of the team will, in collaboration with lay leadership, develop specific goals and
181 outcomes related to their specific areas of responsibility as well as their participation on the
182 leadership team. Each team member will be accountable to work with other leaders to reach
183 those goals and will have authority within their areas of specialization in relation to the other
184 team members.
185

186 The Minister of Vision and Stewardship has the authority and responsibility to provide for
187 supervision and evaluation of all leadership team members individually. This work is to be done
188 in close collaboration with the Personnel Committee.
189

190 The Minister of Vision and Stewardship also has the authority for articulating common
191 expectations related to general ministry and individual functioning as a team member.
192

193 The Minister of Vision and Stewardship will work closely with the Personnel Board to ensure
194 they are equipped to do their work and are partners in the annual evaluation of all Leadership
195 Clergy.
196

197 **The Minister of Vision and Stewardship will:**

198

- 199 • Coordinate and oversee the ministry of the clergy team, including
 - 200 ○ Nurture an atmosphere of respect, trust, and collaboration
 - 201 ○ Oversee a process of developing a team vision, seeing that team goals are
 - 202 developed and implemented in line with articulated UCUC priorities
 - 203 ○ Set and implement clergy team meeting agenda
 - 204 ○ Ensure that the Leadership Team evaluates its own performance quarterly and
 - 205 annually. The annual team evaluation will be facilitated by the Personnel Board,
 - 206 which will receive, review, and make recommendations to the Team and Council
 - 207 regarding next steps.
 - 208 ○ Ensure that all members of the team are accountable to the team for their performance in
 - 209 general ministry, in their area of expertise, and in their participation on the team
 - 210
- 211 • Coordinate and oversee the ministry of individual Leadership Team members, including
 - 212 ○ Nurture an atmosphere of respect, trust, and collaboration
 - 213 ○ Oversee a process of ministry vision that ensures ministry goals are developed and
 - 214 implemented in line with articulated UCUC priorities
 - 215 ○ Gather, understand, and interpret the mission, vision, and ministry feedback of the
 - 216 individual pastors

- 217 ○ Ensure adequate and appropriate supervision providing regular feedback
- 218 ○ In collaboration with each other pastor, develop standards, performance
- 219 expectations, and goals for the pastor.
- 220 ○ Evaluate staff in alignment with stated vision, goals, and outcomes
- 221 ○ Ensure that concerns with performance are named and addressed at the team level
- 222 as well as the individual level.
- 223 ○ Implement corrective action plan if needed, in collaboration with the Personnel
- 224 Committee when goals and performance are not adequate and faithful
- 225

226 **Specific Ministry Responsibilities**

227

228 **Minister of Vision and Stewardship**

229 The Minister of Vision and Stewardship has responsibility for the effective management of the
 230 ministry of UCUCC, including ensuring that the activities of all Leadership Team members are
 231 in line with the vision and goals of the congregation. The Minister of Stewardship is accountable
 232 to the Leadership Team, the Personnel Board, the UCUCC Church Council and the congregation
 233 for the fulfillment of these expectations.

234

235 Specific areas of leadership responsibility include:

- 236 • Liaison with Church Council
 - 237 ○ Ensure that The Church Council is working to discern the mission and vision of
 - 238 the congregation and creating long and short-term goals for the ministry of
 - 239 UCUCC
 - 240 ○ Provide leadership to big-picture analysis and long-term planning with other
 - 241 church leadership
 - 242 ○ Interpret, articulate, and promote the congregation’s overall mission, vision, and
 - 243 goals within areas of assigned responsibility in service to the Council and
 - 244 congregation.
 - 245 ○ Ensure that Church Council has the training and tools necessary to carry out its
 - 246 role in visioning and ministry implementation.
- 247 • Support the implementation of Care and Outreach programing as led by the Minister of
- 248 Care and Outreach
 - 249 ○ Share in pastoral care with the other pastors
- 250 • Support the implementation of worship and Christian Education programming as led by
- 251 the Minister of Worship and Christian Education
 - 252 ○ Share in worship and preaching rotation
- 253 • Liaison with Stewardship Administration Ministry

254 Additional support staff recommended:

255 Church business administrator responsible for financial affairs and facilities of the congregation.

256 Hours to be determined- 3/4 to full time.

257

258 **Minister of Care and Outreach**

259 The Minister of Care and Outreach has broad responsibility for the congregational care and
 260 outreach ministry of UCUCC , to empower the congregation and its individual members to live
 261 out our covenant to promote God’s reign of justice and peace in the world, and to help people

262 find their vocation and opportunity for ministries (both small short-term callings and big life-
263 time vocational discernment). The Minister of Care and Outreach is expected to coordinate and
264 take the lead in the activities of care and outreach, oversee the care and outreach program staff,
265 and is accountable to the Leadership Team, the Minister of Vision and Stewardship, the UCUC
266 Church Council and the congregation for the fulfillment of these expectations.

267 Specific areas of leadership responsibility include:

- 268 • Works with Leadership Team to help the congregation articulate its vision, goals, and
269 hoped for outcomes. Specific focus will be congregational care and outreach.
- 270 • Shepherd all areas of vision goals related to Congregational care and Congregational
271 engagement.
- 272 • Liaison with Calling and Engagement and Love & Justice Ministries
- 273 • Oversees program staff for congregational care and outreach
- 274 • Lead the implementation of Care and Outreach programing in line with articulated
275 UCUC priorities
- 276 • Interpret, articulate, and promote the congregation’s overall mission, vision, and goals
277 within areas of assigned responsibility in service to the Council and congregation.
- 278 • Support the implementation of programming as led by other ministers in their areas of
279 call
- 280 • Participate faithfully in the work of the Leadership Team.

281

282 Additional support staff recommended:

283 Additional hours for volunteer coordination in parish life and mission outreach. 10-15 hours per
284 week.

285

286 **Minister of Worship and Christian Education**

287 The Minister of Worship and Christian Education has broad responsibility for designing,
288 developing, and implementing a vision for leading the church in engaging worship, working
289 together with others to provide meaningful and faithful worship. In addition, the Minister of
290 Worship and Christian Education has broad responsibility for providing meaningful educational
291 programs to help members of all ages learn of God’s love and care and call for our lives. The
292 Minister of Worship and Christian Education is expected to coordinate and take the lead in the
293 activities of worship and music, oversee the worship and music program staff, and is accountable
294 to the Leadership Team, the Minister of Vision and Stewardship and UCUC Church Council
295 and the congregation for the fulfillment of these expectations.

296

297 Specific areas of leadership responsibility include:

298 Works with Leadership Team to help the congregation articulate its vision, goals, and hoped for
299 outcomes. Specific focus will be Worship and Christian Education.

300 Facilitating the designing, developing, and implementing of goals for worship related to the
301 congregational vision.

- 302 • Liaison with Music & Worship and Christian Education Ministries
- 303 • Oversees program staff for worship, music, Christian Education
- 304 • Lead in implementation worship and Christian Education programming in line with
305 articulated UCUC priorities

- 306 • Interpret, articulate, and promote the congregation’s overall mission, vision, and goals
307 within areas of assigned responsibility in service to the Council and congregation.
308 • Support the implementation of programming as led by the others in their areas of call
309 • Participate faithfully in the work of the Leadership Team.

310
311 Additional support staff recommended:
312 Additional hours for music directing/coordinating and worship planning are needed to faithfully
313 and effectively launch and sustain a second service.
314 10-15 hours for CE/Spiritual Practices/Fellowship coordination and program support.

315
316
317 **Common Expectations and Commitments of each member of the UCUCCL Clergy Team**

- 318 • Participate in strategic planning and implement the direction agreed upon
- 319 • Commit and honor the goals and direction of UCUCCL
- 320 • Exhibit a commitment to partnership, coordination, collaboration
- 321 • Affirm a vision to be in community to lead a community of Christians
- 322 • Name expectations and hopes
- 323 • Value trust and honesty
- 324 • Affirm and implement decisions that have been made
- 325 • Trust the work done together
- 326 • Honor each other’s areas of leadership
- 327 • Work/focus on how to keep each other accountable to each other and the church’s
328 ministry
- 329 • Collaborate and seek input for one’s area of responsibility
- 330 • Trust and honor the lead of the others in their areas of leading
- 331 • Provide honest and clear feedback to the others on the team
- 332 • Any two can request a review toward a corrective action plan for the other team member
333 (in addition to the authority of the Minister for Vision and Stewardship to also ask for a
334 corrective action plan).
- 335 • In rotation for preaching and teaching
- 336 • Share pastoral care as appropriate and assigned
- 337 • Be available and responsive to the congregation in areas of responsibility and as a pastor
- 338 • Attend and participate in Church Council and congregational meetings
- 339 • Provide excellent and honorable supervision for the staff supervised
- 340 • Partner with the Ministry liaison and Ministry Chair (if there is one) to reflect on the
341 overall work of the Ministry. Meet regularly with them on an agreed-upon frequency.

342
343
344 Compensation packages are based on Personnel Guidelines and applied equally to all team
345 members.

AIR Form 5

AGENDA ITEM REQUEST FOR THE COUNCIL MEETING OF October 16, 2019

Requested by: Kathy Kripps, Futures Task Force Co-Chair

Action/Motion or Discussion Requested:

1
2 **To affirm recommendation #4 of the Futures Task Force as detailed in their October 15,**
3 **2019 final report, viz:**

4 **4. The Minister for Vision and Stewardship be filled by an existing pastor**
5 **(Catherine Foote, Amy Roon, or Todd Smiedendorf). Todd would need to be**
6 **willing to extend his contract if he were to be considered.**

7
8 for the following reasons:

9
10 To move forward with the implementation for Recommendation #3 (:The leadership model
11 found in Appendix 7 be adopted.”)

12
13 To affirm the following recommended next step:

14
15 The Minister of Vision and Stewardship should be decided on by January 2, 2020 with
16 responsibilities commencing on February 3, 2020. The church moderator, assistant moderator,
17 and personnel chair should meet with clergy staff to make this decision and identify other areas
18 of work that emerge from this report.

19
20

21

22 Date of Request: October 16, 2019

23

24 Person to be contacted if clarification is necessary:

25 Kathy Kripps