

CANADIAN CONSEIL  
UNITARIAN UNITARIEN  
COUNCIL DU CANADA



# Executive Director Ends Interpretations (summarized version)

Accepted by CUC Board of Directors  
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Jennifer Dickson, Executive Director

# Introduction



CUC's strategic direction is set by the board on behalf of CUC members and given to the Executive Director (ED) in the form of "Ends" policies'

- Ends policies state what CUC what CUC is *for* in terms of benefits for members, rather than what it *does*.
- The ED's interpretations include the measures the board uses to assess performance. The ED may change these interpretations subject to the board's agreement that they remain reasonable.
- The Annual Members' Survey is the main source of information used to justify the reasonableness of the ED's interpretations. The current interpretations are estimates produced in advance of the results of the first survey.



The Canadian Unitarian Council (CUC) is a democratic body that exists so that **Canadian UU Communities\* have the resources and profile they need in order to thrive spiritually, socially and economically.** This includes: *(see further policies in bold below)*

▶ **ED Interpretation:**

Canadian UU communities ...[are] primarily the *congregations* that form our Council, as well as other UU *communities* (such as youth, religious educators, lay chaplains, ministers and other groups of committed individuals who come together for common purpose).

I believe that, with one exception *[see next slide]*, the Board has thoroughly interpreted the above Overall Ends Commitment in its statement of Ends 1 – 6 below.

*[Note: I do not interpret Ends 1 – 6 as having been put into any priority order by the board – for my further interpretation re prioritization, see End 6.below.]*

\* Defined by the board as: current and emerging Unitarian, Universalist, Unitarian Universalist and Universalist Unitarian (UU) religious communities

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The exception that I believe is not covered by Ends 1-6 is:  
**Canadian UU communities have resources for creating public awareness of the value and contribution of Unitarianism.**

▶ **ED Interpretation**

At least 75% of Canadian UU communities agree that as a result of CUC's work they have:

- Common branding in the form of an attractive logo.
- Access\* to good quality literature that describes Unitarianism
- Access to good quality biographies of leading Unitarians
- Access to good quality descriptions of Unitarian-led initiatives that have benefitted others.

At least 80% of Canadian UU communities report that they are engaged in creating public awareness of the value and contribution of Unitarianism.

\* Here and below, Canadian UU communities having “access” to resources “as a result of CUC's work” should be taken to mean that CUC either delivers the resources directly, or, identifies and signposts other providers. Resources are only provided directly by CUC when this is judged to be the most cost-effective means of delivering the board's Ends.



# 1. Canadian UU communities are equipped for religious exploration and spiritual growth.

## ▶ ED Interpretation

At least 75% of Canadian UU communities agree that as a result of CUC's work they have access to:

- Good quality ideas and resources (funds, supports and services) for worship/celebration.
- Good quality opportunities for spiritual & theological deepening
- Good quality opportunities for networking and professional development for congregational music directors
- Good quality opportunities for networking and professional development for professional religious educators.

▶ 100% of Canadian UU communities report that they are engaged in activities for enhancing religious exploration and spiritual growth.



## 2. Canadian UU communities are equipped to benefit the wider communities in which they operate.

### ▶ ED Interpretation

At least 75% of Canadian UU communities agree that as a result of CUC's work they have access to good quality ideas for, and examples of:

- Local community needs assessment and successful congregationally led or supported social responsibility programming to meet the needs identified.
- Successful congregationally led or supported advocacy projects on issues of local and/or national concern.

100% of Canadian UU communities report that they are involved in projects of benefit to the wider communities in which they operate.



3. Canadian UU communities are equipped to be socially and economically sustainable, including the areas of leadership, multi-generational appeal, relevant life-stage ministries, health and safety, and legal adherence.

▶ **Interpretation**

I believe that the Board has thoroughly interpreted the above statement in Ends below 3.1 – 3.6 below.



## 3.1 Canadian UU Communities are equipped to nurture leadership within their communities.

### ▶ **ED Interpretation**

At least 75% of Canadian UU communities agree that as a result of CUC's work they have access to good quality:

- Professional and volunteer leadership development training and resources
- Mentoring from Canadian UU community leaders
- Networking opportunities

90% of Canadian UU communities report that have sufficient leaders to sustain their operations.



## 3.2 Canadian UU communities are equipped to attain and maintain financial health.

### ▶ **ED Interpretation**

At least 75% of Canadian UU communities agree that as a result of CUC's work they have access to good quality advice and information on:

- Revenue generation programs to help them raise funds in their congregations
- Financial management

90% of Canadian UU communities report that have sufficient finances to sustain their operations at current levels.



### 3.3 Canadian UU communities are equipped to be socially sustainable.

#### ▶ **ED Interpretation**

At least 75% of Canadian UU communities agree that as a result of CUC's work they have access to good quality information and advice, on and training and/or support for:

- Developing successful membership retention/growth initiatives.
- Strengthening congregational vitality
- Healthy proactive conflict management-in their congregational, associational, and communal relationships.
- Dealing with crises.

100% of Canadian UU communities report that they are engaged in activities aimed at enhancing the social sustainability of their community.



### **3.4 Canadian UU communities are equipped to attract and sustain multi-generational participation, and nurture relevant life-stage ministries.**

#### **▶ ED Interpretation**

I interpret this to mean that at least 75% of Canadian UU communities agree that CUC has given them access to:

- good quality information on, ideas for, and examples of, successful approaches to multi-generational and life-stage ministry.
- good quality advice and resources for tailoring and implementing such approaches in their congregations including resources for Lay Chaplaincy

I further interpret this to mean that 75% of Canadian UU communities report that they are engaged in activities aimed at attracting and sustaining multi-generational participation and nurturing relevant life-stage ministries.



### 3.5 Canadian UU communities are equipped to operate according to appropriate legal standards.

#### ▶ ED Interpretation

....all Canadian UU communities have access to basic legal advice and are referred to more expert resources as necessary.

*Please note: CUC does not offer professional legal opinion and all Canadian UU communities remain liable for their own legal decisions. This is made clear to all users of CUC's legal advice.*



### 3.6 Canadian UU communities are equipped for building and sustaining the health and safety of all their members.

#### ▶ ED Interpretation

... all Canadian UU communities have free access to a knowledgeable resource that can answer their health and safety questions and refer them to more expert resources as necessary.

*Please note: CUC does not offer professional legal opinion and all Canadian UU communities remain liable for their own legal decisions. This is made clear to all users of CUC's legal advice.*



## 4. Canadian UU communities form interdependent webs of religious communities.

### ▶ ED Interpretation

..in keeping with their religious heritage:

CUC is communicating, cooperating with, and supporting members of other faiths using mechanisms created and maintained by CUC.

75% of Canadian UU communities, report that they are communicating, cooperating with, and supporting, each other and members of other faiths using mechanisms created and maintained by CUC.



## 5. Canadian UU communities undertake collective leadership on the Canadian and international stage so that the voice of the Canadian UU movement is heard.

### ▶ ED Interpretation

... collective leadership of Canadian UU communities is expressed ...

- In the CUC bylaws
- In the Seven Unitarian Principles
- In the ...election of board members ...who appoint an ED.
- Through resolutions passed at CUC's AGMs

...the ED and .. staff ... express the voice of CUC in pursuit of...Ends policies, informed by, but not restricted to, priority national and international issues ... identified:

- Through resolutions at the CUC annual conference
- Through special interest committees, monitoring groups and other mechanisms

CUC staff and Canadian UU communities are engaged in coordinated activities supervised by the ED to further awareness of priority issues among: relevant sections of the public and appropriate national and international influencers.

...CUC is a contributing member of ICUU, UU-UNO and IARF.



## 6. All of the above are to be achieved in a cost-effective manner.

### ▶ ED Interpretation

... focus on the accomplishment of the board's Ends within the board's Executive Limitations in all CUC's work.

All services ...reviewed at least annually to determine their usage and utility.

...prioritization ...to be ...justified by reference to members' input.

... adherence with the board's Executive Limitations policy on Financial Health.

For the year ending December 2011...focus CUC's effort on all areas of Ends fulfillment with particular emphasis on Ends 3 and 5 which I believe member input has demonstrated to be those needing most work.

