



New Board Member Orientation Handbook

Revised April 2023
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Growing Vital Unitarian Communities



The CUC is a beacon for Unitarian Universalist communities across Canada, providing them with leadership, support and connection as they strive to foster a just and sustainable world and to enrich the spiritual lives of their members.



Overview:

How to get oriented to the role of CUC Trustee:

1. **Study** this overview and referenced web resources and other materials. This will take time. Don't worry, there's no test and you are encouraged to ask questions about any of this, from high-level policies to basic, how to file a reimbursement claim.
2. Develop a habit of always reading the weekly CUC e-news. Make sure you are also on the CUC leaders list and if not, request to be added by the CUC office administrator, info@cuc.ca. This will allow you to keep up to date on congregational news, national trends and simmering issues. Generally, board members remain neutral and do not add comments to this list without consultation with other board members.
3. Arrange to talk with one or more current or past board members about any matter you'd like to discuss. If you don't know other board members, please contact the President (president-board@cuc.ca) or the Executive Director, Vyda Ng, (vyda.ng@cuc.ca). A new Board of Trustees is installed after every Annual General Meeting.
4. **Participate as an observer in some online board meetings.** Nominees will be sent a link by CUC staff to enable them to connect to the **March and April** board meetings held online. That way you will be able to observe board processes and become familiar with some of the current members and issues before you assume responsibility as an officially elected trustee. There will normally be time at these meetings or afterward for you to ask questions.
5. **Study** the CUC *By-Laws*. A link can be found at the end of this document under the 'Selected Resources' heading.
6. **Study** the CUC *Board Policy Manual*. Also available under 'Selected Resources'. Pay special attention to the Goals and Priorities section.
7. **Study** the current CUC *Goals Monitoring Report* based on the board's Goals and priorities. This document is located in the board's Google Docs area.
8. Review minutes of some past CUC Board meetings. Going back over the minutes for the past year will give you a good sense of the issues that the board has been addressing and will probably raise questions. Discussion of these questions during the orientation session, or with your board mentor or the executive director will help you gain a better understanding of the board's business.
<https://drive.google.com/drive/folders/1cXvmyLqPz11SAZfCEusdjKUWOHGBddJ8>
9. Review a recent CUC financial report.
https://drive.google.com/drive/folders/1eEHmMU9XCJRWKaoJuwqepvuTk_oHDw4P
10. Review minutes of some past CUC Annual General Meetings

https://drive.google.com/drive/folders/1MxNFgCzc_DzmpRCIwrpRXpceRNoeqLs

11. Make a list of questions to have answered.
 12. Learn to use online tools for meetings including:
 - a) Zoom (download, run, sign-in, microphone check, video & lighting check, mute, stop video, change views, chat, leave meeting...)

<https://drive.google.com/drive/folders/oBxvwL4mJKyGvRDRnT243WXlvUUk>
 - b) Google Drive, Google Docs, Google Sheets and Dropbox for document sharing for meetings (Some set-up required – e.g. a Google or gmail account.) An orientation to this will be set up.
 13. Repeat.
- Done!

Credits:

This iteration of the *CUC New Board Member Orientation Overview* was initially prepared by Keith Wilkinson and Vyda Ng in 2015 based on materials prepared by previous board members and staff. The document was revised in June 2016 with input from recent new board members and modified again in Sep 2016 to reflect new statements of vision, mission and goals and a stronger orientation program for new board members. Jane Ebborn and Vyda did some additional modifications in spring 2018 and Chuck Shields in winter 2019. It is reviewed each year and updates are made as needed.

The CUC is...

A Canadian not-for-profit corporation comprised (in 2018) of 46 member congregations, formally organized into 4 Regions (British Columbia, Western, Central, Eastern).

It is important to remember that the CUC is not a hierarchical organisation but a freely chosen association that includes all the member UU congregations and fellowships in Canada. Although sometimes misused, the phrase “the CUC” does NOT mean the same thing as “the CUC staff” or “the CUC Board.” It means all qualified member congregations, including fellowships.

Through our memberships in our congregations, we are all “the CUC”. When individuals join a congregation or fellowship they become members of the larger, national Canadian Unitarian Universalist community which is fostered in many ways by the CUC.

Legal Status

The CUC is incorporated under the *Canada Not-for-profit Corporations Act (CNCA)* and governed under that act by the *CUC General ByLaw (revised 2015)*.



Purposes of the CUC

The Statement of Purpose of the CUC as set out below, form part of its incorporation documents under the Canada Not-for-profit Corporations Act. These purposes were approved by CUC member delegates at the May 2016 AGM and were accepted by the Canada Revenue Agency for meeting their requirements for charitable organizations.

The Statement of Purpose of the Corporation is to promote Unitarian Universalism, Unitarianism and Universalism, in Canada and internationally, by:

- 1. Affirming and promoting the principles, practices, and traditions of the Unitarian Universalist, Unitarian and Universalist faiths;*
- 2. Supporting the development and growth of Unitarian Universalist, Unitarian and Universalist religious communities;*
- 3. Nurturing, supporting and enhancing religious communities and other groups to work together on mutual concerns for the benefit of the community; and*
- 4. Providing basic necessities of life, including food, clean water, clothing, medical and dental care and supplies, shelter, and education, tuition and school supplies to those in need.*

The Canadian Unitarian Universalist (CUU) Vision and Aspiration statements below were approved by delegates at the CUC AGM on 20 May 2016. The statement was three years in the making, with input provided from across all member congregations. Note that CUU is a concept that includes the CUC and related organizations.

Vision Statement of Canadian Unitarian Universalists (CUU):

As Canadian Unitarian Universalists, we envision a world in which our interdependence calls us to love and justice.

As Canadian Unitarian Universalists:

Eight principles guide our choices, six sources nourish our spirits, five aspirations help us grow.

We aspire to be:

- **Deeply Connected** - We strive to foster healthy relationships amongst and within UU communities, with the broader world and with all life.
- **Radically Inclusive** - We strive to create hospitable, diverse, multi-generational communities.
- **Actively Engaged** - We strive to work joyfully for a just and compassionate society, experimenting with new forms of community.
- **Theologically Alive** – We seek to be ever-evolving in our understanding, open to new knowledge.
- **Spiritually Grounded** – We seek transformation through personal spiritual experiences and shared ritual.

To support this vision, the following Mission Statement for the CUC was approved by the board in Sep 2016.

Mission of the Canadian Unitarian Council (CUC):

To grow vital Unitarian Communities.



A Member Value Proposition is an operational tool that points to the value members derive from the organization. In Sept 2016 the Board approved the following Member Value Proposition:

Member Value Proposition (MVP)

The CUC is a beacon for Unitarian Universalist communities across Canada, providing them with leadership, support and connection as they strive to foster a just and sustainable world and to enrich the spiritual lives of their members.

The board and staff should use this member value proposition to ask themselves regularly, “are we delivering this value to our congregations”? This MVP is an internal tool to help us stay on track.

The CUC ensures that it has resources to maintain its own sustainability in order to advance the cost-effective achievement of the Global Goals and Priorities which are approved each year by the members congregations at the AGM.

The Global Goals and Priorities of the CUC are reviewed before each AGM by the Board and Staff. The Goals and Priorities as proposed for approval May 2023 are:

CUC Goals

1. Strengthen our Unitarian Universalist member congregations and communities in order to thrive spiritually, theologically, organizationally, economically, and socially in a diverse, multi-generational context.
2. Enhance community resilience through exploration, education and sharing of diverse and inclusive spiritual and organizational practices, including those from our own faith tradition;
3. Advance socially responsible actions to live out our vision of interdependence, love, and justice to bring benefit to Canadian and global communities;
4. Strengthen collaborative and interdependent UU networks of congregations and communities.

CUC Strategic Priorities

Within these goals, the following strategic priorities are recommended for 2023-2024:

- A. Strengthen the national fabric of our Unitarian Universalist congregations and communities by:**



- a. Nurturing and enhancing innovation and sustainability;
 - b. Strengthening ministry and shared ministry;
 - c. Developing, curating and focusing on Canadian resources to advance religious exploration, spiritual growth, and congregational resilience in a multigenerational context; and
 - d. Ensuring that the CUC and its member congregations and communities are well positioned to welcome and embrace those who seek Unitarian Universalism.
- B. Live into the 8th Principle of individual and communal action that accountably dismantles racism and systemic barriers to full inclusion in ourselves and our institutions, through:**
- a. Truth, Healing and Reconciliation
 - i. Uncolonizing ourselves and our processes;
 - ii. Supporting First Nations / Indigenous self-determination and initiatives;
 - iii. Acting on repudiation of the Doctrine of Discovery
 - b. Enacting environmental justice through respectful stewardship practices, which include:
 - i. Consulting and collaborating with Indigenous communities in order to advance policies and practices which end environmental racism; and
 - ii. Effective environmental actions and climate initiatives which minimize and mitigate the effects of climate change.
 - c. Identifying systemic barriers to full inclusion and acting on dismantling these in ourselves and our institutions; and
 - d. Refugee support
- C. All these goals and strategic priorities shall be achieved with sound financial management, including sustainable revenue sources, to continue the work of building vital Unitarian Universalist congregations and communities;**

Board Policy Manual

The CUC Board has created and updated over the past 12 years a 45-page *Board Policy Manual* to guide its work and its relationship with staff. [Board Policy Manual](#)



This manual is based on the *policy governance* model developed in the 1990s by John & Miriam Carver. The Board has the authority to amend this manual at any time. For information about the policy governance model, see the governance resources listed on P. 15 below.

Board Governance Model

The CUC Board uses a *modified* policy governance model. A policy governance model focuses board work on *Goals* and staff work on *Actions*. The *link* between the two is through the Executive Director (ED). The model was designed for large organizations and successive CUC boards have modified the model to make it simpler for our small organization to use, with more understandable language, while retaining the underlying principles. Our modified model includes the components that follow.

GOALS — The board is responsible for establishing and monitoring progress towards achieving the goals and for ensuring the CUC remains in financial health. Written with a long-term perspective, these global goals state the high-level outcomes that the CUC strives to achieve. The global goals have been adapted to include *priorities* which are approved annually by delegates at the Annual General Meeting. This helps to ensure that the goals are linked to the needs of the legal and moral owners of the CUC.

ACTIONS — Operational plans made to achieve the goals. Most of these are the responsibility of staff but some may be undertaken by board members. The ED puts forward *objectives*, measures, and expected outcomes each year for approval by the board. The board and ED identify from amongst these a smaller number of *Key Performance Indicators* (KPIs) to monitor. Under the Carver model, these objectives, plans and KPIs are referred to as *Executive Director Interpretations or Actions*.

EXECUTIVE DIRECTOR LIMITATIONS — The board establishes the boundaries of acceptability within which staff methods and activities can responsibly be left to staff. These policies limit the means by which goals shall be achieved and are generally of a financial or ethical nature.

BOARD-STAFF RELATIONSHIP — The board clarifies the way it delegates authority and how it evaluates performance relative to goals and limitations.

Note: The Board as a whole only instructs one employee, the Executive Director. It is the responsibility of the ED to oversee all aspects of employee performance. Board members are never to direct staff. Only the ED directs staff.

GOVERNANCE PROCESS — The board determines its philosophy, its accountability, and the specifics of its own job. These are outlined in the *Board Policy Manual*, a *Board Monitoring Calendar* and Board KPIs.

SOME STRENGTHS of the POLICY GOVERNANCE MODEL

- Helps to keep the board focussed on the big picture
- Discourages board meddling in operational details
- Provides freedom for the ED and staff to act creatively – to use “any reasonable means” not expressly forbidden by Executive Limitations.

SOME WEAKNESS of the MODEL

- Uses language unfamiliar to many volunteers and for this reason, we have



- simplified the language recently to more commonly used terminology.
 - May constrain or burden the board and staff unnecessarily for a small organization.
- Because of these weaknesses, many organizations (including the UUA and CUC) have moved from strict adherence to the model to a simpler *modified* model.

A MODIFIED CARVER MODEL - The CUC Board currently applies the following modifications to the Carver policy governance model:

Carver Model Standard Language	CUC Modified Carver Model language
Ends	Goals – several specific key goals are stated in the <i>Board Policy Manual</i> along with reference to the CUU vision, principles, sources, aspirations, the CUC mission and the CUC member value proposition..
Means (and ED interpretations)	Actions – specified as <i>actions</i> and <i>measures</i> and grouped by staff into four areas of engagement. From these the board and staff together identify a smaller number of KPIs on which to focus each year.
Board-Staff Linkage	<p>Board Staff Relationship – Implemented by</p> <ul style="list-style-type: none"> • regular dialogue between ED and President, • regular interaction of ED with the whole board, • collaborative planning meetings involving board and staff, • dialog on planning, performance, ED compensation and agreed areas of board assistance through an Executive Director Relations Committee (EDRC) <p>The board should try to focus on the policy level and the evaluation of whether goals are met, leaving staff to determine what actions are needed. However, if there is a challenge in meeting a goal, the board and ED will discuss and agree on the possible involvement of board members to help in meeting a goal. At times, the ED may also formally invite the board to participate in action plans in specific areas like fundraising or interviewing candidates for staff positions.</p>
Executive Limitations	Executive Limitations – Nearly 7 pages (2,000 words) of detailed limitations are specified in the <i>Board Policy Manual</i> . These have been largely unchanged for many years. Compliance is reviewed annually as part of routine Board monitoring. These identify the parameters for the executive director’s actions. Areas outside of what is identified in the executive limitations are considered the areas in which the executive director and staff can take



	action without authorization by the board.
Multiple Monitoring Reports	Staff maintain a <i>Goals Monitoring Report</i> – a spreadsheet outlining <i>goals</i> , related staff <i>objectives</i> , and <i>actions and measures</i> for a year (or more) to enable tracking of progress. KPIs are selected from the <i>Goals Monitoring Report</i> for regular review at Board meetings and the full report is reviewed in January following fiscal year end. In addition, the Board has a calendar that includes various monitoring activities, some proposed by the Carver model and others, including risk management, by CUC’s auditors. A board member is named as Compliance Officer to help ensure that the board attends to these responsibilities.

Operating Policies and Procedures

These are created under the authority of the Executive Director. Some are available on the CUC website: <http://cuc.ca/governance/operating-policies/>

Board Composition

2 Board Members per Region (Total of 8)

Ex-officio Non-Voting attendee (Executive Director - ED)

Optional Ex-officio Non-Voting Board Member (Past President)

Ex-officio Non -Voting attendee 2 YOYB (Junior and Senior Youth Observer to the Board) – elected by the youth at CanUUDle

Ex-officio Non -Voting attendee MOB (Minister Observer to the Board) – appointed by UUMOC

All members and observers take part in discussions. However, only the votes of the 8 official board members are tallied for decisions.

Board Roles

Executive Roles (President, Vice-President, Treasurer, Secretary) The duties of these positions are specified in the General By-Law.

Executive Committee (President, Vice-President, Treasurer, Secretary) – There is no specific provision in the CUC General Bylaw for an Executive Committee, although one could be created by the board. Most board discussion and decision-making is done by the board as a whole, using a consensus model, through online meetings and e-mail.

Executive Director Relations Committee (EDRC). Oversees performance review and salary questions concerning the ED but also assists the ED in making strategic choices for the organization. The President and the ED belong to this committee and each of them chooses one other board member to join the committee for a total of four people.

Special Board Member Portfolios

- **Board Liaison Members** – Appointed for one-year terms to take responsibility for special areas. In the past this was limited to a Social Responsibility Board Liaison Member, but this area is now supported by full time staffing. There is a Board Liason on the Nominating Committee, and on the Resolutions Committee (along with the ED and a CUC parliamentarian to help ensure that new resolutions brought to



AGMs were well formulated and adhered to the member approved resolutions process. *Board Liaison Guidelines* appear as Appendix E in the *Board Policy Manual*.

- **Board Buddies** – the Youth Observers to the Board typically serve one or two years. It is helpful to have an experienced member on the board willing to help the YOB get up to speed and answer their questions. Similarly, the board may assign a buddy to board nominees and new members to help them get started on the board.
- **Overseeing Funds** – There are several funds that receive and disburse money that the board is specifically charged with overseeing (by decisions made previous AGMs or by previous boards). Board members may be appointed to serve on committees for the purpose of reviewing applications and recommending recipients and amounts of awards. Recently these have included the *Sharing Our Faith Fund* & the *Theological Education Fund*. <http://tinyurl.com/htcfdoz> In 2016 a joint CUC/UU Ministers Of Canada (UUMOC) *Fund-Raising Integration Task Force* was created to provide more efficient and effective processes for grant applications and fund-raising initiatives.
- **Task Force Members or Chairs** – The board or an AGM may create *ad hoc* or standing committees (*aka* task forces) for particular purposes. Recent task forces have included:
 - **Active Democracy Study Group** – Two board members served as convenors (co-chairs) of this group from 2010 through 2013.
 - **Visioning Task Force** – Four board members, including the MOB, plus the ED comprised this task force that worked from 2013 through 2016
 - **Vision Implementation Team** – to develop ideas and plans for implementing the new vision and to operate for two years, 2016-2018
 - **Annual Program Contribution Task Force** – spent significant time proposing a new method of calculating APC using percent of operating expenses but this was abandoned due to complexity and wide variation in congregational APC levels. The task force continues to examine possible ways of changing from APC being assessed based on congregational member counts.
 - **Fund-raising Integration Team** (with UUMOC reps) – for some implementation in 2016-17 and more thereafter.
 - **Dismantling Racism Study Group** - to implement the AGM resolution on this topic.

The CUC Nominating Committee and the CUC Credentialing Committee are approved by delegates at AGMs. These are not committees of the board but report directly to members. However, the Nominating Committee consults closely with the Board and the Executive Director to establish selection criteria to help ensure that board members with suitable skills and diversity are recruited.

Board Meetings

2 face-to-face meetings annually (May and Sept.) (The following is currently under review and the board will be deciding how to move forward with in-person meetings.)

- **May:** before AGM - Orientation Extra half-day for board nominees; open to other board members; eve & 2 days of board/staff meetings. Attend AGM.
- Every other year, in addition to the above, we meet for 2 days at a General



Conference/Symposium. In conference years the meetings are hosted by a regional congregation and in non conference years the meetings are held at the head office in Toronto.

Sept: Board/Staff retreat in Toronto area - may be up to 3 full days plus 1 half day (arrival & departure days) Usually Thurs. pm – Sun pm;

- **Monthly** online board meetings, usually 2 hrs long using Zoom, except July and December (unless necessary). Every third week of the month. Usual start time: 4 pm Pacific, 5 pm Mountain, 6 pm Central, 7 pm Eastern
- **Annual regional gatherings (Oct or Nov):** Board members are encouraged to attend the annual regional gathering of congregations and fellowships in their region. These are usually only one-day.



Board Expenses: Travel, accommodation & meals (excl. alcohol) to board meetings and regional gatherings are paid by CUC. In addition, any registration fees related to the meetings, (regional and national conferences), are paid for by the CUC directly. See Expense Guidelines at <http://cuc.ca/board-of-trustees/>



In addition to the Board Covenant (see Board Policy Manual Appendix which was revised and adopted by the Board in September of 2022) there is a Group process covenant adopted by CUC board Sep 2017 for use in Board meetings:

1. One conversation at a time.
2. Speak and listen with respect.
3. Be on time.
4. Only speak on what matters.
5. Mess up, own up, apologize, and forgive (Ouch & Oops)
6. Take space and make space.
7. Respect the agenda.
8. Use process cards.
9. Remain open to new understandings.
10. Keep it spiritual.
11. Patience.
12. Board Solidarity.

Board Meetings: Use of Zoom reactions and Colour Cards

Since the board meets primarily online via zoom, some protocols have been developed to make it easier for board members to have discussion without talking over each other. In addition, because the board makes decisions on a consensus basis, it is important to be able to gauge reactions of board members in a consistent way. The following zoom reaction icons have been adopted for the following situations:

- a. To talk: raise hand icon
- b. Agreement: thumbs up 
- c. Hesitation, concerns: grey slow down icons 

d. Decisions: red or green icons  

We also use colour cards (a set will be given to all new trustees), for face to face meetings. These cards are used both during discussion and during voting and the chart below indicates the different colour meanings.

Card Colour	Used during <i>discussions</i>	Used during <i>voting</i>
Purple	Question about process	Question about process; normally used <i>before</i> voting.
Green	I want to comment	Full Approval
Yellow	Please clarify some part of the discussion.	Qualified Approval. Don't agree entirely with the proposed motion but can live with it. Clarify reasons. (May modify motion if feasible.)
Red	Stop. I have serious concerns.	Disapproval. Follow the Ground Rules for Consensus to see if there is a way forward and to clarify options.

Board Member Behaviour

Board Covenant (revised in September 2022) – a document to read and sign regarding respectful behaviour, confidentiality, etc.

(<https://drive.google.com/drive/search?q=board%20covenant>)

Observer Covenant (revised in September 2022)– a document similar to the Board Covenant for YOB and MOB to read and sign (*Appendix G to the Board Policy Manual*)

Consensus decision-making – CUC General Bylaw 5.7 states an expectation for the board to seek consensus in its decision-making where possible. Consensus does not mean each board member enthusiastically supports a decision, but that board members can live with it and will be positive about a decision when talking with those outside of the board. The board adopted Consensus Ground Rules in 2022, for guidance on agreeing when consensus was/was not reached. The Ground Rules (and Bylaws) follow the legislated provision in the Canada Not for Profit Corporations Act, that if it is clear that consensus can't be achieved, the decision will be by majority vote.

<https://docs.google.com/document/d/1iXoManHuaSAUozRoDABjamAjNyiBWqVoORYzi4wiSjc/edit>

Board solidarity – By reaching consensus the board passes resolutions that all board members can support, and in respect for that consensus, members are expected not to undermine board decisions by advocating externally for a different decision.

Board self-evaluation – All board members participate in the annual board self-evaluation



process, which is part of the expectations under the policy governance model and documented in updates to the *Board Monitoring Requirements and Calendar*.

Board Communications (Training provided)

Vide Conferencing with Zoom– Staff email a web link and meeting ID number to all meeting participants in advance of each meeting. Members sign in via the internet, preferably using a camera-equipped computer, laptop or tablet. If the web isn't accessible, participants can join a meeting by phone alone using a toll-free number and the same meeting ID number. If necessary, staff will work one-on-one with new board members to ensure they are comfortable using Zoom.

Document Sharing - For each board meeting materials are either sent out in advance as email attachments, or posted to a shared cloud storage location, usually *Google Drive*. Documents are typically copied to *Google Drive* as *Google Docs* or *Google Sheets* so they can be edited online. Board members will normally be sent a link to any file posted on *Google Drive*, but members may need their own Google account in order to post their own documents there. Sometimes documents are posted to other cloud storage servers, such as *Dropbox*.

CUC Google email account – CUC staff will set-up a gmail email account for you based on the format, yourfirstname@cuc.ca. This will facilitate use of the various Google tools that the CUC uses. It would be best if you use this account for all your email communication relating to the CUC. Staff and elected leadership, like the president, will be using this account to communicate with you, so it will be important to check it regularly; once a day is best. Of course, not everything needs to be responded to right away, but this will allow you to monitor any key communications that will require a quick response.

Board egroup: Staff add new board members to the board email group, which includes the ED, with the address board@cuc.ca. This is a Google group. Your personal email will be linked to a CUC mail account with the format yourfirstname@cuc.ca to make it easy for congregational members to contact you.

There is also a board email group that excludes the ED that is used for *in camera* (only board members) communications.

Legal requirements for electronic meetings - In order to comply with the *Canada Not-for-profit Corporations Act* and the *CUC General Bylaw*, Board members must agree at the beginning of each year to a) hold meetings electronically, b) share documents by email, and c) waive the need for printed notice of board meetings. *Board Policy Manual Appendices J, K and L* will be brought forward at each face to face meeting to accommodate these requirements.)

Scheduling Meetings: (*Doodle*) – To be explained when required.

Surveys: (*SurveyMonkey*) – To be explained when required.

Relationships with congregations, fellowships and communities in your region

Regular contact with leaders of each congregation is an important responsibility for Board members and one that can be difficult to accomplish in a meaningful way because of



distance, time, and continuous change within local leadership bodies. Nevertheless, keeping in touch with congregations helps the board keep the CUC on track, so do your best to contact each congregation, fellowship and community assigned to you within your region.

The two board representatives for each region should divide up the fellowships/congregations for this purpose and advise CUC staff of which person is responsible for what fellowships/congregations.

- periodically chat in person or by phone with board presidents and ministers, especially before face-to-face CUC board meetings
- exchange emails with presidents & ministers
- follow congregational chat groups, FaceBook pages, YouTube postings and congregational podcasts, where they exist
- read the congregations' newsletters and websites periodically
- attend a Sunday Service (if possible) and be introduced to the congregation
- if distances permit, try to visit ideally annually or at least once during your 3-year term
- be aware that CUC staff will also be contacting leaders in these same groups
- if you become aware of issues in a congregation or fellowship, pass this information along to the relevant CUC staff member.

From time to time, the board and staff will hold joint meetings in which issues identified from contacts with congregations are discussed, and plans initiated or adjusted.

Regional Fall/Spring Gatherings

Plan ahead with the other board member from your Region to make a presentation (total 30-45 minutes, including lots of time for questions/discussion) to the Regional Fall/Spring Gathering and answer questions about what the CUC Board has been doing. CUC staff will often prepare an outline that you can use as a starting point for these presentations. Listen to and talk with people from your region about the work of the CUC, what they value about it, and what they find disappointing or frustrating.

Annual General Meeting & Biennial National Conference

Attend the Board Meeting the day prior to the Annual General Meeting

Attend a brief, official, *in camera* Board Meeting during the Annual General Meeting to allow for the new board to officially appoint its executive members for the coming year.

Assignments are usually discussed the day before by the continuing board members and the new nominees.

Attend all business sessions of the Annual General Meeting (currently a “plenary” meeting the evening before and the day-long AGM itself)

Be available for the board photo

Attend the Board Dialogue session scheduled for most Biennial Conferences

Spend time with your Board colleagues

Enjoy the conference – now every two years.



Personal Discernment –

Prior to accepting a board nomination, and during your term on the board when considering the need to fill executive and task force roles on the board, ask yourself:

Why do I want to do this?

Is this a commitment of time and energy I am prepared to take on?

Do significant others in my life have an awareness of the impact this role will have?

If I have leadership roles in my congregation, have I made arrangements for stepping back, or sharing responsibilities?

What will I contribute?

What strengths do I bring?

What will I gain from this?

What do I see as the board's role within the larger Canadian UU movement?

Additional areas of inquiry (*Ask for information or discussion.*)

Funding and Fundraising – Staff takes the lead with fundraising and the development of plans, but board members assist with implementing the plans.

Staff – Job Descriptions – These can be read at:

<https://drive.google.com/drive/u/3/folders/oBxvwL4mJKyGvUjVKQVZNX2xHQWM>

Communications

- CUC Website <http://cuc.ca/>
- CUC eNews (6+/year) n (CanU) <http://cuc.ca/cuc-enews/>
- The Canadian Unitaria: <http://cuc.ca/the-canadian-unitarian/>
- CUC FaceBook <http://tinyurl.com/hyzbcbf>
- CUC Love & Justice Facebook group for discussion and idea-sharing on Social Justice issues
- CUC EMG Environmental Monitoring Group FaceBook <http://tinyurl.com/zu8kna8>
- Electronic meeting platform (Zoom) See directions for a tutorial on P. 2 above.
- The President and Executive Director have the authority to speak for the CUC. In some circumstances the President may prefer to issue joint statements as part of the **National Voice Team** comprised of the CUC President, the CUC Executive Director, and the Unitarian Universalist Ministers of Canada (UUMOC) President.

Logistics – Staff make arrangements for all board meetings, including accommodations.

They can help make travel bookings, or board members can make their own. However, if a board member makes their own travel booking, reimbursement can only come after travel is completed. There is a standard expense reimbursement form (see link below under 'Selected Resources'), which board members complete and submit to the CUC office. Board members are encouraged to complete these reimbursement claims quite soon (good to aim for within the following week) after completing the related travel.

Contacts – Contact information for various key groups and individuals is available at:

Board members and CUC staff: (add link to relevant doc in Google drive)

Congregations and fellowships: (ditto)

Board liability insurance – The CUC holds a liability insurance policy that protects board



members as they conduct board business.

Nurturing relationships with other UU stakeholders are amongst the CUC's Global Ends.

These include

- CanUuddle – Canadian Unitarian Universalist annual youth conference
- CUSJ – Canadian Unitarians for Social Justice
- CUURE – Canadian Unitarian Universalist Religious Educators
- UUA – Unitarian Universalist Association
- UUMOC – Unitarian Universalist Ministers of Canada
- UU@UN – Unitarian Universalist United Nations Organization



Selected Resources

Practical Resources on the CUC website

CUC General Bylaw,

<http://cuc.ca/wp-content/uploads/2015/04/CUC-General-By-Law-Mar-2015.pdf>

Board Policy Manual,

<http://cuc.ca/wp-content/uploads/2015/11/CUC-Board-Policy-Manual-V7-Nov-2105.pdf>

(Board, MOB and YOB covenants and legal requirements for electronic meetings are available as Appendices)

Annual Reports and Audited Financial Reports: <http://cuc.ca/governance/annual-reports/>

Board Expense Guidelines

<http://cuc.ca/wp-content/uploads/2014/02/CUC-ExpenseGuidelines.pdf>

Expense Reimbursement Form (also in doc & excel formats)

<http://cuc.ca/wp-content/uploads/2011/12/CUC-ExpenseClaim.pdf>

Board Meeting Minutes <http://cuc.ca/governance/board-meeting-minutes/>

Vision Task Force Report 2016:

<http://cuc.ca/wp-content/uploads/2016/02/CUC-Vision-Task-Force-Report-AGM-2016-Final.pdf>

Ng, Vyda. (2015). *Congregations, Charities and Best Practices*

<http://cuc.ca/congregations-charities-and-best-practices>

Board of Trustees page <http://cuc.ca/board-of-trustees/>

Governance page <http://cuc.ca/governance>

Browse around; there's lots to see here!

Selected internal and external resources on governance & CUC history

Canadian Unitarian Council, *Congregational Membership Numbers, 2003-2012* (13 pp)

Canadian Unitarian Council, *Congregational Membership Numbers, 2005-2015* (1p)

Gil, Mel. (2007). *Governance models, board types or best practices?* extracted from:

<http://tinyurl.com/q478me8> [A discussion of different board governance models.]

Hotchkiss, Dan. *Governance and Ministry: Rethinking Board Leadership*. An Alban Institute Book. Lanham, Maryland: Rowman and Littlefield

Mina, Eli (2011). CUC Governance Review Final Report.

<http://cuc.ca/wp-content/uploads/2011/10/CUC-GOVERNANCE-REVIEW-FINAL-REPORT-October-11-2011.pdf>

Ng, Vyda. (2007). *John Carver's Model of Policy Governance - Overview*.

<http://cuc.ca/wp-content/uploads/2011/10/CUC.PG.Overview0907.pdf>

Nonprofit Management and Leadership, Vol. 18, #1, Fall, 2007, pp 101-108. Book Review.

http://www.academia.edu/286299/Is_Carvers_Model_Really_the_One_Best_Way

Oliver, Caroline. (2009). *Getting started with policy governance: Bringing purpose, integrity, and efficiency to your board*. San Francisco: Jossey-Bass.

Weaver Horton, Editor. (2011). *Guarding sacred embers: Reflections on Canadian Unitarian and Universalist history*. Toronto: Canadian Unitarian and Universalist Historical Society.

Wikstrom, Erik. (2010). *Serving with grace: Lay leadership as a spiritual practice*. Boston:

Skinner House Books. ♪ end of document ♪