



The slide features two logos. On the left is the UUSJ logo, which consists of the letters 'UUSJ' in a bold, black, sans-serif font. To the right of the letters is a stylized flame icon with a yellow and orange base transitioning to a blue top. On the right is the REACH logo, which includes a blue circular icon with a white figure inside, next to a grey and white checkered pattern. Below this icon, the word 'REACH' is written in blue, uppercase letters, and 'our goals' is written in black, lowercase letters. Underneath, the tagline 'DEVELOPING ORGANIZATIONS EMPOWERING LEADERS' is written in a smaller, black, uppercase font.

STRATEGIC PLANNING PROCESS

UUSJ Annual Meeting Briefing – June 26, 2021

1

“We are saved, step by step, as we make choices that allow us to grow, to care, to connect, to build. Salvation is the entirety of that journey.”

Rev. Lynn Ungar

2

WE STARTED WITH ONE BASIC QUESTION

What is the
purpose of
UUSJ?

3

AND EXPANDED TO MANY QUESTIONS

Who or What Does
UUSJ serve? Who
are the moral
owners of UUSJ?

4

FOCUSING ON FINDING THE ANSWER TO ONE, MAIN QUESTION, THROUGH THE EYES OF STAKEHOLDERS

What Makes UUSJ
distinct, inspiring
and indispensable
to our vision?

5

- ▶ Define Values
- ▶ Define and Establish a Vision
- ▶ Define and Establish a Mission
- ▶ Define and Select Moral Owners
- ▶ Gather input from moral owners via interviews and large-scale survey
- ▶ Define and Select Ends
- ▶ Establish a common understanding of the role of staff and the role of the board
- ▶ Outreach to 'strategic partners' to understand their operating priorities and opportunities for collaboration
- ▶ Identify 'important parties' operating in the sphere of activity to identify potential collaboration or conflict

WHAT YOU HAVE DONE

6

- ▶ Begin to rethink funding and long-term financial stability in the lens of values and growth
- ▶ Develop a vision of membership and engagement that is consistent with UU values and supportive of future growth efforts
- ▶ Explore other UU organizations and how UUSJ fits into the UU-justicemaking environment
- ▶ Define and explore accountable relationships
- ▶ Develop and adopt governance structures that are consistent with UU(SJ) values and best practices – including the large shift in board composition and size

WHAT YOU HAVE DONE

7

- ▶ The Executive Director is developing the Work Plan based on the values, vision, mission, ends, survey data, and feedback from key groups within and outside of UUSJ.
- ▶ The next board will work on approval of this work plan.
- ▶ The board and Executive Director will collectively establish goals and metrics in achieving the plan, as well as a measurement timeline.
- ▶ Once a plan is in place, the budget will need adjustments, which the ED will need to present to the board.

NEXT STEPS

8

- ▶ Implementation never stops. It is the process of implementing the plan.
- ▶ There is no point in which an organization is 'done', you simply implement the plan – adjusting as the environment or circumstances change. The danger is when people think they are finished. That is when organizations fall prey to shiny object syndrome and personality-based decision-making. Stick with the plan and structures therein defined.
- ▶ A plan is a living document. It should be adjusted to reality, with clear communication between the ED and board when changes become necessary.
- ▶ Culture changes within the organization should last 60-90 days for the most part. The high board turnover occurring after this meeting, combined with the shift of operational efforts to staff-directed, the transitional period is substantially truncated. These include implementation on roles and responsibilities, process and accountability (what and to whom), as well as messaging.
- ▶ This is actually exciting! Implementation is the FUN part!

KEY POINTS ON IMPLEMENTATION

9

- ▶ Any acceptable interpretation is the key. The boards role is to ensure the plan is consistent with the values, vision, mission, and ends they have laid out. The plan should be inclusive of the boards view of priorities – neither expanding unjustifiably into unrelated matters nor leaving out key aspects of the boards strategic view.
- ▶ If each board member was serving as Executive Director, they would most certainly write a different plan. But that is NOT the role of the board or of individual board members.

WORK PLAN ADOPTION

10

- ▶ Consistent with both the organizations commitment to empowerment, as well as best practices, the board needs to remember that it shall approve a plan that is a valid interpretation of the governing components laid out above. Can individual feedback be offered – sure! But affirmation should never be contingent upon that advice being implemented.
- ▶ This process typically takes one to two meetings. One for draft presentation and feedback on areas the board may feel need to be further defined. A second meeting for adoption. In rare circumstances the board has more substantial feedback and a course correction is necessary. Those situations occur when there is lack of communication or the ED is receiving mixed messages from different sources. Because your ED has been involved in the Strategic Planning process, this will not be the case.

WORK PLAN ADOPTION

11

- ▶ The plan will include the strategic objectives, work to be done, a structure through which to do the work, and goals along the path to success for the next 3-5 years.
- ▶ The board and ED will need to collectively agree on what those goals are, how they are measured, and how frequently these measurements are undertaken.
- ▶ Keep in mind it takes time to pull together the raw data to measure success. Avoid the temptation to measure every metric for every End at every meeting. Perhaps focus on one End per year, or at most two. Ensure you have ways of developing these measurements without taking too much staff time, and a process for presenting to the board for review.

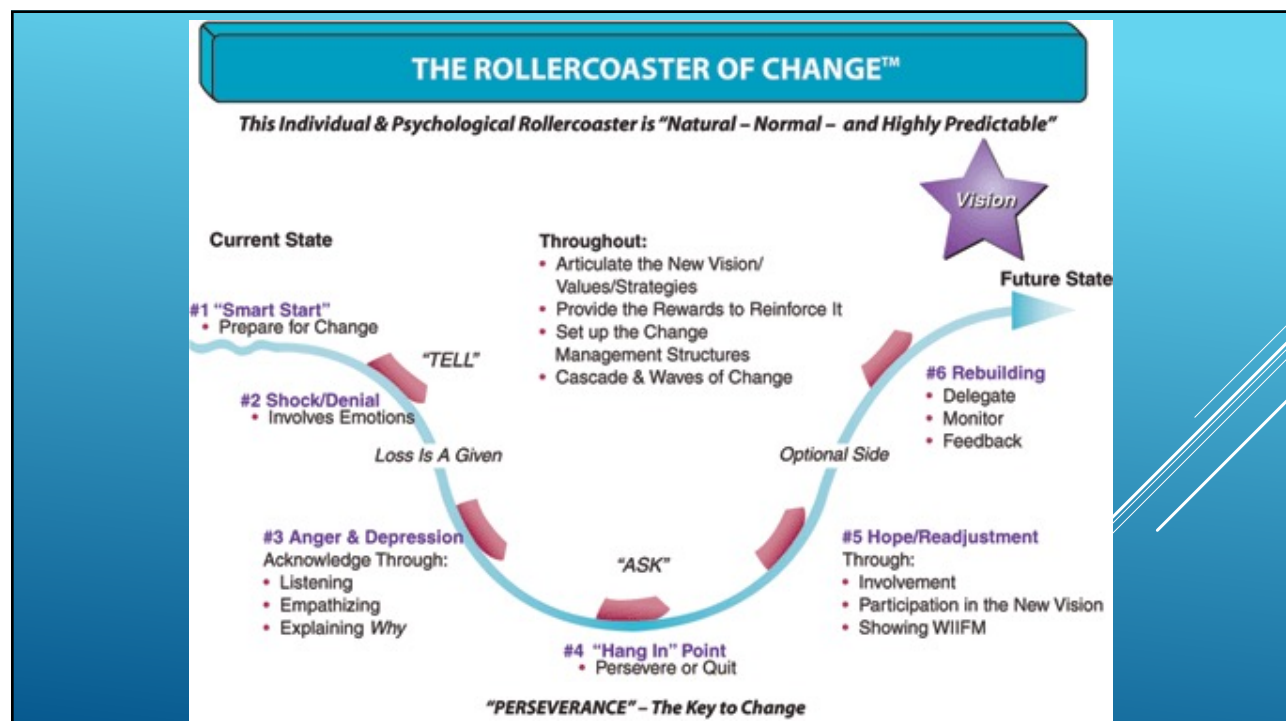
BOARD'S OVERSIGHT ROLE & ED REVIEW

12

- ▶ The achievement of agreed-upon goals, without violating the Executive Limitations the board adopted earlier, is how the board assesses the Executive Director.
- ▶ The ED's may do whatever they wish to achieve the desired ends provided they operate within the Executive Limitations. (pursuant to the policies adopted Oct 24, 2020)
- ▶ It is not the Board's role to tell the ED what they should be doing more of, less of, or differently. It is the role of the Board to objectively ensure the goals are being achieved and, when the organization falls short, to work with the ED to identify areas that need to be improved.
- ▶ Common understanding of the goals and measurements are therefore critical to implementation.

BOARD'S OVERSIGHT ROLE & ED REVIEW

13



14

- ▶ We are slowly ascending the upswing!
- ▶ Each person committed to UUSJ should be building excitement among their constituencies about the vision and mission of the organization, the promise it has to increase its impact through expansion, and the value of a more diverse, representative organization.
- ▶ The added opportunities for involvement and added depth of talent in the revised organizational model will bring a lot of change – and increase productivity and output of the organization.
- ▶ This is exciting!

WHERE WE ARE

15

THANK YOU

16

“THE PROPHETIC LIBERAL CHURCH IS THE CHURCH IN WHICH PERSONS THINK AND WORK TOGETHER TO INTERPRET THE SIGNS OF THE TIMES IN THE LIGHT OF THEIR FAITH, TO MAKE EXPLICIT THROUGH DISCUSSION THE EPOCHAL THINKING THAT THE TIMES DEMAND.”

– JAMES LUTHER ADAMS