

Executive Summary

In September 2012 the UUFD Board of Trustees charged Tom Miller and Aline Schwob (joined later by Allison Andersen) as an ad-hoc committee to move UUFD forward to plan for professional leadership. Specifically, the BOT requested that the Committee:

1. Define exactly what the fellowship wants in the way of services from a professional leader
2. Budget for whatever type of leadership is chosen, and
3. Decide how to proceed

The Committee analyzed the results of ten focus groups they conducted with 74 UUFD members in early 2013. The report of that analysis presents a series of conclusions and recommendations for the Board's consideration. The full report was presented to the BOT on March 11, 2013. It is available unedited in hard copy in Bowman Hall and digitally on UUFD's website (durangouu.org).

Members in each Focus Group were asked to respond to 4 Questions:

1. When you think of "professional leadership" what do you think UUFD needs and why?
2. If we hired professional leadership, what are the most important duties you would want that person to perform?
3. What would be the benefit(s) to any given individual member of the Fellowship from having professional leadership?
4. Aside from the affordability question, what concerns do you have about UUFD having professional leadership?

The analysis of the responses to the first three questions revealed six main categories of responses describing what members felt would be important and desirable as we consider professional leadership at UUFD. In priority order they were Shared Leadership, Spirituality "as you define it", Pastoral Care, Congregational Relationships, Community, and Administration. In looking at the responses in aggregate, the Committee's analysis led to the conclusion, and recommendation, that the types of characteristics and desires expressed by the large majority of the members in the focus groups would be best fulfilled in the person of someone trained in ministry, as opposed to a non-ministerial executive director. The Committee reviewed the various options for ministry within UUA and concluded that looking for a Developmental Minister (defined and limited contract) as opposed to a Called Minister (open ended contract) would be an appropriate path to pursue. The Committee made several suggestions to support moving forward toward looking for a minister, including considering a shared position with the Pagosa Fellowship, educational and communication activities for the Fellowship to increase participation and involvement, Board activities and considerations that would be necessary preparation for a minister, and continuing to monitor the administrative demands which remain a concern.

Using UUA guidelines, the Committee determined that we would probably need to pay a full time minister in the neighborhood of \$73,000 including benefits. There are a number of options for structuring a minister's contract, depending on the type of minister we look for, whether that person is shared with another congregation, or works part time among other considerations. We would not necessarily have to bear that total cost.

The Committee's final thoughts were that UUFD is in a very strong position currently and there is not a need to rush a decision about a minister. Much work still needs to be done by the BOT to assess UUFD's readiness to move into an active search and to determine the exact processes and timeline to make that happen.

Introduction

In September 2012 the UUFD Board of Trustees charged Tom Miller and Aline Schwob (joined later by Allison Andersen) as an ad-hoc committee to move UUFD forward to plan for professional leadership. Specifically, the BOT requested that the Committee:

4. Define exactly what the fellowship wants in the way of services from a professional leader
5. Budget for whatever type of leadership is chosen, and
6. Decide how to proceed

This report describes the process we used to address the first point, summarize the data we gathered and integrate that data into major themes regarding the members' thoughts about professional leadership, both pro and con. It will conclude with recommendations regarding the third point. We will not address the second point in any detail, since there is so much variability in the range of options available to UUFD regarding professional leadership. We will instead posit a "straw man" budget option.

Process

To help us formulate our process and the questions we would ask our Fellowship, we got recommendations from Nancy Bowen (UUA/MDD) for congregations which have been through the process of selecting professional leaders relatively recently. We talked to both ministers and lay leaders from 4 MDD congregations (Pocatello, Glacier/Whitefish, South Valley, Laramie). We asked them to describe their experiences going through the process of deciding whether to hire professional leadership – in all cases this involved looking for a minister. We compiled the themes gathered from these 8 conversations and shared them with the focus group members as part of the pre-reading package they received prior to their particular group. This summary is attached to this report as Addendum 1.

Between December 2012 and February 2013 we conducted 10 separate focus groups. Every current member of UUFD was contacted, either in person after a Sunday service or by e-mail and invited to attend one session. The Focus Groups were structured for approximately 1 ½ hours and held in Bowman Hall. They were scheduled at various times and days in order to maximize the chance that each member would find a time convenient for them to attend. A total of 74 of our current roster of 97 UUFD members (76%) attended one of these sessions, an outstanding turnout that testifies to the interest in and importance of this issue to the members of our fellowship.

Each focus group followed an identical process. Following a chalice lighting and introductory words, including guidelines for participation, the members of the focus groups were asked in a straw poll to indicate where they were leaning with respect to the question of professional leadership – toward, against, or unsure. Then participants responded in order to four questions in a facilitated, quasi-brainstorming format. The questions we asked were:

5. When you think of "professional leadership" what do you think UUFD needs and why?
6. If we hired professional leadership, what are the most important duties you would want that person to perform?
7. What would be the benefit(s) to any given individual member of the Fellowship from having professional leadership?
8. Aside from the affordability question, what concerns do you have about UUFD having professional leadership?

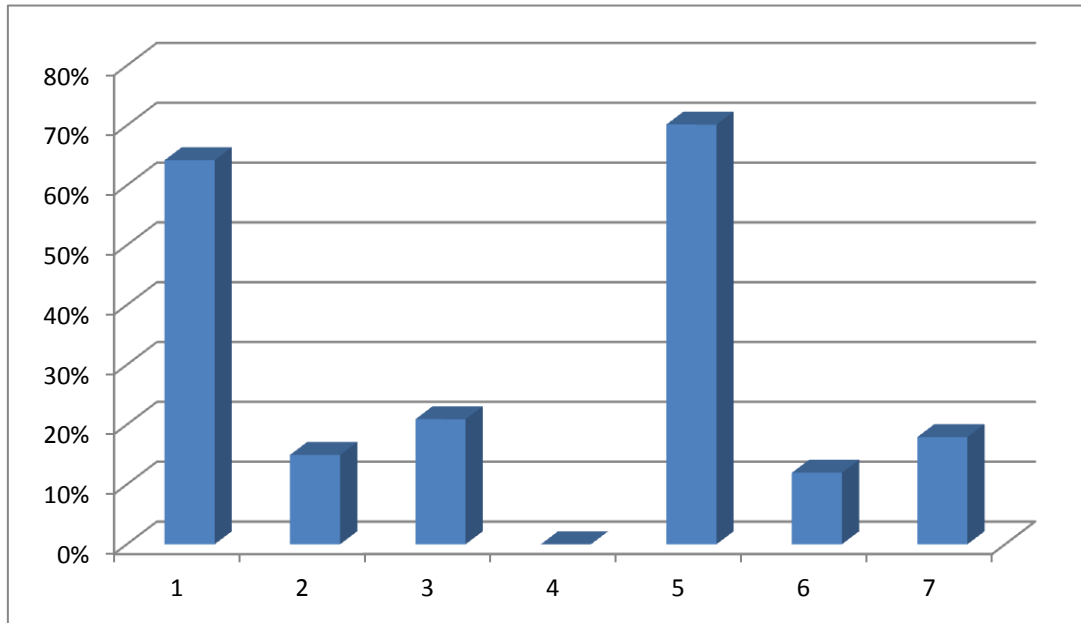
For each question each focus group generated a number of responses which were listed on newsprint. In order to get a clearer idea of which responses were most important, we asked participants to allocate 3 dots per question and distribute them to the one, two or three responses they felt were most important to them.

After the fourth question was answered and prioritized, the straw poll was repeated to see if anyone had changed their position given the discussion in which they had just participated. Each session then closed with a short reading and extinguishing of the chalice. The results of the pre- and post-session straw polls are noted below.

FOCUS GROUP STRAW POLL DATA*

Leaning Toward, Against or Not Sure regarding moving toward professional leadership

	Pre-Vote			Post-Vote		
	TOWARD	AGAINST	NOT SURE	TOWARD	AGAINST	NOT SURE
Focus Group 1	5	1	1	5	0	2
Focus Group 2	5	1	2	6	0	2
Focus Group 3	4	1	2	3	1	3
Focus Group 4	3	0	3	4	0	2
Focus Group 5	5	2	3	6	3	1
Focus Group 6	5	2	1	7	1	0
Focus Group 7	4	1	1	4	1	1
Focus Group 8	10	0	0	10	0	0
Focus Group 9	2	2	1	2	2	1
	43	10	14	47	8	12
	64%	15%	21%	70%	12%	18%



*Does not include BOT Focus Group

Analysis Overview

The aggregate data (individual responses to each question) were analyzed in three different passes. In the first pass, each response was placed in a specific content theme. For question 1 there were 20 initial themes that emerged. For question 2 there were 15 initial themes. For question 3 there were 13 initial themes. For question 4 there were 10 themes. A number of themes were similar across the first three questions, so we made a second pass in which the themes across questions 1-3 were aggregated. This resulted in a list of 15 differentiated but elaborated themes. In the third pass, we consolidated those 15 themes into 6 overarching themes for the purpose of the descriptive analysis which follows. Question 4 was treated separately from the first three given the opposite nature of its focus. The results of the third pass for all questions are included in this report as Addendum 2.

The individual responses which were recorded in each session constitute the hard data of this effort. In grouping the responses into categories we move a bit more into the subjective. Most of the responses were relatively easy to categorize, though some reflected more than one category, usually just one additional category (see * items in Addendum 2). So we included those responses in both categories for the purposes of fair analysis. In managing the condensing recategorization of the third pass, we are admittedly in an area of more discrimination and judgment. If three different people looked at this data, it is possible that there would be some differences in their conclusions, but we don't think it would be enough to change the overall sense of the Fellowship. We tried as diligently as possible to be fair to the intent of the participants and to the overall weight placed on the categories resulting from the dot prioritization exercise.

Analysis – Category Descriptions

Below is a description of each of the six major themes in order of priority that became clear to us as we analyzed the data. The priority listing is based primarily on the number of dots allocated overall to responses in each category, though consideration was also given to responses that didn't get priority votes but were similar to those which did. A total of 554 priority dots were distributed over the responses to the first three questions which comprise the following section. The number after each heading is the number of priority dots allocated in that section and the percentage of all dots used for the first three questions.

SHARED LEADERSHIP (131/23%)

The response category which received the most votes of importance overall (131) of the major themes we have identified can be understood under the concept of shared leadership, both in the positive sense as well as in what the Fellowship wants to avoid (which is addressed in the Question 4 Concerns summary). We were able to identify 4 underlying themes in this category in order of perceived importance: General Leadership, Hub, Focus on Mission/Vision/Values, and Relationships with the BOT and committees.

The General Leadership theme, the strongest in this section, looks for a person who makes excellent interpersonal connections and who will share leadership with lay leaders, provide structure, positive direction and energy to formulating and aligning the Fellowship's activities to implement our strategy.

At almost the same level of importance, the second most raised facet of leadership was the desire to have one person to act as a Hub, who carries the responsibility and capability to provide the overview, big picture integrated perspective of what's going on at and around UUFDBOT, to be the primary go-to point of contact for issues and concerns, and to provide the networking to facilitate cross-organization communication to enable greater understanding and continuity in our efforts.

The third facet of Shared Leadership is that the person will share our values affirmatively but also challenge us to a deeper exploration and implementation of our mission, especially outreach, our values, and our 7 Principles.

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The fourth facet of Shared Leadership related to creating and maintaining close, productive partnering relationships with the BOT that respect appropriate role boundaries. Assisting with problem-solving and committee guidance, providing consistent guidance and integration were also aspects of this facet.

SPIRITUALITY "AS YOU DEFINE IT" (121/22%)

Spirituality in one form or another was mentioned 121 times in the Focus Groups - clearly a topic of major importance to the participants. Since "spirituality" seemed to mean different things to each individual, for the purposes of this summary it will be assumed that it is "spirituality as you define it", not necessarily spirituality in a traditionally religious sense.

Deeper spiritual experience, spiritual growth and depth, inspiration, enrichment of spiritual life, education in UU principles, help in defining one's own spiritual path, a better balance of intellectual and spiritual content in Sunday services were mentioned frequently. Many noted the need for a leader/speaker who could convey the above as a teacher and charismatic, inspiring presenter. In addition to Sunday services, it was felt that we would be enriched by children's and adult RE content with spiritual emphasis.

Statements from the groups included "a great teacher who can speak to the mind and the heart", "prompts us to think about who we are and what we want", "will challenge our thinking".

PASTORAL CARE (97/18%)

The idea of pastoral care is important to our members. They defined this as a person that they trusted and could go to in times of need or crisis. In these instances they would be looking for emotional support, counseling and guidance. Many felt that this person should have some formal training in counseling. Members also want someone who could/would ensure confidentiality. The ability to reference local resources for additional support were mentioned as well.

The idea of pastoral care for our members also includes performing ceremonial rites and passages such as marriage, birth, death, etc.. Members would like to bring personal significance to key life moments and have someone to rely on to perform the appropriate ceremonies.

CONGREGATIONAL RELATIONSHIPS (76/13%)

This category involved comments related primarily to relationships with lay volunteers, members, and our value for diversity. Of key importance is the desire to build effective connections with people of all ages across the Fellowship, work with lay volunteers in a partnering, collaborative, appreciative and supportive manner. There is a wish that a leader will inspire and coordinate the work of current volunteers as well as make it more likely that more will volunteer. A number of comments addressed a wish that a professional leader would lessen the burden on volunteers. Finally, there was a group of responses that noted the importance of respecting and being able to not just manage but embrace the valued diversity of spiritual values, practices and needs that are current in our Fellowship, as well as add to them.

COMMUNITY (67/12%)

Community in this instance refers to UUFD relationships with other area religious and non-profit organizations as well as to our relationships with the Durango area as a whole. A key driver of this need is to provide public relations and to be a spokesperson on behalf of UUFD and our liberal religious point of view. It is anticipated that this outreach would foster interfaith collaboration, greater involvement in social justice issues and raise our profile in the community and with local resources. The feeling was that this would provide UUFD with greater legitimacy in the local religious community, which could aid in bringing in new members.

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Another component of community refers more specifically to the broader UU community in surrounding areas and at the national level. This means having a better connection with them and better representation of UUFD in general.

ADMINISTRATION (62/11%)

Participants saw a need for someone who oversees the entire scope of activities at the Fellowship. This person would act as chief administrator/CEO, coordinate and oversee staff, provide oversight of financials, volunteers, programs, committees, and adult and child RE. It was felt that this would give volunteers some relief, a pressing need.

In the area of Sunday services, the administrative role would help organize services, provide consistency and long-term vision, organize presenter talent around more thematic services, and help to structure the worship.

Many other roles and duties were mentioned as possibilities including technical management, secretarial duties, production of newsletter, directory, public relations, marketing, legal oversight, and scheduling of guest speakers.

CONCERNS (206)

There were a total of 206 priority dots allocated to ten categories of concerns, though there are five which seem most primary and worth further elaboration. By far the most significant grouping (61/30%) involves a concern that a professional leader will come with a narrow, perhaps even hidden agenda, point of view and approach, particularly of a spiritual nature. The concern is this would cause people to feel preached at, dictated to, and forced to believe in a certain way. People worry that the new leader would become too central, dominant and directive, imposing and controlling and not take cues from the membership.

The second most significant area of concern (36/17%), and clearly related to the previous concern, is that we will lose the diversity, autonomy and creativity we currently have. This includes the Summer Series, the variety of presenters, especially our own lay speakers that we have enjoyed. In addition, this concern involves a worry about an overall lack of inclusiveness and appreciation for the diversity that we do have in membership and variety of spiritual practice.

The third major area of concern (30/15%) is that, for a variety of reasons, we will make a mistake in our selection and that it will be difficult to fix. We will have a flawed selection process. We will set up impossible to meet criteria. There won't be a good pool of candidates. We won't get someone who is a good fit for UUFD. We won't structure the contract well enough to protect us in case of a mistake.

The fourth area of concern (20/10%) is that hiring a professional leader will reduce the level of energy and spirit that the lay members currently devote to the Fellowship. The perception is that if we have a professional leader, we won't need as much involvement from our lay members. Some recognize that the need for lay involvement may actually go up with the addition of a professional leader.

The fifth area of concern (17/8%) can be summed up as a general fear of change and uncertainty as to how a professional leader would play out. With a narrowly focused leader, we could/would lose many of the good things that we currently enjoy. A minority in this group fear that we would grow too quickly and that our personality as a Fellowship would change and we would not manage it well.

The remaining categories had 12 or fewer priority responses, or not more than 5% each. These included in decreasing level of priority concerns that bringing in someone new will not be unanimous and could cause division within the Fellowship; that we cannot at this time afford a professional leader; that the Focus Group process did not distinguish well between "minister" and non-ministerial professional, in particular that a minister and administrator are not compatible roles in one position and that hiring one person, either minister or administrator,

would not solve all the problems or meet all the wishes we have; that we would lose people who don't want or cannot accept a new minister; and finally a small concern that we wouldn't manage a professional well, either due to personality differences or poorly communicated boundaries and duties.

Conclusion

It is quite clear from our reading of the data that the Fellowship has, in aggregate, specified a number of positive effects that moving forward with professional leadership would accomplish. More specifically, those characteristics and effects seem most likely to be achieved by looking for someone with specific, ministerial training, skills and personality. While the non-ministerial administration question was addressed in many groups, and we clearly have needs for additional administrative support, the level of priority ultimately placed on it seems minor compared to that which argues for a minister.

There are a great number of coherent concerns related to the *kind* of person we would select, as well as the nature of the selection process and management of a minister. We believe that virtually all these concerns are, while legitimate, certainly manageable with proper preparation and ongoing attention.

If we recall the six leadership benefits Stephan Papa, in his February 24 presentation, listed as the core of what UU ministers bring:

- 1- Availability to help with the challenges of life and death
- 2- Training and experience to provide the kinds of help we are asking for in the development of the congregation
- 3- The presence and commitment and vision to hold us accountable to a higher standard
- 4- Coordination and facilitation of the organization of our ministry for a higher purpose; including direction and consistency of programming
- 5- Moral leadership
- 6- Ability to tap into and raise our spiritual sense and being; raise core questions about who we are individually and as a congregation

You can see in the data strong evidence that a *minister* should be what we are seeking. The data from the Focus Groups emphasize a desire for more leadership, spiritual growth and development, and to have more impact in the community. We think it is time to start using the term "minister" without fear of contradicting the will of the Fellowship.

Recommendations

1. There are several types of ministers that we could consider (Called, Contract, Developmental, Consulting, Interim, Transitional, Shared, Hybrid), which are briefly detailed in Addendum 4. Given the concerns that have been raised, as well as the Fellowship's collective inexperience with ministers and the uncertainty of full financial support, we recommend that we do not consider a Called Minister at this time. Our recommendation is that looking for a Developmental Minister is the best route to pursue. We suggest a 2 year initial contract. That would give us a period of time with no long term strings to develop our understanding of how to work with a minister and how a minister can serve to meet our needs. Assuming success with our initial choice, we could then offer the option to move to a Called position. If, for whatever reason, the initial choice doesn't meet our needs and/or expectations, we would revisit the ministerial question as appropriate to that situation, but with the added knowledge of our experience over the initial contract period.

Our conversations with Nancy Bowen raised two distinct possibilities to pursue. The most cautious approach would be to work with a consulting minister for the next year, 2013-2014. The consulting minister would not be resident in Durango and would not likely be considered for a longer term position. The minister would visit frequently, however, with the primary purpose of assisting the BOT and Fellowship to become quite clear about the priorities the Fellowship wishes to achieve in hiring a minister. Since we would pay for this person, it would provide a "place holder" in our budget that would demonstrate to future candidates that we have the capability to support a minister. It would also give us some "practice" in relating to and working with a

minister that is “ours”. Throughout this process Nancy Bowen and the resources of the MDD would be available. Nancy can also assist with processes and resources for managing timing and creating the most effective search committee. We would then be in a position to formally search for a Developmental Minister in the 2014-2015 time frame.

The second option, which we recommend, assumes that we are far enough along in our priority setting, given the process that we have just concluded, that we don’t need an external resource to help us refine our priorities for a minister. Nancy Bowen believed this to be true as well. We can complete that process ourselves in the next several months. We would then initiate a search for a Developmental Minister. This would require at least a ½ time commitment on the part of the minister, though we would attract more interest and a wider variety of candidates if we were able to offer ¾ time or more. Moving directly to searching for a Developmental Minister would require a search committee to be named and start working as soon as possible, but not later than this summer. The BOT would frame the priorities this spring and the committee would flesh out the position description and the financial resources to support the position. We would post the position in the UUA system on October 30. Candidates would apply in November/December. Interviews would take place January/February 2014. A decision would be made by April with a start date of around July 1 2014.

2. Since we took the financial feasibility question off the table for the purposes of the Focus Groups, it remains perhaps the most important question to still be considered, and is clearly related to “how much” a minister we ultimately seek. Our informal conversations with Nancy and others research estimate the cost of a full time minister for UUFD at \$73,710 (including benefits – insurance, professional development and pension). This is based on the calculation from UUA’s matrix (see Addendum #3), which takes into consideration the local geographic and economic conditions as well as the size of the congregation. UUFD is considered a small congregation (up to 150). While the UUA matrix places Durango in the second lowest economic category (#2), we believe our economic situation is more similar to that of Denver, which is category #4. In order to be competitive, the figures above are based on the matrix position of a small congregation in a category 4 economic area.

The MDD has available a one-time Chalice Lighter grant for which we could apply. Depending on contributions to the grant fund, congregations in the past have been awarded between \$5000 and \$8000. This money could be used to supplement or pay for search and/or moving expenses. MDD estimates that the search process be allocated between \$8,000 and \$10,000 to pay for ministerial visits (travel, meals and accommodations). Moving expenses vary, but \$10,000 is a reasonable number to consider.

We recommend that the BOT undertakes a feasibility study to determine how much of a stretch goal (e.g. 75%) is BOT willing to set for UUFD’s budget for a minister. This should be done quickly, given where we are in our calendar and budgeting process. Components of this study could include:

- More specific data on what the various ministerial options typically cost and what the BOT is willing to assume
- How much is the average or mean contribution per member, quartile distribution of contributions, how much stretch could be expected, and what would be the financial impact of various levels of increased membership
- Survey (e.g. Survey Monkey) on how much more people are willing to contribute (5,10,15,20,25,30%....) to support a minister
- Any amount, if any, that has already been designated to support a minister
- Consider additional fund raising activities, for instance, allocating the Frolic funds from 2013 to funding the ministerial search process with what may be left over to be added to a reserve account that would protect the minister’s salary in a year of reduced contributions. Additionally we could consider a mini-capital campaign to provide further resources for the reserve account.

3. We recommend that the BOT consider the potential of shared ministry. Assuming we could not initially fully fund a full-time position, this would likely increase the pool of good candidates (i.e. we would be closer to offering as close to full time as possible). This implies we have a good relationship with the other congregation(s) and a very explicit and detailed contract which spells out the duties and timing of the responsibilities of each congregation and the minister.

To date, and after repeated attempts, we have had limited contact with the Farmington Fellowship, and assume minimal interest in moving forward together on their part. At the least, however, we should continue to inform the Farmington Fellowship of our intentions and decisions as we move through this process.

The Pagosa Fellowship, on the other hand, has indicated strong interest in staying with us as we go through the decision process regarding moving to engaging a minister. We recommend that the BOT keep strong contact with their BOT as we move through this process. We will need to work out the nature and extent of relationship we should have with Pagosa with regard to the minister question. We encourage an increase in the level of contact between our two boards as we move through this process so all the information and decision-making are as collaborative and transparent as possible.

From a financial perspective, as an example, if we were to share a full time minister with Pagosa, with UUFD assuming ¾ of the financial burden, our contribution including benefits, would be in the range of \$55,282. Pagosa's would be \$18,428, based on the considerations listed in recommendation #2 above.

4. We recommend that the next steps in the BOT's deliberations should include:
 - Establish a time to have a BOT only post presentation discussion which should determine which recommendations the Board is comfortable with and wish to pursue
 - Determine what additional information and/or consensus (from Fellowship members) is needed, if any
 - Develop a plan for moving forward with next steps, time lines, roles & responsibilities. If the BOT chooses the second option from Recommendation #1, we recommend a one year cycle to be included in 2014 budget. This gives us one year to get budget, change management and search processes completed. This deliberation should include consideration of the consequences (pro and con) of waiting longer than 2014.
 - A look at UU Calendar to see what issues might be impacted by this process
5. We recommend the BOT plan a regular communication process to keep the membership informed of steps in the ongoing process of hiring a minister. This process could include such activities as:
 - An initial (set of) communication(s) that summarizes the results of the Focus Group process and the decisions the BOT has made as a result
 - Ongoing, regular communication in the UUFD newsletter (Starting in April with monthly updates on minister progress)
 - Brief but regular updates from BOT as announcements at the Sunday service
 - Updates from Finance Committee on how the Minister component of fundraising is going
 - Post this report to the BOT on website with members only permission
 - Consider some service presenters along the way who can focus on the issues related to a Fellowship moving into working with a minister, adding to the impact we experienced from Stephen Papa's presentation.
 - Short, focused congregational meetings on specific topics related to the ministerial search to give people the opportunity to address concerns or questions in a public forum.
6. We recommend the BOT consider implementing some form of "change management" process for the Fellowship. Such a process would help the membership become more ready and accepting of the move toward professional ministry, specifically with how our lay leaders could prepare to partner with a minister. As a Fellowship, we would get clearer about where we are going and how a minister would help us get there. It would also help mitigate the concerns expressed in the focus groups. Identifying members who are "champions" of the move to ministry and enlisting them in conversations about helping others become

comfortable with the process could be part of this process. Some of the steps in recommendation 5 would help to serve this purpose.

7. We recommend the BOT establish a representative search committee even if we don't immediately look for a minister. This will help with the change process, getting more people in the loop, and committed to the process. It will certainly be necessary if we move on the more rapid time frame of option 2. We discovered in the Focus Groups that there are a number of people in the Fellowship who have had previous experience in minister selection processes, both in UU and elsewhere. Others have had experience in non-religious selection processes. This committee should be sure to avail themselves of the resources possible through Nancy Bowen, MDD and UUA.

We have been told that UUFD is likely to be an attractive place for a minister, all other things being equal, which should help expand the selection pool. We are aware, as well, that the potential of UUFD searching for a minister of some sort is not a secret. In fact, there are at least 2 ministers who have already expressed interest. We recommend that any communication regarding our ministerial selection process, either by Board members or others, be referred to and reserved for the search committee, if and when it is appointed.

8. We recommend the BOT consider naming a non-board member facilitator for discussions regarding the hiring of a minister. In addition we suggest that one continuing Board member, other than the president, assume responsibility to promote, ensure and facilitate continuity in the discussion and decision regarding moving forward with a ministerial search.
9. We recommend that the BOT address any issues in the by-laws that relate to a minister. Specifically we think the by-laws should address the relationship between the BOT and a minister, whether there be a Committee on Ministry (or Ministerial Relations Committee), whether the minister is a voting member or ex-officio, expected level of ministerial attendance at BOT/committee meetings, schedule of Sunday presentations, and the minister's relationship (especially supervisory) with other UUFD staff.
10. While the priority expressed by the Fellowship is clearly on the ministerial, we recommend that the BOT continue to monitor the gap between the current level of administrative functions and what we may require to operate at the next level of effectiveness. At some point we need to determine how or if to provide any additional support (more hours, hiring, budgets...). However, it makes little sense to make any significant changes until a minister is on board, we understand the resulting financial situation and can negotiate the minister's part of the administrative burden.

Final Thoughts

We are a strong Fellowship by many measures. There is no rush to get a minister on board. We would hope to get both the process and result right the first time if at all possible. Should the 2014 timeline work out not to be feasible financially or we do not find a candidate we are collectively excited about, there is no great pressure to compromise. We can continue for another year either to build up our resources or to clarify our expectations and reopen the search.

We believe that UUFD is up to the challenge of engaging a minister to help us discover and adapt to a higher calling for our ministry to each other and to the surrounding community. We have faith and trust in us and our future that we can share our multiple and different powers to serve a greater purpose.