



Unitarian Universalist Ministers Association

The Professional Organization for Unitarian Universalist Ministers
Robert Eller-Isaacs, President

2009 UUMA Annual Meeting Salt Lake City, Utah June 24, 2009

Supplemental Materials

Please bring these materials to the annual meeting, additional copies will not be available onsite. All documents have been line numbered to assist in discussion on the Annual Meeting floor.

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The following motions were approved at the 2007 Annual Meeting and are included here for your reference

GRC Motion #1: Moved that the UUMA annual meeting endorses the recommendation of the Executive Committee and the Guidelines Revision Committee that the current. UUMA Guidelines be separated into two documents: A Code of Professional Practice and Guidelines.

The Code of Professional Practice would be divided into three parts – our Covenant, our Ethical Standards, and our Expectations of Conduct. UUMA members would hold ourselves accountable to this Code of Professional Practice as the basis for actionable grievances that have the potential to result in sanctions or removal from membership by the UUMA Executive Committee.

The Guidelines would document our “best practices”; describing our wisdom, aspirations and desirable performance of ministry as currently understood. These Guidelines would inform admonition by colleagues, Good Offices, and by congregations or our association of congregations, but would not be the basis for ethical investigation or actions by the Executive Committee of the UUMA.

The Guidelines Revision Committee is requested to complete a process of revision of the current Guidelines document, which would result in this division into two documents with differing roles, by the 2010 Annual Meeting.

GRC Motion #2: Moved, that the 2007 UUMA Annual Meeting endorses the following timetable for the work of the current Guidelines Revision Committee:

Annual Meeting 2007: Consider two Process Motions and a new Professional Rights Procedure. The GRC requests input from colleagues, stakeholder groups, and UUMA chapters.

2007-08: GRC drafts a new Code of Professional Practice, containing sections on Covenant, Ethical Standards, and Expectations of Conduct. The goal of the year is to bring a discussion draft to the 08 Annual Meeting, to be presented to Chapters during 08-09. UUMA Annual Meeting 2008 : Workshops and discussions are held on this draft Code. The Annual Meeting formally asks chapters to dedicate time at a chapter meeting in the year ahead to discussion of the Code in order to give feedback to the GRC.

2008-09: GRC receives comments from the chapters on the Code, and creates a proposed final draft to be presented to the Executive Committee and potentially the 2009 Annual Meeting. Drawing on input received on the Guidelines, the GRC creates a first draft to be received by the 2009 Annual meeting.

UUMA Annual Meeting 2009: If the Executive Committee so decides, the penultimate draft of the new Code is received and discussed by the annual meeting, and the first draft of Guidelines is received and discussed in the workshops. The UUMA Annual Meeting formally asks Chapters to dedicate time at a chapter meeting to discussing and giving feedback to the GRC on the Guidelines.

UUMA Convocation November 09: Workshops are held on the proposed final draft of the Code and Guidelines, and a “rehearsal business session” on the Code is held.

2009-10: Chapters discuss the Guidelines and give the GRC feedback. The UUMA Executive Committee reviews the final drafts of each document at their April 2010 meeting, and decides whether to recommend them as their proposals to the 2010 Annual Meeting.

UUMA Annual Meeting 2010: If recommended by the Executive Committee the proposed new Code and the Guidelines are enacted. For each document, the first vote is whether to pass the document by a single up or down vote or whether to work on the document by sections. The meeting proceeds accordingly.



1 **2a. Proposed UUMA Code of Professional Practice - Covenant**

2 Presented by the Guidelines Revision Committee to the 2008 Annual Meeting for year of study and to the 2009
3 Annual Meeting for vote. (two-thirds (2/3) affirmative vote of members present required for adoption)

4 United in our call to serve the spirit of love and justice
5 through the vocation of ministry in the liberal religious tradition,
6 we, the members of the Unitarian Universalist Ministers Association,
7 covenant with one another:

- 8 • To conduct ourselves with integrity, honoring the trust placed in us;
- 9 • To embody in our lives the values that we proclaim on behalf of our faith;
- 10 • To support one another in collegial respect and care,
11 understanding and honoring the diversity within our association;
- 12 • To hold ourselves accountable to each other for the competent exercise of our vocation;
- 13 • To use our power constructively and with intention,
14 mindful of our potential unconsciously to perpetuate systems of oppression;
- 15 • To seek justice and right relations according to our evolving collective wisdom,
16 and to refrain from all abuse or exploitation;
- 17 • To cultivate practices of deepening awareness, understanding, humility, and commitment to our ideals;
- 18 • To labor earnestly together for the well being of our communities
19 and the progress of Unitarian Universalism.

20 Through fidelity to this covenant and our Code of Professional Conduct, we aspire to grow in wholeness, and bring
21 hope and healing to the world.



1 **2b. Proposed UUMA Code of Professional Practice – Ethical Standards**

2 Presented by the Guidelines Revision Committee to the 2008 Annual Meeting for year of study and to the 2009
3 Annual Meeting for vote. (two-thirds (2/3) affirmative vote of members present required for adoption)

4 I will be honest and diligent in my work to fulfill the offices of ministry according to the stipulations of my call or
5 employment.

6 I will not misappropriate the money or property of the congregations or institutions I serve, or of their members,
7 staff or clients.

8 Within the limitations of law, I will respect the confidentiality of private communications from those to whom I
9 minister.

10 I will honor the intellectual property of others, assuring that appropriate attribution is given to avoid intentionally
11 creating the impression that the work of others is my own.

12 I will demonstrate respect and compassion without regard to race, color, class, sex, sexual orientation, gender
13 expression, age, physical or mental ability or ethnicity. Such equitable treatment shall be extended to all to whom I
14 minister regardless of position in the organization, including to those who may disagree with me.

15 I will work to confront attitudes and practices of unjust discrimination on the basis of race, color, class, sex, sexual
16 orientation, gender expression, age, disability, or ethnicity, and to challenge them within myself and in individuals,
17 congregations, and groups I serve.

18 I will make myself a candidate for a pulpit or other position of ministry only with serious intent, and I will observe
19 the established candidating procedures of the Unitarian Universalist Association.

20 I will stay informed of the latest procedures and policies of the UUA's Ministerial Fellowship Committee.

21 I will not engage in public words or actions that degrade the vocation of ministry, or diminish among us the esteem
22 of our calling.

23 I will refrain from sexual contact or sexualized behavior with any minor child or unwilling adult.

24 I will refrain from sexual contact or sexualized behavior in potentially exploitive relationships, including with any
25 person I am counseling, with interns, and with any staff person I supervise directly or indirectly.

26 I will respect the relationships of those to whom I minister, and not engage in sexual contact or sexualized behavior
27 with any married or partnered client or member of the congregation or institution I serve, or with the spouse or
28 partner of a client or member of the congregation or institution.

29 If I am married or in a committed partnership I will not engage in sexual contact or sexualized behavior with any
30 person whom I serve professionally except my spouse or partner.



1 **2c. Proposed UUMA Code of Professional Practice – Expectations of Conduct**

2 Presented by the Guidelines Revision Committee to the 2008 Annual Meeting for year of study and to the 2009
3 Annual Meeting for vote. (two-thirds (2/3) affirmative vote of members present required for adoption)

4 I will share and support the concerns of the Unitarian Universalist Minister's Association, especially as reflected in
5 the UUMA Covenant, Code and Guidelines.

6 Within the limitations of law, I will respect confidences given me by colleagues and expect them to respect mine.

7 I will not speak scornfully or in derogation of any colleague in public. In any private conversation concerning a
8 colleague, I will speak responsibly and temperately. I will not solicit or encourage negative comments about a
9 colleague or their ministry.

10 I will seek consultation among my colleagues practicing the diverse forms of parish-based and community-based
11 ministry within the same geographical area, so that we may enter mutually agreed collegial covenant(s) regarding
12 our several roles and the ways in which these may and may not intersect.

13 If I am not a settled, interim or consulting minister of a congregation, I will not offer, and will not accept requests
14 for, ministerial services or public leadership from members of that congregation, or in that congregational context,
15 unless I have a covenant or until I have consulted with the minister serving there.

16 If my colleague asks me to refrain from performing such service or appearing in a leadership capacity, I will
17 comply.

18 If I have occasion to perform ministerial or leadership functions, apart from routine contact with members of a
19 congregation I currently serve, in non-congregational contexts where colleagues are serving, I will make an effort
20 to communicate with those colleagues, and to respect their professional prerogatives and be responsive to their
21 concerns.

22 Should emergency circumstances make advance consultation impossible, I will render only limited service, and
23 consult with my colleague at the earliest possible opportunity.

24 Ministers of a congregation hosting District or UUA events will be assumed to have invited colleagues to appear in
25 leadership capacities at such events.

26 If I am to share the ministry of a congregation with other ministers, I will seek clear delineation of responsibility,
27 authority, accountability and channels of communication before responsibilities are assumed. I will thereafter work
28 in cooperation and consultation with my colleagues, taking care that changing roles and relations are re-negotiated
29 with clarity, respect and honesty.

30 I will acknowledge the reality of power differences based on defined responsibilities and authority within
31 congregations or institutions. I will acknowledge the reality of privilege arising from differences of social location
32 and historical marginalization. I will exercise the power of my authority and the privileges of my social location in
33 such a way that I do not disadvantage my colleagues on the basis of my or their race, color, class, sex, sexual
34 orientation, gender expression, age, disability or ethnicity.

35 As a supervisor, I will recognize the special responsibility I have to colleagues and staff who I supervise, and I will
36 work justly and compassionately with the authority given to me.

37 As a minister in a role supervised by a senior colleague, I will work to support my colleague's leadership and the



1 success of our shared ministry.

2 When my ministry to a congregation has ended, I will refrain from offering or performing ministerial services for
3 members of that congregation, except at the invitation of my successor colleagues.

4 If I belong to or attend a congregation served by a colleague, I will honor the prerogatives of that colleague's
5 responsibility for leadership in that congregation, and in all ways seek to support that colleague's ministry. I will
6 initiate an open and direct conversation with my colleague(s) in order to create a mutually agreed covenant,
7 expressed in a letter of understanding, about the role I am to play in the church. If I am a member of a congregation
8 that I once served, this may include the possibility of absenting myself from any presence at all. I will articulate
9 clearly my own hopes and expectations regarding my relationships in the congregation, and my intention to avoid
10 wielding any undue influence among the members. I will only participate in leadership roles that support and
11 benefit the ministry, and at the request and with the permission of the minister (s). I will neither listen to nor
12 volunteer criticisms of my colleague(s). As necessary I will describe appropriate channels of communications to
13 members seeking to express concerns.

14 If I am a settled minister in a congregation having retired or other ministers as members, I will seek to foster cordial
15 and candid relations with my colleagues in recognition of the value of their presence in the congregation. I will
16 initiate an open and direct conversation with my colleague(s) to enter a mutually agreed covenant, expressed in a
17 letter of understanding, about their participation in the life of the congregation. I will bring any concerns arising
18 from the relationship my colleague(s) have with the congregation directly and promptly to the attention of my
19 colleague(s).

20 If I am elected Minister Emerita(us), I will recognize that this honor sustains a continuing but changed relationship
21 with the congregation I once served as one of its ministers. I will initiate an open and direct conversation with my
22 successor colleague(s) to enter a mutually agreed covenant, expressed in a letter of understanding, about the role I
23 am to play in the church. My successor colleague may choose to include the congregation's board of trustees in this
24 covenant process. I will honor the prerogatives of my colleague's responsibility for leadership, and in all ways
25 seek to support that colleague's ministry.

26 If I am a settled minister in a congregation that has elected a Minister Emerita(us), I will recognize the meaning of
27 the honor that the congregation has bestowed, and the significance of the continuing relationship of ministry it
28 implies. I will initiate an open and direct conversation with my Emerita(us) colleague(s) to enter a mutually agreed
29 covenant, expressed in a letter of understanding, about their participation in the life of the congregation. I will bring
30 any concerns arising from the relationship the Minister Emerita(us) has with the congregation directly and promptly
31 to that colleague's attention.

32 In calling attention to any deviation by my colleague(s) from these guidelines, I will adhere to the processes
33 described in Accountability, below. So doing will not be regarded as a failure of collegial loyalty.



1 **3. Proposed UUMA Code of Professional Practice – Accountability Procedure**

2 Presented by the Guidelines Revision Committee to the 2009 Annual Meeting for year-long study affirmation.

3 The provisions of the Code of Professional Practice identify standards of behavior for members of the UUMA.

4 Violation of these standards by any member is a matter of concern to other members.

5 The following procedure is to be followed when a member of the UUMA becomes concerned about a colleague's
6 adherence to the code.

7 **Concerns and the Role of UUMA Good Offices**

8 In most instances, a member who believes a colleague's behavior to be inconsistent with the Code or Guidelines
9 should express their concern directly. As an alternative, or should the direct approach not achieve the desired result,
10 a Chapter Good Offices Person (GOP) should be consulted. A Good Offices Person is initially neutral, advising the
11 member, and exploring the possibility of an informal resolution of the concern.

12 In the event that a Chapter GOP cannot settle a concern between ministers, the minister or the Chapter GOP will
13 seek advice or intercession with the Continental GOP. If the concern is still unresolved, the concerned minister
14 should write a letter of complaint to the Committee on Ethics and Collegiality (CEC), fully specifying the nature of
15 the concern making it a formal complaint.

16 **Consideration of Complaints by the Council on Ethics and Collegiality**

17 The CEC, working at the direction of the UUMA Executive Committee's GOP, will assess the complaint; invite
18 communications from involved UUMA members; make recommendations toward the resolution of the complaint;
19 and report to involved UUMA members and to the UUMA Executive Committee that the complain:

- 20 1) has been resolved at this stage , or
21 2) relates to disagreements about guidelines that are not actionable, or
22 3) is without foundation, or
23 4) should become a formal grievance, and be referred to the UUMA Executive Committee.

24 Chapter GOP may continue to be involved in a consulting or pastoral role.

25 In dealing with complaints against a UUMA member serving on the staff of the UUA related to actions undertaken
26 in the line of their duties, the CEC will

- 27 1) advocate and practice forbearance
28 2) consult with the appropriate supervisor at the UUA
29 3) remain mindful of the complex roles and responsibilities with congregations carried by such members of the
30 UUMA.

31 **Consideration of a Grievance by the Executive Committee**

32 When a written complaint is referred by the CEC to the UUMA President for consideration by the Executive
33 Committee it becomes a formal grievance. An action under this process may also be initiated by the Executive
34 Committee or the President of the UUMA. Grievances will be acted upon as follows:



- 1) In their fact-finding, discussion and actions in response to grievances, the President and members of the Executive Committee will be guided by four fundamental principles:
 - a) Confidentiality;
 - b) Caring for the persons involved;
 - c) Fairness;
 - d) Concern for the severity of the issues.
- 2) Consistent with these principles, members of the UUMA bringing complaints and grievances, or against whom complaints and grievances have been brought, are assured that collegial confidences will not be disclosed by anyone, except:
 - a) as mandated by law;
 - b) to prevent a clear and immediate danger to a person or persons;
 - c) where disclosure of a confidence may be required for defense in a legal action between colleagues;
 - d) if, and only to the extent that, there is a waiver previously obtained in writing.
- 3) The Executive Committee shall notify the member in writing of its intent to act on a grievance at least 30 days prior to its meeting. The member may respond in writing to the Executive Committee and/or attend the meeting in person. The member shall be offered reasonable expenses to attend the meeting. If an adverse action is taken, the member may make a final appeal to the next meeting of the UUMA.
- 4) UUMA members shall have full access and full freedom and right to respond to all evidence cited against them. In addition, they always have the right and option of advisement by counsel at their own expense, but at no time can they be represented by counsel in these proceedings.
- 5) The UUMA Executive Committee's action in response to a grievance shall be in writing to the members involved, and will be in the form of one the following actions:
 - i) Advice that the grievance is unfounded, or undeserving of action in which case no public notice shall be made by the UUMA.
 - ii) Private caution, professional admonition or formal reprimand in which case no public notice shall be made by the UUMA..
 - iii) Conditional probation, indefinite suspension or removal from membership in the UUMA.
- 6) Any member against whom an action has been taken may appeal to a meeting of the membership. Such appeal must be made by certified mail to the President of the UUMA, within thirty days and no later than May 1. In such cases the action of the Executive Committee shall stand until and unless overturned by a vote of the UUMA membership. Unless the action of the Executive Committee is overturned by the membership, it shall become the official position of the UUMA, and be binding on all members. The action of the membership meeting shall be final.
- 7) If, and only if, an action consisting of probation, suspension or removal has been taken, and no appeal has been made within thirty days, or the appeal has been denied, notice of the action by the Executive Committee shall be given promptly thereafter to the member's congregation or other employer and to the Ministry and Professional Leadership Staff Group of the Unitarian Universalist Association, the Ministerial Fellowship Committee and the membership of the UUMA.



4. Proposed UUMA Guidelines (Best Practices Document) (for 2009-10 Chapter Study)

Presented by the Guidelines Revision Committee to the 2009 Annual Meeting for year-long study affirmation.

SECTION ONE: RESPONSIBILITIES OF MINISTERS TO CONGREGATIONS

- 1) Members of a Unitarian Universalist congregation have freely gathered to become a body of people walking together in religious community. Congregational polity is central to the life of our churches and fellowships. From honored principle, in our practice each local congregation is ultimately and finally self-governing in its institutional authority, as well as pledged to cooperation and consultation with other congregations of our Association of Churches and Fellowships.
- 2) To seek and to accept ordination to the Unitarian Universalist ministry is to dedicate oneself to the redemptive power of religious community in the world as expressed in our unique heritage. A minister makes a vocational commitment to this work in a variety of institutional and relational forms. The ministerial call signifies creation of a distinctive partnership in which minister and congregation alike affirm their intention to share in a religious pilgrimage of mutual care, joy, forbearance, self-discipline, and a desire to serve the common good.
 - a) The minister's life and vocation is to reflect honesty, forthright love, leadership, and service.
 - b) Ministers are responsible to lead public worship, nurture spiritual growth, and cultivate strong communities.
 - c) Ministers are to offer counsel and comfort, and help people connect in order to encourage and support one another.
 - d) It is important that ministers be clear on the limits of their counseling skills. The minister should make referrals when there is need for more than pastoral counseling.
 - e) In keeping with our tradition of intellectual freedom in the pulpit and the pew, ministers are to preach and teach the truth as they see it without fear, and with openness to new understanding.
 - f) Ministers are to show respect and compassion for all people, and to summon communities to display to the world actions of justice, peace, goodwill, and the ethical life.
 - g) The minister is to bear witness to the realities of the world, the ideals of the common good, and the power of people for love and change, endurance and delight.
 - h) In a parish setting, ministers are responsible for assessing the needs and resources of congregations in the many dimensions of community life, such as
 - Worship
 - Preaching
 - Administration
 - Pastoral Care and Counseling
 - Rites of Passage
 - Religious Education (Adults and Children)
 - Arts and Aesthetics
 - Small Group Ministry
 - Theological Reflection
 - Social Witness, Concern, and Action
 - Connections in the Local Community
 - Outreach and Growth
 - Right Relationships and Community Building
 - UU District and Association Affairs



- 1 3) The relationship of a congregation with its minister(s) can only be understood with reference to both the
2 autonomy and the mutual accountability of congregational polity. Therefore there can be no rigid
3 standardization of parish-minister relations. The conduct of a particular ministry must be determined by the
4 minister, the congregation, and/or other employing agencies, in accordance with particular talents and needs.
- 5 4) The UUMA Code of Professional Practice and these Guidelines describe some disciplines important to
6 congregational polity, and to a professional ministry dedicated to serving our societies and larger communities
7 well. These Guidelines are designed to facilitate understanding and discussion between congregation or agency
8 and minister, as well as among ministerial colleagues. They represent the best thinking of the UUMA with
9 regard to optimal agreements and conditions, to be adapted by and for each setting of ministry.
- 10 5) Effective ministry and collegiality are grounded in mutual trust and respect, rather than in even the best and
11 most scrupulously observed procedures. Adequate and actively used means of communication must be a matter
12 of shared and continuing concern for ministers, congregations and agencies, and among ministerial colleagues.
- 13 6) This document will be revised from time to time. Ministers should be attentive to these revisions as published
14 by the UUMA. The entire document should be reviewed by a minister and the appropriate congregation or
15 agency periodically.

16 **SECTION TWO: EXPECTATIONS OF MINISTERS FROM CONGREGATIONS**

- 17 1) It is in the interest of the ministry as a whole and the future of our Association that ministers be provided with
18 ample compensation and benefits, and good working conditions, as specified below. The UUMA urges its
19 members not to accept substandard compensation, benefits or working conditions.
- 20 2) The Executive Committee of the UUMA may find a congregation or other agency to be in patent violation of
21 right relations with a minister as described in these Guidelines, and make that finding public.

22 **Freedom Of The Pulpit And The Ministry**

- 23 1) The history and expectation of our movement is that ministers are free to speak the truth as they understand it.
24 The long standing tradition of freedom of the pulpit extends to ministers in all professional settings. This
25 freedom applies to both spoken and written public statements.
- 26 2) The minister does not, however, necessarily speak for either the institution or its members. It is the minister's
27 responsibility to do everything possible to make clear when she or he is speaking as an individual.
- 28 3) It should also be understood that a settled minister's responsibility for the pulpit extends to invitations to guest
29 speakers. A minister should maintain an advisory relationship with any committee charged with filling the
30 pulpit in that minister's absence.

31 **Privacy**

- 32 1) Like any other person, the minister has a need for a personal and private life. Privacy needs are not identical for
33 any two ministers nor for one minister at different life stages.
 - 34 a) The ways in which ministers and their families conduct their private lives, choose their friends, spend their
35 money, rear their children and express their sexuality are private concerns. However, there is a public facet
36 to the minister's life. Perceptions of the public will have a bearing on the effectiveness of the ministry and
37 therefore implications for private choices.
 - 38 b) The minister's days off and vacation should be regarded as time for personal use, except when an
39 emergency requires the minister's immediate attention. Meetings in which the minister is expected to
40 participate should not be scheduled for the minister's time off.



- 1 c) The nature of congregational ministry makes the assurance of privacy particularly difficult. Since the health
2 and happiness of the minister and the minister's family should be of concern to the congregation, the
3 congregation has an obligation to help protect their privacy. Congregations can do this only when ministers
4 make their specific needs and desires known. Expression in these matters is especially important upon
5 arrival at a new settlement. Otherwise the congregation may automatically adopt the patterns of the last
6 minister/congregation relationship.
- 7 d) Whenever a minister lives in a parsonage, that place must be considered a private residence. It is not an
8 extension of the parish for use by parish groups for institutional functions, except at the specific invitation
9 of the minister and his or her family.

10 **Family Life**

- 11 1) Ministers should expect their spouse or partner and children to be regarded and treated as individuals separate
12 from the work of ministry.
- 13 2) The minister's spouse or partner and children should be allowed to participate in congregational activities free
14 from expectation or coercion, according to talent or interest. This might mean, in some cases, not at all.
- 15 3) If the minister's spouse or partner participates in the congregation in such a way as to use professional or
16 employable skills (e.g., as RE Administrator), she or he should have a separate contract and be compensated
17 accordingly.

18 **Pledging**

- 19 1) It is essential that if expectations for congregational pledging or agency fundraising exist, they be stated and
20 clarified during the candidating process, since these expectations will necessarily be part of the minister's
21 financial consideration.
- 22 • Some ministers pledge to give as much as do people in similar circumstances.
 - 23 • Other ministers, perceiving their role to be that of a "lead giver," choose to make pace-setting gifts.
 - 24 • Some choose to pledge to the UUA or its affiliates instead.
 - 25 • Others see themselves as contributing in other ways, such as working for a substantially lower salary than
26 could be earned in secular work.
 - 27 • Some ministers choose not to pledge at all.
- 28 2) Unless it is otherwise agreed, the minister's contribution is to be handled with the same confidentiality as that of
29 other people.

30 **Committees On Ministry And Ministerial Relations Committees**

- 31 1) A Ministerial Relations Committee serves as support and counsel to a minister, and as a communication channel
32 between the minister and the congregation or agency,
- 33 2) A Committee on Ministry oversees the "ministry" of the congregation in the broad sense -- how well the
34 congregation is ministering to its members, the surrounding community, and the world -- its professional
35 ministers(s) being only part of the effort.
- 36 3) In either case, committee members should have the confidence of the minister(s) and the congregation or
37 agency.

38 **Review**



- 1) It is the minister's responsibility to assess his or her own abilities, to continue professional development, and to assist the congregation or agency to develop other leadership and initiatives.
- 2) Our societies use varying mechanisms for review. Each minister and congregation or agency must seek the means best suited to their situation. Shared review can benefit the personal and professional growth of the minister, give strength and a sense of direction to the congregation or agency, and broaden areas of communication and action between them. (See appendices)

Time

- 1) The tasks of ministry are too numerous for one individual to fulfill. Ministers will determine the emphases of their ministries on the basis of their interests and skills, as well as the needs of the people they serve and the demands of love and justice in the world. Successful ministry requires the effective use of time by a minister. In general a minister should be free to decide the organization and priorities of his or her own time, and consult with the governing body of congregations and agencies around these matters.
- 2) Provision for Professional Service and Continuing Education, Vacation, Planning and Study Leave, and Sabbatical should be set forth in the minister's letter of agreement.
 - a) The Work Week
 - i) A minister should be expected to work no more than an average of 48 hours each week. Included in this figure should be time for study and personal reflection, as well as scheduled office hours. Attendance at meetings relevant to the congregation's program is part of the minister's work week. A minister should be expected to spend no more than three nights per week involved in parish-related activities.
 - ii) Each minister should have a regular, scheduled day off (including evening).
 - iii) Each minister should be offered the opportunity to be free of congregational responsibilities at least one Sunday a month.
 - iv) Congregations and ministers must seriously examine and come to a shared understanding of their respective expectations concerning the ministers' participation in parish calling, committee work and meetings.
 - v) Ministers must establish clear guidance about the best way to reach them in ordinary circumstances or in case of emergencies.
 - b) Professional Service and Continuing Education
 - i) Both congregation and minister need to recognize the importance of continuing education for a vital ministry. The minister shall be allowed up to four weeks per year for professional work outside the congregation. Time away may appropriately be spent at associational and other conferences, in courses of study, in research, and in other forms of professional development and service to our movement. Material on this subject may be obtained from the UUA Ministry and Professional Leadership Staff Group or UUMA resources such as CENTER.
 - c) Vacation
 - i) The minister shall be allowed no less than four weeks of vacation each year.
 - ii) Vacation periods shall be agreed upon between the minister and Board and need not be limited to the summer months.
 - iii) The minister will be expected to return from vacation only for the most serious parish matters, such as a funeral or institutional crisis. In the event the minister is asked to return, travel expenses will be reimbursed.
 - iv) In the event of resignation or dismissal, earned vacation leave shall be paid by the congregation.



1 d) Planning and Study Leave

2 i) The minister shall be allowed no less than four weeks each year for planning, study, and preparation for
3 upcoming ministerial activities. If a parish emergency occurs while a minister is traveling during
4 planning and study leave, additional costs of travel will be the minister's responsibility.

5 e) Sabbatical

6 i) The minister accrues one month of sabbatical leave each year, subject to the other conditions set forth
7 in this section.

8 ii) No sabbatical leave is to be expected prior to completion of four years of service.

9 iii) Sabbatical leave may accrue up to a maximum of six months.

10 iv) The length of any given sabbatical is a matter for agreement of the Board and the minister.

11 v) Sabbaticals may be taken separately from or together with vacation periods.

12 vi) Sabbatical leave is to be used for the minister's professional development, and is expected to benefit to
13 the congregation or agency and/or the movement. The formal sabbatical agreement may include some
14 expectations in this regard.

15 vii) The minister shall not use sabbatical leave to search for another position, nor accept one during this
16 time.

17 viii) The agreement may require the minister to continue service to the congregation or agency for some
18 specified period following sabbatical leave. This period will not be longer than one year

19 ix) The congregation and minister will jointly plan for ministerial services during the sabbatical leave.

20 x) If a sabbatical fund is set up, it should be clearly stipulated whether it is for the use of the society or the
21 minister.

22 xi) The minister shall receive full salary and housing allowance, as well as insurance and pension benefits,
23 during the sabbatical. The sabbatical agreement shall specify how other normal ministerial allowances
24 are to be handled.

25 xii) The minister is not obligated to return to the parish during the sabbatical period. If a situation arises of
26 sufficient urgency so that the minister and Board agree that his or her presence is necessary, the
27 congregation will provide reimbursement for the expenses of the trip.

28 xiii) In the event of a resignation or dismissal, accrued sabbatical leave shall not be paid in financial
29 equivalent.

30 xiv) No action on ministerial tenure shall be taken during a sabbatical period.

31 xv) We recommend the agreement refer to these general conditions for sabbatical leave. This should be
32 supplemented by a letter composed by the minister and Board that sets forth the detailed conditions for
33 each sabbatical.

34 **Office**

35 1) Each minister should have a suitable, furnished, sound-proofed, private office at the church or such other
36 building as may be appropriate.

37 2) The minister may choose to conduct certain elements of his or her ministry from home.

38 3) It is wise for the minister to assure that someone else is present in the building while meeting with individuals.

39 4) Secretarial support is an essential need for a minister; no minister shall be expected to perform secretarial duties
40 routinely.



1 5) The minister will not be expected to perform custodial duties on a routine basis.

2 **Staff Relationships**

3 1) Important to the well-being of any congregation is a harmonious and coordinated relationship among
4 professional staff members. These may include ministers, religious educators, program directors, music
5 directors, administrators or any others designated as professional. Custom will vary widely.

6 a) Arrangements for accountability vary. In some congregations or agencies the parish or senior minister is
7 head of staff. In others each member of the professional staff works with an appropriate committee, or is
8 supervised by another member of the staff.

9 b) Ministers should publicly and privately act with respect toward staff colleagues. Such behavior includes
10 sharing of pertinent information and insights, providing programmatic support, honoring their professional
11 abilities, respecting confidences, and giving public support although not necessarily agreement.

12 c) Problems of staff relationships should be taken to a designated body within the organization whose function
13 and skills enable it to deal with such issues.

14 2) The professional staff is engaged in common enterprise and shared leadership within the parish. Ministers
15 should encourage the entire staff (professional and non-professional) to meet regularly to discuss and coordinate
16 the planning and administration of the program.

17 3) Ministers need to recognize that inexperienced staff members will require additional time from them or other
18 staff for training and development.

19 4) Through appropriate committees, the minister and professional staff and congregation should work
20 cooperatively to:

- 21 • Develop position descriptions where appropriate.
- 22 • Establish suitable compensation and benefits, working conditions, and personnel policies for all staff.
- 23 • Assist in the selection and employment of new staff.
- 24 • Periodically review the specific responsibilities of each staff member.

25 5) The UUMA endorses the UUA policy of non-discrimination in employment. Ministers should encourage
26 congregations, agencies and boards, when hiring staff, not to discriminate on account of race, color, class, sex,
27 sexual orientation, gender expression, age, disability, or ethnicity. However, the promotion of diversity should
28 be taken into account when choosing among well-qualified candidates.

29 6) Neither staff nor ministers should be required to work where harassment creates an intimidating, hostile, or
30 offensive environment. Ministers should educate congregations, agencies and boards to be particularly aware of
31 their responsibility to provide an environment free from harassment based on race, sex, color, class, ethnicity,
32 religion, national origin, age, disability, gender expression, or sexual orientation.

33 **Financial Support For The Ministry**

34 1) Fair Compensation

35 a) Members of the UMMA support one another in expecting just compensation for professional services. The
36 UUMA endorses the Fair Compensation Guidelines of the UUA, including recommended benefits as
37 minimum standards. A scale of fees for other professional services will be maintained by the UUMA
38 Executive Committee. Revisions to this scale will be periodically presented to the membership for review
39 and adoption by the Executive Committee.



- 1 b) The minister in a multiple staff society who has primary responsibility for the general direction and ministry
2 of the society should receive compensation commensurate with this larger and particularly sensitive
3 responsibility.
- 4 c) Any overt linkage of ministerial compensation to new or increased pledges and contributions should be
5 avoided, as it may distort the minister's relationship with the congregation and his/her commitment to serve
6 people regardless of economic status.
- 7 d) The annual process of determining ministerial compensation should be conducted with discretion and
8 dignity. Budgetary deficits should not, except as a last resort, be covered by decreasing the minister's
9 agreed-upon compensation.

10 2) Housing

- 11 a) Wherever possible and feasible, the minister should be allowed to select his or her own housing.
- 12 b) In the US, a housing allowance as defined by the IRS is part of total compensation. The amount must be
13 established by an annual vote of the board.
- 14 c) If a parsonage exists and the minister chooses to live there, certain understandings should be clearly
15 established:
- 16 • How and by whom routine maintenance is to be performed
 - 17 • How and by whom repairs and improvements are to be decided, and paid for
 - 18 • Respect for the privacy of the minister and family

19 3) Support for Family Life

20 a) Parental Leave:

- 21 i) A provision of parental leave should be considered when the minister's letter of agreement is
22 composed. At least six weeks of paid leave should be provided for either parent at the birth or adoption
23 of a child, with salary and all other benefits continuing during this time.
- 24 ii) Ministers and congregations should be prepared to negotiate with flexibility the details of this leave,
25 including reduced duties, part time work, or longer absence depending on the particular circumstances.
26 Ministers may negotiate to use sabbatical, vacation, or sick leave to extend their parental leave absence.
27 Ministers may arrange for congregations to avail themselves of extended internships, temporary or
28 consulting ministries, or assistance from the UUMA Chapter or other local ministers during the
29 minister's absence. Ministers may help to establish a special committee to facilitate the minister's
30 absence or reduced duties before or after the arrival of a child.
- 31 iii) A minister should advise the Board of Trustees, the Committee on Ministry, and others in leadership as
32 soon as it is known that a child is to be added to the family and the minister intends to take parental
33 leave.
- 34 iv) Ministers must take primary responsibility for educating the congregation about plans for changes in
35 their routines resulting from increased parental responsibilities.
- 36 v) Adoption should be handled on the same basis as childbirth for the purposes of parental leave.

37 b) Maternal Medical Leave

38 Medical complications during pregnancy or following birth should be handled according to the policy
39 which applies to other medical disabilities.



1 c) Child Care

2 To the extent that a congregation expects the minister who is a parent of a young child/ren to attend events
3 such as the UUA General Assembly that require travel away from home, the cost of child care during these
4 events should be considered part of reimbursable professional expenses.

5 d) Care of Family Members

6 Ministers should be able to arrange for up to 12 weeks of unpaid leave in order to respond to illness or other
7 disability of their spouse or partner, parent, child, sibling, or member of their immediate household. The
8 minister should communicate with congregational leadership, and to the extent possible take an active role
9 in arranging for the needs of the congregation to be met during this time.

10 e) Bereavement

11 At least 3 days of paid leave should be provided to a minister upon the death of their spouse or partner,
12 parent, child, sibling, or member of their immediate household. The minister should communicate with
13 congregational leadership to seek flexibility in arranging for the needs of the congregation to be met if
14 additional time is required before actively resuming ministerial duties.

15 4) Other Benefits

- 16 a) Each society should provide the minister with benefits commensurate with the recommendations of the
17 UUA Compensation Guidelines, which include health insurance, life insurance, disability insurance,
18 pension and contribution in lieu of employer's FICA.
- 19 b) Because personal situations vary, benefit packages should be structured to reflect the needs of individual
20 ministers.
- 21 c) A pension plan should be a part of the financial package. The UUA Contributory Pension Plan is currently
22 available through the Association. However, ministers may be enrolled in other plans.
- 23 d) In the event of disability, payments for salary and housing, contribution in lieu of FICA, insurance
24 premiums, and pension contributions ought to be continued for six months or until disability insurance
25 begins, if sooner.
- 26 e) Benefits for the minister and for all employees should appear in a budgetary category separate from
27 salaries. These should be paid directly by the society.

28 5) Professional Expenses

- 29 a) It is the responsibility of the congregation or agency to provide for the expenses incurred in performance of
30 its ministry. The minister(s) should be fully reimbursed for such expenses incurred in the course of their
31 work. Funds sufficient for these expenses should be budgeted in a category separate from both salary and
32 benefits.
- 33 b) Funds designated as professional allowances should be spent within broad categories. Such categories may
34 include: Books, periodicals, meetings, conferences, continuing education, hospitality, travel and
35 transportation.
- 36 c) For all such expenditures, the minister should present an itemized account for reimbursement.
- 37 d) The minimum conferences a minister may wish to attend include General Assembly, district annual
38 meetings, ministerial gatherings and institutes at local, district and continental levels. All expenses should
39 be paid out of professional expenses provided by the society for attendance at these events.



SECTION FOUR: CALL, INITIATION, AND SEVERANCE PROCEDURES

Candidating

- 1) The UUMA supports the settlement procedures described in the UUA Handbooks on Ministerial Settlement and on Interim and Consulting Ministries, and calls upon our members to abide by them.
- 2) The UUMA endorses the UUA policy of non-discrimination in employment. Ministers should expect congregations not to discriminate on account of race, color, class, sex, sexual orientation, gender expression, age, disability, or ethnicity, except for the promotion of diversity when choosing among well-qualified candidates.
- 3) Ministers in search should expect the leaders a congregation to have developed among members an explicit sense of common direction before search begins. Attempts to use precandidating and candidating procedures as a device for dealing with divisions among the members of a congregation are unfair to the candidate and may even seriously damage his or her career.
- 4) Ministers in search should be candid in presenting themselves, past problems and achievements, and the reasons for wanting to serve a new congregation. They should expect the congregation to be equally forthright in its presentation to candidates and potential candidates. Truthfulness is particularly important in the following matters: resources, number of members, financial position and activities, past problems and achievements. The congregation should be completely candid with reference to the previous minister's departure. The candidate should be equally candid.
- 5) Candidates should expect the congregation to be clear about their needs, and resources for the provision of financial support and supportive assistance for the work of ministry. Candidates should be prepared to discuss their financial needs and expectations and how their compensation package should be structured.
- 6) Substantial accord on major issues between the congregation and the candidate should precede the candidating week.
- 7) Before accepting a position in a congregation or agency with more than one minister, a candidate should engage in discussion with colleagues who will work together, giving careful thought to lines of authority and responsibility. These structures should be well articulated.
- 8) When another minister is being called, a minister continuing to serve in a multi-minister congregation or agency should expect to be consulted by the Search Committee, or in some circumstances to serve on it.
- 9) The minister's spouse or partner should be present for at least a part of the candidating period. The congregation should assume all financial commitments related to this visit.

Moving Expenses

- 1) The size and resources of our congregations vary, as do the needs of ministers and their families when the expenses of the minister's move to a new location must be met. Of greatest importance is that any agreement reached with the newly called minister be written in detail to avoid possible hurt and confusion at the onset of a ministry, especially since it is not uncommon for changes in budget and officers to occur between the time a minister is called and the time when she or he actually moves.
- 2) A newly called minister should expect a detailed written agreement regarding moving expenses. This should be negotiated before the candidating week takes place. Items to be noted should include:
 - Total amount budgeted by the congregation for moving expenses
 - Who contracts any commercial moving services
 - Precisely what fees for assistance are allowable
 - Miles of travel per day



- 1 • Mileage allowance
- 2 • Food and lodging costs
- 3 • Who is to help and how
- 4 • Ample insurance to cover damage to furniture and other possessions, and schedule for advances and/or
- 5 reimbursement of all expenses

6 **Letter Of Agreement**

- 7 1) The covenant between a minister and a congregation takes the form of an exchange of letters following the vote
- 8 to call. It is essential that the society issue such a Letter of Agreement, and that the minister respond in writing.
- 9 Items for consideration are extensively covered in the appendices, which should be read with care.
- 10 2) The written Letter of Agreement should describe expectations and obligations of congregation and minister, and
- 11 should be reviewed periodically.
- 12 3) The Letter of Agreement should be understood as a commitment of mutual service and support and not as a
- 13 detailed contractual arrangement. The language in the Letter of Agreement should reflect the dignity of the
- 14 congregation and the ministry, clearly leaving to the minister wide professional discretion in the exercise of the
- 15 calling, and at the same time clearly spelling out the kinds of services required and the means of accountability
- 16 to the congregation or agency.
- 17 4) In general the Letter of Agreement will be drawn up by a negotiating team in conversation with the candidate.
- 18 The candidate may invite the assistance of a Good Offices person or another colleague in that conversation.
- 19 5) In all cases the minister and the appropriate and empowered congregational body should agree to the terms of
- 20 the Letter of Agreement before the congregation's call to service is issued or accepted.

21 **Initiation**

22 The minister should work with the board and the search committee to identify a process of communication for the

23 transition that fosters realistic mutual expectations. The minister, the board and the search committee should decide

24 on a time for the search committee to celebrate and disband, and what continuing role the members of the search

25 committee may have in facilitating the new minister's settlement.

26 **Departure**

- 27 1. The minister should relate in confidence to a responsible congregational official (usually the president and/or
- 28 the Committee on Ministry) when an invitation to precandidate in another congregation or agency has been
- 29 accepted, or a firm date for retirement or resignation has been decided.
- 30 2. The Board should be informed of the minister's decision to candidate for another settlement, or when a minister's
- 31 decision to retire or resign is to be made public.
- 32 3. Upon acceptance of the call from another congregation or agency, the minister and Board should confer with
- 33 regard to the most constructive manner of informing the congregation.
- 34 4. A date for the end of active ministry in the congregation or agency should be agreed upon by the minister and
- 35 the Board. Until that date, the minister can (and often should) help the Board to prepare for the vacancy in the
- 36 ministry. This may include educating members about interim, candidating and settlement procedures, including
- 37 the importance of early consultations between representatives of the congregation and the District Executive,
- 38 the Ministerial Settlement Representative and the Transitions Office. However, departing ministers must take
- 39 no direct role in structuring the search process.



- 1 5. It is generally inadvisable for a minister to suggest candidates to the society to serve as successor.
- 2 6. If the ministry ends by reason of the minister's death or disability, the parsonage or housing allowance should
- 3 be available for the family's continued use for at least six months. (See the Appendices for reference to
- 4 inclusion of this provision in the covenant.)

5 **Pressured Resignation and Dismissal**

- 6 1. Ministers should consult with Chapter Good Offices and draw upon the resources of the UUA's Ministry
- 7 and Professional Leadership working group when conflict in the congregation reaches a significant level of
- 8 severity.
- 9 2. The minister should strive not to contribute to the polarization of the congregation.
- 10 3. When the future of the ministry is to be submitted to a vote of the congregation, ministers should be aware of
- 11 the provisions of congregational bylaws and their Letter of Agreement, and insist that these be followed.
- 12 4. In negotiating the termination of a ministry, ministers should not propose or accept an arrangement whereby
- 13 the terms may not be disclosed.
- 14 5. Where no stronger considerations exist, it may be well for the minister to proceed with normal duties as
- 15 specified in the Letter of Agreement. Although the letter of agreement may call for a specified period for
- 16 notice of termination, the minister and the board may agree to the earlier cessation of ministerial activities
- 17 while still receiving compensation benefits. Beyond this period, the minister should withdraw from all
- 18 active participation for the rest of his or her severance period.
- 19 6. Salary, parsonage use or housing allowance, and benefits, although not professional expenses, should
- 20 continue at the same level during the longer of three months or one month for each full year of service up to
- 21 eight months from the date of dismissal or negotiated resignation, or until the minister has found another
- 22 position if sooner, except for an acknowledged violation of the Code of Professional Conduct or cases of
- 23 criminal malfeasance.
- 24 7. In the event of dismissal the minister should expect any accrued vacation to be compensated in the financial
- 25 equivalent.
- 26 8. In the event of dismissal the minister should not expect any accrued sabbatical leave to be compensated in
- 27 financial equivalent.

28 *[In preparation: Section Three: Responsibilities and Expectations of Colleagues; Canadian Supplement;*
29 *Appendices]*



1 **5a. Executive Committee Bylaw Motions**

2 Presented by the UUMA Executive Committee to the 2009 Annual Meeting for vote

3 Article IV, Section 4:

4 Presently reads: Active members may request dues waivers. Application for waiver must be made annually
5 to the President and include an explanation. Waivers shall be granted only for reasons of financial hardship.
6 The President may consult with the Executive Committee in making the determination. No waiver granted
7 by the President shall be for more than 50 percent of the active membership dues and all exceptions to this
8 policy shall be granted only by the Executive Committee. Any dispute over the amount of dues payable
9 shall be finally determined by the Executive Committee.

10 Change to read: **Active members experiencing extreme financial hardship or full disability may**
11 **request a full waiver of dues. Application for a waiver must be made annually to the Treasurer and**
12 **include formal documentation. Any dispute over the amount of dues payable shall be finally**
13 **determined by the Executive Committee.**

14 Article XI, Section 3

15 Presently reads: Chapter bylaws and policies shall be consistent with the bylaws and professional practices
16 of the UUMA.

17 Change to read: **Chapter policies and procedures shall be consistent with the bylaws and professional**
18 **practices of the UUMA.**

19 **6. Accessibility Resolution to the 2009 Annual Meeting**

20 Presented by the UUMA Executive Committee to the 2009 Annual Meeting for vote

21 **The UUMA Executive Committee has made a commitment to hold all of its meetings at sites that**
22 **meet at least the minimum accessibility guidelines established by the Americans with Disabilities**
23 **Act (ADA). We resolve that all UUMA Chapters agree to pursue this goal for chapter meetings and**
24 **retreats as a part of our continuing efforts to bring our actions into alignment with our stated values**
25 **for equality and justice.**

26
27 **We further resolve that beginning with fiscal year 2011 we establish accountability for this practice**
28 **of inclusion through offering chapter subsidy funds only to chapters which convene their meetings**
29 **and retreats in locations that meet ADA standards.**



7. UUMA Executive Job Description - DRAFT

UNITARIAN UNIVERSALIST MINISTERS ASSOCIATION

Boston, Massachusetts

Exempt Position Description

Date: Draft as of April 14, 2009
Position Title: UUMA Executive Director
Reports to: UUMA Executive Committee

Mission: In partnership with the President and Executive Committee to direct the activities of the UUMA, build the financial resources of the organization, and act as a liaison with the wider UU movement.

Principal Responsibilities:

1. **Chapter Development:** Work with Chapter Connections portfolio holder to strengthen chapter life through consistent leadership development and sharing best practices. Support Chapter Leader and Good Officer trainings, and maintain a “Best Practices Guide” for Chapters. Work with Anti-Racism, Anti-Oppression, Multiculturalism (ARAOM) portfolio holder to develop ARAOM “Allies” program within chapters. Meet with Chapter Leaders at Ministry Day/General Assembly and strategically throughout the year.
2. **Continuing Education:** Collaborate with the Continuing Education Network for Training, Enrichment and Renewal (CENTER) to offer a diversity of Continuing Education opportunities. Administer the Institute for Excellence in Ministry (e.g. faculty recruitment, site contract negotiations, registration, and financial oversight.)
3. **Anti-Racism, Anti-Oppression, Multicultural (ARAOM):** Collaborate with ARAOM portfolio holder to support and encourage accessibility in all forms. (e.g. financial, spiritual, advocacy, programming)
4. **Marketing and Strategic Planning:** Develop, revise and execute a comprehensive marketing plan which clearly articulates the mission, vision and priorities of the UUMA and the benefits and expectations of membership. In consultation with the UUMA Executive Committee oversee the implementation of the UUMA Strategic Plan and participate in updating the plan every 3-5 years.
5. **Fund Development/Financial Oversight:** Develop comprehensive financial plan to support 5 year Strategic Plan of the UUMA. Expand financial resources to support programming, staffing, and scholarships through grant writing. Provide fiscal oversight for UUMA in coordination with the Treasurer and the Administrator. Produce a draft budget with the Treasurer to present to the Executive Committee each April. Oversee bonding and insurance requirements in accordance with the UUMA bylaws.
6. **Administrative Oversight:** Supervise, evaluate, and provide support to the UUMA Administrator. Create a collaborative working environment among all UUMA Staff to foster individual talents and create well defined job descriptions and workloads. Identify and address temporary staffing needs. With UUMA Executive Committee create staffing plan for the future.
7. **Technology/Communications:** Develop and implement a plan to regularly engage UUMA stakeholders in feedback and evaluation through a variety of methods. Utilize technology as a way to improve the way we communicate and connect with each other (e.g. conference calls, web technologies, ‘learning tables’ on UUMA Website). Work in collaboration with UUMA Administrator and Web Consultant to keep the UUMA website relevant to the needs of UUMA members and committees.
8. **Liaison to Wider UUA:** Foster communication with the UUA Ministry and Professional Leadership Staff Group. Communicate and engage with other stakeholders, including Theological Schools, UU Professional Organizations, Unitarian Universalist Retired Ministers and Partners Association (UURMaPA), Diverse & Revolutionary UU Multicultural Ministries (DRUUMM), Allies for Racial Equality (ARE), Journey Towards Wholeness Transformation Committee (JTWTC) and others as necessary to create partnerships and clarify roles.

Additional Expectations:

1. Perform additional duties as requested by the President of the UUMA.
2. Attend UUMA Executive Committee and CENTER meetings.
3. Complete a yearly evaluation and professional development plan with the Personnel Committee. (In collaboration with the UUMA President.)



Core Competencies

- Excellent oral and written communication, administrative and organizational skills; with strong attention to detail.
- Strong visionary, creative, and collaborative skills; ability to work with many diverse groups.
- Fundraising and grant writing expertise.
- Strong leadership ability and willingness to create new processes and structures. Understands leadership in a religious context
- Ability to delegate tasks and empower others to share in the many ministries of our fellowship.
- Ability to work with and empower volunteers, to delegate and ensure tasks are completed
- Receptivity to different perspectives
- Flexible with a sense of humor. Shows independence and initiative.