



BACKGROUND

On an annual basis, it is important that the UUCWC Board of Trustees prepare goals and objectives for the current operating year. The goals should focus the Board's attention in working on tasks to accomplish the strategic plan of UUCWC. Since UUCWC currently does not have a strategic plan, these goals and objectives should support the Mission of UUCWC. This goal setting process should empower the Board to guide the development of new programs and processes that will meet the needs of the congregation's members and friends. This annual, ongoing cycle of goal setting and review should enable the Board and UUCWC to better serve their community.

Once the Board has approved its goals and objectives, they should be presented to the Minister, the Committee Chairs, and the Congregation. The Minister, as the staff supervisor, should use this information in setting or modifying the minister's and the staff's goals and objectives. Committee chairs should use this information as guidelines in pursuing the committee's role in supporting the Mission of UUCWC. Some committees will work directly with the Board to assist the Board in meeting its goals and objectives. The congregation should use this information to ensure that the Board's goals and objectives are aligned with the Strategic Plan and/or the Mission of UUCWC.

PROCESS

Historically, the Board has had a retreat at the beginning of each fiscal year. At this retreat, the board begins a discussion on what they hope to accomplish during the year. One of the outcomes of this meeting should be a rough draft of the Boards' Goals and Objectives. An example of this draft is shown in Appendix A. Appendix A outlines several proposed goals with multiple ideas for objectives. This draft should be discussed at a subsequent Board meeting to complete the process.

Sources of information (not exclusive) for development of the goals and objectives for the upcoming fiscal year include:

- Strategic Plan
- UUCWC Mission Statement
- Previous year(s) Goals and Objectives
- Congregational Surveys (from current and previous years)
- UUCWC Annual Report (contains Committees year end reports)
- UUCWC Congregational Meeting
- Prior Board's input (on unfinished business)

During the review process, the Board chooses several goals from the potential ones listed in Appendix A. For each goal, objectives should be clearly stated with an expected completion date. The Board has ownership for all of its objectives, but sometimes works with the assistance of one or more Committees. Appendix B shows an example of Goals and Objectives that were approved by the Board. Ideally, the new Board should approve its current Goals and Objectives by September 15th.



The Board should review their Goals and Objectives by December 31st of each year. They should note what has been accomplished and make adjustments to the completion date, if necessary. At the end of the fiscal year, the Board should complete an evaluation of its accomplishments. This information should be reported to the incoming Board and the congregation.

GOALS and OBJECTIVES DEFINED

Goals are statements of general direction or intent.

Objectives are specific statements that describe results to be achieved, when, by whom and to what standard. Objectives support the goals.

Specifically, it is helpful to use the S.M.A.R.T goal format as a guideline. Therefore, each goal should be: Specific, Measurable, Achievable, Relevant and Timed.



APPENDIX A

**UNITARIAN UNIVERSALIST CHURCH at WASHINGTON CROSSING
BOARD of TRUSTEES' GOALS and OBJECTIVES
2008-2009 DRAFT**

GOAL: Develop and Strengthen the Leadership of UUCWC

Establish the process for identifying and recruiting new leaders
Establish process for training and supporting leadership
Networking/joint programs with nearby congregations for PR/Leadership
Prepare Information packet for New Board Members
Clarify the role and responsibilities of the RE Committees
Roberts Rules Summary

GOAL: ASSESS INTEGRATION OF UUCWC'S MISSION AND GOALS

Staff Policies and Procedures
Review Committee goal integration
Quality religious education
Quality in Worship
Budget reflects mission and goals

GOAL: DEVELOP 5 YEAR STRATEGIC PLAN for UUCWC

Feasibility of Capital Campaign
Simplify Mission and Goals

GOAL: Develop Long Term Plans for the Assimilation of New Members

Work with appropriate committees to identify, implement and support processes for the integration and retention of members
Review expectations of members
Review process of Assimilation of new members

GOAL: Review and Revise Organizational Structure and Operational Processes

Formalized policies and procedures process
Revision of Bylaws
Budgetary Process/Timeline
Staff Policies and Procedures/Goal Integration
Financial Audit
Evaluate Finance Leadership Roles/Processes
Review Organizational Structure (Administration and Committees)

DRAFT



APPENDIX B
 UNITARIAN UNIVERSALIST CHURCH at WASHINGTON CROSSING
 BOARD of TRUSTEES' GOALS and OBJECTIVES
 2008-2009

| | COMPLETION DATE | OWNERSHIP |
|--|--------------------|------------------------|
| GOAL: Develop and Strengthen the Leadership of UUCWC | | |
| Establish the process for identifying and recruiting new leaders | Feb. 2009 | BOARD, COM, NOMINATING |
| Establish process for training and supporting leadership | Mar. 2009 | BOARD, COM |

GOAL: ASSESS INTEGRATION OF UUCWC'S MISSION AND GOALS

| | | |
|--|-----------|-------|
| Review staff's goal integration with the goals of UUCWC | Dec. 2008 | BOARD |
| Review Staff Policies and Procedures | Jan. 2008 | BOARD |
| Initiate work with UUA consultant to conduct a feasibility study of a capital campaign | Mar. 2009 | BOARD |

GOAL: Develop Long Term Plans for the Assimilation of New Members

| | | |
|--|-----------|----------------------------------|
| Work with appropriate committees to identify, implement and support processes for the integration and retention of members | June 2009 | BOARD, COM, MEMBERSHIP, ADULT RE |
|--|-----------|----------------------------------|

GOAL: Review and Revise Organizational Structure and Operational Processes

| | | |
|---|-----------|------------|
| Initiate and recommend a process for a financial audit | Oct. 2008 | BOARD |
| Review organization structure (Administration and Committees) | Jan. 2009 | BOARD, COM |
| Define Finance Chair and Treasurer's role and responsibility | Feb. 2009 | BOARD, COM |
| Clarify the role and responsibilities of the Relations Committees | Mar. 2009 | BOARD, COM |
| Formalize policies and procedures process | Apr. 2009 | BOARD |

APPROVED BY THE BOARD OF TRUSTEES'

December 3, 2008