

2018

# Transforming Organizational Climate after a Transitional Change in Leadership at the Unitarian Universalist Church of Catawba Valley

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# **Consultancy Project Executive Summary**

Organization: Gardner-Webb University School of Education

Project Title: Transforming Organizational Climate after a Transitional Change in Leadership at the Unitarian Universalist Church of Catawba Valley

Candidate: Elizabeth Lee Braun

Consultancy Coach: Dr. Steven Bingham

Defense Date: 11 July 2018

Authorized by: Reverend Melissa Mummert, UCCV Board of Trustees

## Amendment History

| <u>Version</u> | <u>Issue Date</u> | <u>Changes</u>                      |
|----------------|-------------------|-------------------------------------|
| 1              | 16 May 2018       | Initial version.                    |
| 2              | 23 May 2018       | Updated sources, light editing      |
| 3              | 15 June 2018      | Updated page numbers; Final version |

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## Abstract

Transforming Organizational Climate after a Transitional Change in Leadership at the Unitarian Universalist Church of Catawba Valley. Braun, Elizabeth Lee, 2018: Consultancy Project, Gardner-Webb University, Digital Commons/Transformational Leadership/Organizational Climate/Church Leadership

In the summer of 2016, the Unitarian Universalist Church of Catawba Valley saw the retirement of its long-time minister and the hiring of a quarter-time consulting minister. In the 3-5 years leading up to that, the church had been experiencing a drop in general attendance, a decrease in overall membership, minimally functioning committees, defunct committees, and low morale.

Applying Morgan's (2006) metaphor of organizations as cultures, which shows "how organization ultimately rests in shared systems of meaning, hence the actions and interpretive schemes that create and re-create that meaning" (p. 138), and which allows organizations "another means of creating and shaping organized activity: by influencing the ideologies, values, beliefs, language, norms, ceremonies, and other social practices that ultimately shape and guide the organized action" (p. 142), as the driving theory of this project, yet knowing "the change goal[s] must be defined concretely in terms of the specific problem you are trying to fix, not as 'culture change'" (Schein, 2010, p. 311), I embarked on a 2-year project to address the problems at the church while influencing the culture as a necessary by-product of the change initiative.

After nearly 22 months of project implementation, membership rose from 32 members in 2016 to 63 as of May 2018, a 97% increase. Average weekly attendance rose from 35 to 50, an increase of 42%. Finally, pledges increased from six in 2016 to 34 in 2018, an increase of 466%. A descriptive study also helped define the church membership in preparation for evaluating the mission and strategic planning.

*Key words: churches, transitional leadership, transformational leadership, organizational leadership, church conflict, conflict management, organizational climate, church climate, Unitarian Universalist*

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## 1 Introduction

### 1.1 Project Purpose

In the summer of 2016, the long-time minister of the Unitarian Universalist Church of Catawba Valley (UUCCV) retired, and the Board of Trustees began a search for a part-time consulting minister, whom they hired in October 2016. According to the Unitarian Universalist Association (UUA, 2018), there are several types of ministers who can be hired. The goal of any church in the UUA is often to have a “called” minister, one who is vetted by the entire congregation and serves in a long-term capacity. A board may only make the hiring decision on its own if the minister is one of three temporary types: transition, interim, or consulting. Only a consulting minister may eventually be called to the same congregation it consults with (UUA, 2018). The long-term goal of UUCCV is to have a called minister, ideally, in a full-time capacity.

With a membership of 34 in the fall of 2016, it would not be possible to attract a full-time minister to the church. The membership needed to grow. With the approval of the congregation, the board hired the consulting minister to serve the congregation for 1 weekend per month and include some or all of the following functions during that weekend:

- One Sunday service per month
- Consultation on Religious Education (RE) program for adults and children
- Availability for pastoral care services
- Officiating ceremonies (memorials, weddings, etc.)
- Work with church leadership, committees, and congregation to formulate, agree upon, and take steps toward achieving congregational goals.

Potential goals may include

- To grow in membership and service to members
- To fulfill our mission in the larger community
- To explore the long-term ministerial goals of the congregation

A year prior to these events, UUCCV had received a donation from a former member that allowed us to pay off our \$175,000.00 mortgage. This enabled us to begin planning in a way that we had never been able to in our cash-strapped, 55-year history.

Though the former minister left on a high note with a large reception and celebration, the 3- to 5-year period prior to the minister’s retirement had been filled with conflict. A struggle related to the RE committee and the board caused a split; and though attempts were made to heal, many people left the church. The years following that experience and leading up to the minister’s retirement saw a decline in membership, a decline in attendance, and the children’s RE program had lapsed into nonexistence, along with other committees. Overall morale was low; and while there were many people who

were sad to see the minister leave, there were others who were ready for a change in leadership.

As the board president during this crucial transition, I led the search for a consulting minister. The hiring of Melissa Mummert and the beginning of this consultancy project coincided, providing an opportunity to implement culture change, transformational leadership, and strategic planning.

Though it was not mentioned formally in the search materials for the new minister, the board shared during interviews the church's history of conflict, including the mixed feelings about the former minister. The board felt strongly that it would be unwise to embark on a search for a called minister without giving the congregation the opportunity to process the experiences of the prior years.

The board and new minister agreed that it would require a lot of work to balance the culture issues with the need to move forward in rebuilding the infrastructure of the church. Every step had to be strategic, yet compassionate. In *Organizational Culture and Leadership*, Schein (2010) warned, "The change goal[s] must be defined concretely in terms of **the specific problem** [emphasis mine] you are trying to fix, not as 'culture change'" (p. 311); because he later asserted, "once an organization has had some period of success and stability, the culture cannot be changed directly unless the group itself is dismantled" (Schein, 2010, p. 312).

With these understandings in mind, we set out to change very specific areas of the organization in terms of structure and process. What follows is a summary of the 22-month project we implemented at UCCV from the summer of 2016 through late spring of 2018.

## **1.2 Associated Documents**

See Appendix A for Milestone 1, which outlines the Initial Project Proposal.  
See Appendix B for analysis of congregational culture and conflict.  
See Appendix C for analysis of current culture change theory.

## **1.3 Project Plan Maintenance**

Initially, the project timeline was created by the Board of Trustees and the minister. The members determined what the primary goals for the project would be. The board met at already-scheduled monthly meetings. An initial timeline was proposed in November 2016 and reviewed monthly during the course of the project.

The benefit of being in the position of board president during the life of the project impacted decision-making. The ability to lead strategic and financial planning is a direct responsibility of the board president.

See Section 11 for the Quality Assurance Plan.

## **2 Project Scope**

### **2.1 Project Objectives**

The following five goals were developed by the project team. These goals would be accomplished using research-based best practices learned throughout the doctoral program.

1. Review the organizational mission and goals to align the church's actions with its stated goals.
2. Create an effective budget by developing a stewardship campaign.
3. Develop materials for new member orientation and onboarding.
4. Re-establish an active, functioning RE program.
5. Coordinate church ministry across all established committees.

See Appendix D for Milestone 2, which outlines the project Objectives. See Appendix E for Milestone 3, which outlines the Scope and Boundaries of the project.

### **2.2 Success Criteria**

The success of the project will be measured by comparing data sets from the period preceding the project implementation against the data collected after the project intervention. Our goal was to increase membership by 50% and annual giving by 400%.

The data sets used for this comparison are

1. Membership
2. Stewardship pledges
3. Committee participation

The results of the data comparison are presented in Section 8 Metrics and Results.

### **2.3 Risks**

A risk assessment for the project looked at the following areas to examine the possible risks.

1. Strategic
2. Operational
3. People
4. Financial
5. Technological

The operational, financial, and technological areas were estimated as low risk. The areas of strategy and people were evaluated as low/medium and high risks respectively.

See Section 9 Risks, Constraints, Assumptions.

See Appendix G for Milestone 5: Risk Assessment.

See Appendix H for Milestone 6: Assumptions.

## **2.4 Definitive Scope Statement**

This project has five objectives. The statements below address the scope of each objective. The project will

- Assess the organizational mission and develop a strategic plan.
- Develop a budget.
- Plan and execute a stewardship campaign.
- Develop and implement a new member onboarding process.
- Restructure the RE program.
- Establish a leadership team.

The three primary committees involved within the scope of the project are Membership and Caring, Finance, and RE. The other four established committees will be utilized in two primary areas:

- Each will be asked to develop a budget for the committee.
- Chairs from each committee will be asked to participate on the leadership team.

The scope did not cover the other committee work of the church, though there was overlap with the five main goals of the project and other committee work.

The individuals impacted by the project were the church community, including established members, new members, and visitors.

See Appendix E for Milestone 3: Scope and Boundaries.

See Section 9 for summary of Project Risks, Constraints, and Assumptions.

### **3 Deliverables**

The five identified goals were the primary focus of the project. Embedded within those goals would be

- Working budget
- Stewardship materials
- New member onboarding process
- Descriptive survey data

The established timeline for these deliverables is November 2016 through May 2018 but will be flexible and ongoing.

See Appendix F for Milestone 4: Organizational Benefits/Deliverables.

See Appendix N for Budgets for FY 2017-2018 and FY 2018-2019.

See Appendix O for the 2017 Stewardship Pamphlet.

See Appendix P for Membership Onboarding Process Plan.

See Appendix L for Survey and Appendix M for Survey results.

## 4 Project Approach

### 4.1 Project Lifecycle Processes

The initial project plan was developed in October 2016 and included the first three goals of addressing the mission and vision of the church, creating a membership onboarding process, and holding a major stewardship campaign to increase funding and create a working budget. The second phase began in May 2017 when the project addressed the fourth and fifth goals of re-invigorating the RE committee and developing a leadership team to coordinate church ministry across all established committees.

At the same time the fourth and fifth goals were being addressed, the board was also reevaluating the second and third goals of membership onboarding and the stewardship campaign in order to improve those processes.

See Section 6 for the Work Plan which includes specific activities as well as the timeline for actions and responsible parties. The board continued to meet monthly to review the plan and activities as well as make adjustments. Committee chairs and members were also involved in implementing some of the activities as well as providing feedback and insight. The congregation at large was involved in adopting the final budget as well as giving feedback about the project's activities.

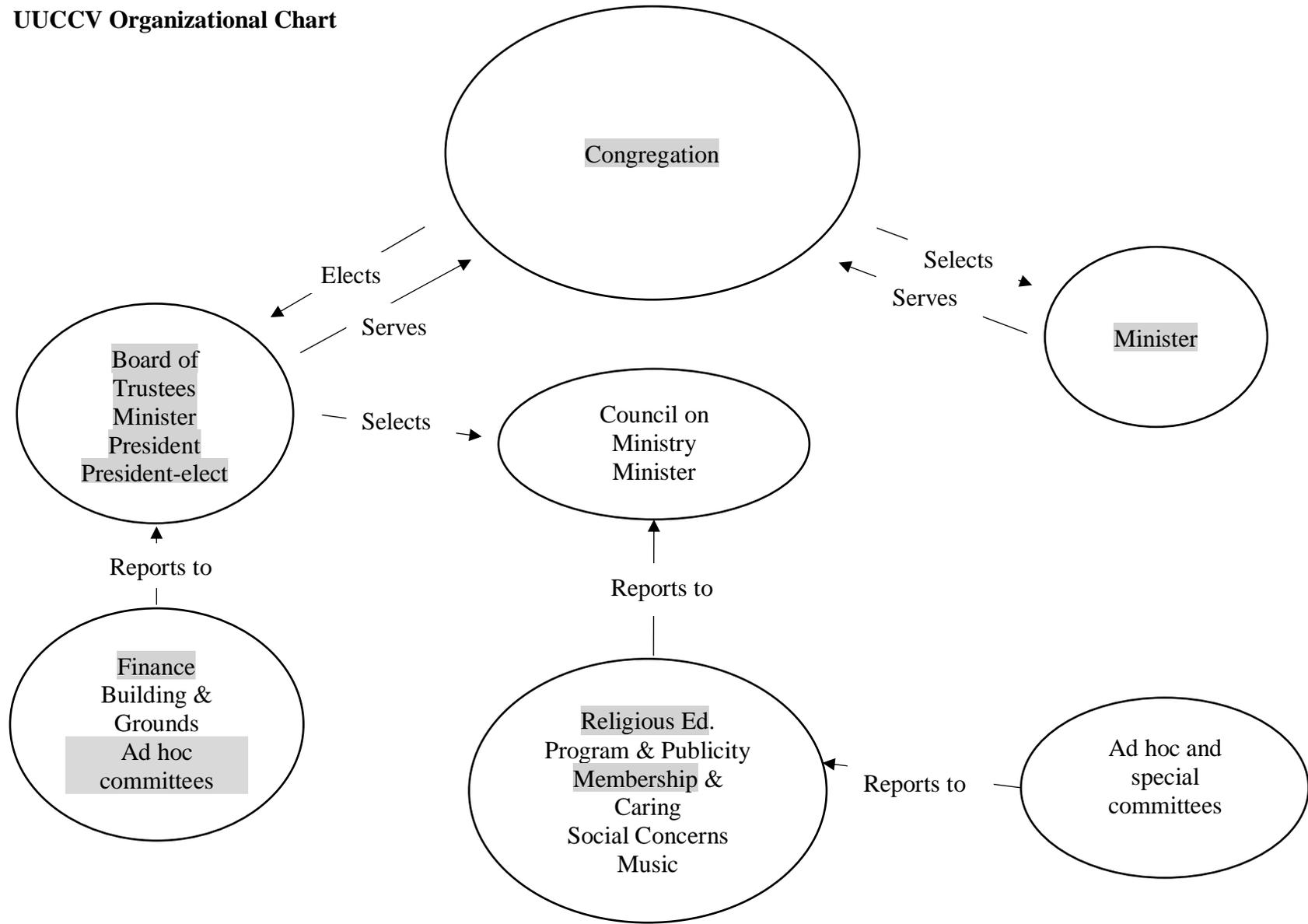
### 4.2 Project Team

Figure 1 is the UUCCV organizational chart, adopted in 2010. The highlighted board members and committees were directly involved with the project, along with other leaders and interested parties.

Support for the project came from all levels of the organization from friends and members to the board and minister to major donors. The primary individuals involved in the creation and implementation of the plan were the following:

- Minister
- President
- President-elect
- Secretary
- Treasurer
- At-large member
- Chair(s) of membership
- Chair(s) of RE

### UCCCV Organizational Chart



*Figure 1.* Unitarian Universalist Church of Catawba Valley Organizational Chart, adopted, 2011. **Committees and individuals within the scope of the project are shaded.**

## 5 Communications Plan

The communications plan for keeping all individuals and groups apprised of the project follows. The timeline and responsible parties are noted in the chart below. Board minutes were provided monthly, and email communication was ongoing. In November 2017, an individual was recruited to create and distribute a monthly newsletter. Once this was established, the newsletter was another form of communication.

|                        |  |
|------------------------|--|
| Oct. 2016              | Announce project and cottage meetings in church bulletin and announcements.<br>Board President, Minister   |
| Nov.-Dec. 2016         | Launch series of cottage meetings to explain project and address mission and vision. Board President, Minister, Member   |
| Monthly-Ongoing        | Board meets monthly on the 1 <sup>st</sup> Sunday after the service or as agreed. Minutes provided to congregation.  |
| March 2017             | Present Cottage Meeting and Survey Results to Congregation<br>Board President and Member   |
| March 2017             | Stewardship Dinner: Discuss financial needs with congregation, including focus on Religious Education; provide printed materials.<br>Board, Minister, Finance Team |
| April 2017             | Congregational Business Meeting: Present Project Progress<br>Board, Minister   |
| May 2017<br>Sept. 2017 | Hold new member orientation; provide new member packets/materials.<br>Membership Chair, Minister, Board President  |
| June – Oct. 2017       | Solicit volunteers to serve on religious education committee.<br>Minister, Board President   |
| June 2017 – April 2018 | Bi-monthly Leadership Team Meetings. Board President, Minister, and Committee Chairs   |
| Aug. – Oct. 2017       | Appoint Focus Team.<br>Minister  |
| Nov. 2017              | Focus Team Presentation to Congregation<br>Focus Team, Minister  |
| Jan. – Feb. 2018       | Cottage Meetings: SWOT analysis. Focus Team, Minister  |
| March 2018             | Focus Team Results Presented to Congregation. Focus Team, Minister   |
| March 2018             | Stewardship Dinner: Present new budget. Board, Minister, Finance Team  |
| April 2018             | Congregational Business Meeting: Present Project Progress; adopt new budget, vote on new Board. Board, Minister  |

See Appendix I for Milestone 7: Project & Communications Plan.

## 6 Work Plan

### 6.1 Work Breakdown Structure and Resources Phase One

| Goal   | Objective   | Timeline   | Resources   |
|--|---|--|---|
| Goal #1<br>Review the organizational mission and goals to align the church's actions with its stated goals | Review/Recreate Mission, identify current strengths through appreciative inquiry, connect with members via small cottage meetings | November/Early December 2016<br><i>December</i>      | Board<br>Meeting Space<br>Meeting Materials   |
|  | Revise 5-year and 1-year plans based on Mission   | December 2016<br><i>October 2017</i>                 | Ad hoc committee<br>Vision Plan Documents<br>Meeting Space<br>Computer/Materials                            |
|  | Survey goes to all members (crunch data)  | November/Early December 2016<br><i>December 2017</i> | Elizabeth, Karen<br>Qualtrics<br>Computer/Materials   |
|  | Establish the Focus Team to evaluate short and long-term goals, assess the need/desire for a Search Committee                     | October 2017   | Minister<br>Focus Team<br>UUA Guidelines  |
|  | Focus Team cottage meetings   | February/March 2018                                  | Focus Team<br>Meeting Space<br>Meeting Materials  |
| Goal   | Objective   | Timeline   | Resources   |
| Goal #2<br>Create an effective budget by developing a stewardship campaign                                 | Set goal for FY 2017-18 budget based on mission/program budgets   | Early January 2017<br><i>January/<br/>February</i>   | Board, Finance Committee<br>Committee Chairs<br>Committee Budget<br>Proposals<br>Meeting Space<br>Materials |
|  | Develop giving case statement (written, compelling case for support based on mission)   | Mid-January 2017<br><i>February</i>                  | Annual Campaign Chairs<br>Meeting Space<br>Materials  |
|  | Begin planning for Fellowship Event (dinner with participatory entertainment, ideally)  | January 2017<br><i>February</i>                      | Event Planning Team<br>Caterer<br>\$1000.00 budget  |
|  | Develop printed materials for annual budget campaign (including annual commitment form, fair share chart, brochure)               | By early February 2017<br><i>March</i>               | Annual Campaign Chairs<br>Office Materials  |
|  | Minister Generosity Sermon  | Early February 2017<br><i>February</i>               | Minister  |

|  |   |   |   |
|--|---|---|---|
|  | Update Membership rolls based on annual budget drive  | April 2017<br><i>May-present</i>              | Finance Committee   |
|  | Annual meeting to approve FY 17-18 budget   | Late April 2017<br><i>April</i>               | All Congregation  |
|  | Develop FY 2017-18 program budgets based on mission   | Early January 2017<br><i>January/February</i> | All Committees  |
|  | Follow-up with members who have not made annual commitment  | March 2017<br><i>March/April</i>              | Annual Campaign Chairs  |
|  | Fellowship event to launch Annual Budget Drive – education, hand out materials, announce leadership gifts and invite annual commitments | Mid-February 2017<br><i>March</i>             | Stewardship Event<br>Planning Team<br>Caterer<br>\$1000.00 budget |
|  | Leaders personally contact those not at the gathering to personally invite their annual commitment                                      | Late February 2017<br><i>March/April</i>      | Board, Giving Leaders, Minister                                   |

| <b>Goal</b>  | <b>Objective</b>  | <b>Timeline</b>                           | <b>Resources</b>   |
|--|---|---|--|
| Goal #3<br>Develop materials for new member orientation and onboarding | Develop printed materials for visitors based on mission   | January/February 2017<br><i>April/May</i> | Membership<br>Meeting Space<br>Office Materials                    |
|  | New(ish) member gathering. Informal gathering of members who have joined in the last year. Check in, get feedback on how new members could be integrated more smoothly. | January 2017<br><i>May</i>                | Board, Minister  |
|  | Plan <i>Discovering UCCV</i> orientation for new members. Expectations of membership: invite annual commitment, history of UCCV, opportunities for service)             | May 2017<br><i>September 2017</i>         | Minister, Board<br>Meeting Space<br>Printed Materials<br>Breakfast |

## 6.2 Work Breakdown Structure and Resources Phase 2

| Goal  | Objective  | Timeline       | Resources  |
|---|--|----------------|--|
| Goal #4<br>Re-establish an active, functioning children's religious education program | Identify possible candidates to join RE committee.<br>Committee meeting to establish goals and plan. | June 2017      | Melissa<br>Elizabeth<br>Meeting Space<br>Meeting Materials |
|   | Develop Program Goals<br>Organize Calendar<br>Select Curriculum                                      | June-July 2017 | Elizabeth<br>Lola  |
|   | Change RE to Spiritual Development   | Sept. 2017     | SD Committee<br>By-laws                                    |
|   | Schedule teachers for 3 months at a time   | Ongoing        | Committee  |
|   | Recruit Volunteers to teach and float  | August 2017    | Melissa<br>Elizabeth<br>Lola                               |
|   | Develop adult education goals  | Sept. 2017     | Lola, Ruth, Patty<br>Meeting Space/Materials               |
|   | Launch Fall Curriculum - 10-14 yo  | Sept. 2017     | SD Committee   |
|   | Launch Teen Curriculum   | Sept. 2018     | Patty  |
|   | Launch Yoga Series for Adults  | Oct-Nov. 2017  | Lola   |
|   | Launch Odyssey Series for New Members  | Jan 2018       | Ruth   |
|   | Hold 1 <sup>st</sup> Annual Women's Retreat  | Jan 2018       | Lola<br>Ruth   |
|   | Plan for Summer Curriculum   | April 2018     | Elizabeth<br>Mary  |

| Goal   | Objective  | Timeline                      | Resources   |
|--|--|-------------------------------|---|
| Goal #5:<br>Coordinate church ministry across all established committees | Conduct leadership workshop to address communication and conflict                            | August 2017<br>Sept. 2017     | Melissa<br>Elizabeth<br>Outside Consultants<br>Church meeting space |
|  | Establish Leadership Team  | Every 2 months, beg. Aug 2017 | Melissa<br>Chairs   |
|  | Re-evaluate COM<br>Organize Ad hoc committee to evaluate Council on Ministry change proposal | Oct 2017                      | Melissa<br>Board  |
|  | Develop a communications plan<br>For coordinating ministry across committees                 | Jan 2018                      | Melissa<br>Chairs   |

## 7 Milestones

The table below highlights important achievements during the project.

| Milestone |   | Date                   |
|-----------|---|------------------------|
| 1         | 1 <sup>st</sup> Annual Stewardship Dinner   | March 2017             |
| 2         | First New Member Service with New Minister  | April 2017             |
| 3         | UU 101 Information Seminar Series 1   | June 2017              |
| 4         | Adult Education Yoga Series   | Oct-Nov 2017           |
| 5         | Religious Education Renamed as Spiritual Development (SD); Full SD Committee Recruited              | June-Oct 2017          |
| 6         | New SD Program Launched for 10-13-year-olds   | Oct 2017-<br>June 2018 |
| 7         | Focus Team Established  | Sep-Nov 2017           |
| 8         | Board Adopts Focus Team Recommendations;<br>Hires Melissa for 2 additional years on year-year basis | Nov 2017               |
| 9         | 1 <sup>st</sup> Annual Women's Retreat  | January 2018           |
| 10        | Odyssey Groups Formed for New Members   | January 2018           |
| 11        | Cottage Meetings Held – SWOT Analysis   | Jan-Feb 2018           |
| 12        | 2 <sup>nd</sup> Annual Stewardship Dinner   | March 2018             |

## 8 Metrics and Results

The project conducted two sets of cottage meetings and one formal survey. The primary benefit of the survey information would be to get descriptive statistics of several variables. In addition to collecting demographic information, the study aimed to collect descriptive information in the following categories:

- Reasons for attending UCCV
- Time investment in UCCV
- SWOT analysis
- Minister evaluation

The survey was conducted via email link. It was sent to 78 members and friends. Twenty-eight surveys were completed. Of those completed, 64% were members, 25% were friends, and 11% selected other. Fifty percent of respondents were friends or members for 5 years or less, 14% were friends or members for 6-10 years, 14% were friends or members for 11-20 years, and 22% were friends or members for 21 or more years. These descriptive data were used at the beginning of the project to give an overview of the demographics—the makeup—of the congregation and as a lead-in to the strategic planning.

See Appendix M for full results.

The project's success was measured by comparing data sets from the period preceding the project implementation against the data collected after the project intervention. We compared the membership enrollment, average Sunday attendance, and stewardship pledges from the past 4 years, including data from 2010, which was the year with the highest membership on record.

We initially intended to increase our membership by 100% from the 2015 numbers by the end of 2017, which we did. We also planned to increase giving by a minimum of 200%—an increase we felt was very doable considering we had three pledges in 2015 and six in 2016. Figure 2 shows the comparison. Beyond the average of one new member per month for the past 20 months, the increase in pledges of almost 466% is remarkable.

| Year | # Members | Ave. Monthly Attendance | # Pledges |  |
|------|-----------|-------------------------|-----------|--|
| 2010 | 58        | 50                      | No data   |  |
| 2015 | 24        | 25                      | 3         |  |
| 2016 | 32        | 35                      | 6         |  |
| 2017 | 46        | 40                      | 20        |  |
| 2018 | 63        | 50                      | 34        |  |

*Figure 2. Membership, Attendance, and Pledges by Year.*

Figure 3 charts the committee participation over the last 4 years, again with a baseline from 2010, when membership was at its highest. While committees over the course of the years have had no chair or few members, the most necessary committee work was accomplished. Historically, building and grounds and membership have been the strongest committees, with membership seeing its first real difficulties by the end of 2015. Music has also been strong, as committee members who sing simply join in on any given Sunday, unlike some churches where attendance at choir practice is required. UCCV has not held regular choir practice since 2015.

| Year/Chair/<br># Comm.<br>Members | Building<br>and<br>Grounds | Finance  | Membership<br>and Caring | Music      | Program<br>and<br>Publicity | Religious<br>Education | Social<br>Concerns |
|-----------------------------------|----------------------------|----------|--------------------------|------------|-----------------------------|------------------------|--------------------|
| 2008<br>Chair<br># Comm.          | Yes<br>15                  | No<br>1  | Yes<br>10                | Yes<br>10+ | Yes<br>4                    | Yes<br>10              | No<br>0            |
| 2015<br>Chair<br># Comm.          | No<br>5                    | No<br>1  | Yes<br>5                 | Yes<br>5   | Yes<br>3                    | No<br>3                | Yes<br>5           |
| 2016<br>Chair<br># Comm.          | No<br>7                    | No<br>4  | No<br>3                  | Yes<br>6   | Yes<br>4                    | No<br>3                | Yes<br>9           |
| 2017<br>Chair<br># Comm.          | Yes<br>10+                 | Yes<br>2 | No<br>2                  | Yes<br>8   | Yes<br>5                    | Yes<br>8               | Yes<br>5           |
| 2018<br>Chair<br># Comm.          | Yes<br>10+                 | Yes<br>3 | Yes<br>3                 | Yes<br>8   | Yes<br>4                    | Yes<br>6               | No<br>2            |

*Figure 3. Committee Chairs and Number of Committee Members (including Chair) by Year.*

See Appendix M for Study Analysis.

## **9 Risks, Constraints, Assumptions**

### **9.1 Risks**

The table below highlights the risks associated with the project. The highest risk areas are those associated with people. The concern that people will not support the project is low to medium as the congregation is already facing enormous change simply in hiring a new minister; however, we hoped to mitigate any hesitancy with transparency and communication, also taking into consideration that the majority of people had expressed desire for change.

We rated the risk of conflict high for portions of the project. Part of the bigger picture approach to the first goal of the project, assessing the mission and aligning actions with values, necessarily meant delving into sensitive issues surrounding the former minister. At the beginning of the project, the board made a mitigation plan to hold a conflict resolution workshop with the board and committee chairs to address leadership concerns about approaching the congregation with such a daunting task, knowing that we would have to be delicate. There was also a plan for holding a similar workshop with the greater congregation, if desired or needed.

All other risks were deemed to be low, and we felt confident in our contingency plans, especially since we were noticing an increase in morale and attendance by as early as December 2016.

| Type          | Risk  | Mitigation Plan   | Contingency Plan   | Impact | Likelihood of occurrence |
|---------------|---|---|--|--------|--------------------------|
| Strategic     | The scope of the project is too great.                    | Allow sufficient time to complete project.  | Eliminate or postpone one or more of the goals.  | Low    | Low – Medium             |
| Operational   | Implemented procedures and policies will be unsuccessful. | Create procedures using best practices.   | Re-evaluate and revise procedures.   | Low    | Low                      |
| People        | Failure to support change process.                        | Provide clear communication throughout.<br>Elicit input and feedback from congregation. | Postpone or stop project and elicit more input and feedback. Reclarify intent. Restart project with new goals. | High   | Low - Medium             |
|               | Stakeholder conflict/disenagement.                        | Provide education related to each phase to ensure stakeholder buy-in.                   | Use a moderator to facilitate conflict.  | High   | High                     |
| Financial     | The project costs more than expected.                     | Budget appropriately.   | Solicit specific donations of money or products.   | Low    | Low                      |
| Technological | The technology is not available or is unaffordable.       | Select products within the defined budget.<br>Budget appropriately.                     | Research and consider less costly alternatives.  | Low    | Low                      |

See Appendix G for Milestone 5: Risk Assessment.

## 9.2 Constraints

- The project will be time consuming, and most people like to see results quickly.
- Volunteers are spread thin.
- Prior conflict that had not been dealt with may have a negative impact on the current project.

## 9.3 Assumptions

- Undertaking the project will have a positive impact on membership, attendance, volunteerism, and giving.
- Congregational morale is low, including membership, attendance, and giving.
- The congregation is open to change.

See Appendix H for Assumptions

## 10 Financial Plan

All activities conducted in the consultancy project were covered in the expenses already set aside for church work except for those noted below.

- \$1,000.00 – stewardship dinner, 2017
- \$350.00 – upgraded technology for Sunday services
- \$300.00 – new computer, treasurer
- \$250.00 – large print hymnals

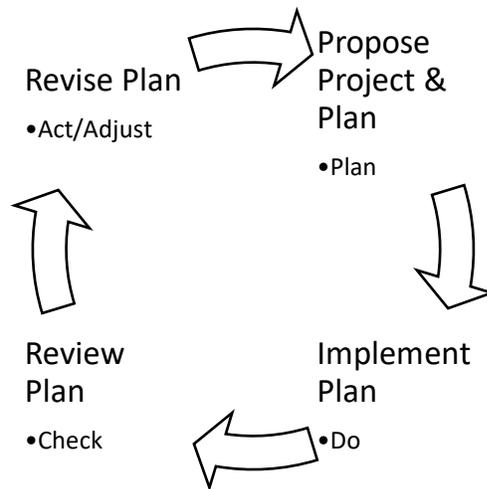
As part of the second and third goals, developing a budget and stewardship campaign and creating new member onboarding processes, we knew we would be spending money on the dinner, which had never been done and was not in the current budget. The purchase of the laptop was also to assist in streamlining treasury information from one board to the next. The results of the initial survey as well as visitor feedback indicated that recorded sermons available in audio or video were highly desired. Additionally, many people requested that all speakers be miked during services. An initial \$350.00 was used to upgrade the projector and purchase quality microphones and stands. Two hundred and fifty dollars were spent on purchasing large print hymnals. These last two needs helped address accessibility issues for our aging congregation.

The money for these expenses was not in the church budget since we were working not from a budget but from an expense statement. The board had determined that these expenses were essential to the project's success and used money from a reserve fund to cover these costs.

See Appendix N for 2017-2018 and 2018-2019 budgets.  
See Appendix J for Milestone 8: Financial Plan.

## 11 Quality Assurance Plan

The primary model used throughout the life of the project is the Deming Model, Plan, Do, Check, Act/Adjust.



*Figure 4.* The Deming Cycle of Change represents the model used during the project to implement the change plan.

### Plan:

- Establish objectives
- Create a timeline
- Develop processes
- Solicit information and feedback

### Do:

- Implement the plan
- Implement the processes
- Conduct survey

### Check:

- Compare data pre and post
- Analyze survey

### Act/Adjust:

- Examine and revise plans, processes, and timelines

See Appendix K for Milestone 9: Quality Assurance Plan.

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## Appendices

## A. Milestone 1: Project Proposal

### Doctorate of Education in Organizational Leadership

#### Consultancy Project Proposal

Elizabeth Braun

Unitarian Universalist Church of Catawba Valley

Dr. Steven Bingham, GWU Advisor

Rev. Melissa Mummert, UUCCV Advisor

Project Topic: Strategic Planning

**Description of Project:** It is my vision to apply the leadership and consulting principles from the DEOL program at Gardner-Webb University to assist the Unitarian Universalist Church of Catawba Valley in developing and carrying out a strategic plan with the intent to:

- 1.) Review the organizational mission and goals to align the church's actions with its stated goals;
- 2.) Create an effective budget by developing a stewardship campaign;
- 3.) Develop materials for new member orientation and onboarding;
- 4.) Re-establish an active, functioning children's religious education program
- 5.) Coordinate church ministry across all established committees.

## **The Background of Unitarian Universalism and UUCCV**

The current mission of UUCCV is “to celebrate and witness love, justice, and mercy by facilitating spiritual enlightenment, welcoming differences, and embracing the interconnected web of life.” Under the larger umbrella of its mission, the purpose of the organization, as stated in its by-laws, is

- to support the free and disciplined search for truth as the foundation of religious fellowship;
- to cherish and spread the universal truths taught by the great prophets and teachers of humanity in every age and tradition;
- to affirm, defend and promote the supreme worth and dignity of every person, and the use of the democratic process in human relationships, meaning equality and worth of all;
- to promote reverence for the earth and the interdependent web of life of which we are all a part; and
- to implement the vision of one world by striving for a World Community founded on ideals of justice and peace.

This local church is affiliated with a national organization, the Unitarian Universalist Association (UUA). One of the defining characteristics of Unitarian Universalism is the lack of a formal creed; instead, the church relies on a set of principles that stem from its two founding doctrines, Unitarianism, which arose in response to, or rejection of, Trinitarianism. Unitarianism is the belief in a unified God, as opposed to the belief in the triumvirate of Father, Son, and Holy Spirit (Ghost). The Universalist ideals

draw on the new testament portrayal of a God who loves universally. In other words, there is not a select few who will be saved, but all people will eventually be made right with God and be saved. Both theologies are historically Christian beliefs. However, when the two churches officially integrated in 1961, the UUA adopted a set of seven principles. These principles are not a creed, but they honor the approach to spiritual understanding that each individual must determine spiritual beliefs for him- or herself.

The seven UU Principles are

1. The inherent worth and dignity of every person;
2. Justice, equity and compassion in human relations;
3. Acceptance of one another and encouragement to spiritual growth in our congregations;
4. A free and responsible search for truth and meaning;
5. The right of conscience and the use of the democratic process within our congregations and in society at large;
6. The goal of world community with peace, liberty, and justice for all;
7. Respect for the interdependent web of all existence of which we are a part.

Unitarian Universalism in the United States and Canada is widely seen as a non-Christian, liberal faith that supports the individual pursuit of spiritual understanding and growth. While some UU congregations are still monotheistic, often from a Judeo-Christian perspective, many profess atheism or agnosticism. The rich Unitarian legacy of free inquiry and reason in matters of faith allows UUs to see no contradiction in open atheists and agnostics being members of their community. Some UUs subscribe to deism,

pantheism, or polytheism though many reject the idea of deities and instead speak of the "spirit of life" that binds all life on earth.

### **UCCV as an Organization**

In the summer of 2016, the long-time minister of UCCV retired, and the Board of Trustees began a search for a part-time consulting minister. Below is the narrative that was used as part of the search letter. This narrative will provide some information about the church and Hickory, NC.

The Unitarian Universalist Church of Catawba Valley is a small congregation founded in 1962 in Hickory, North Carolina. Our minister of thirteen years, is retiring at the end of August 2016.

Hickory is located in the beautiful Appalachian Foothills, less than an hour northwest of metropolitan Charlotte and its international airport, or just an hour east "down the mountain" from Asheville. Our city's population of just over 40,000 is growing again, with a median age of 37.7 and median household income of \$37,874. The community is enriched by the presence of Lenoir-Rhyne University, CVCC, a large community college, and excellent public libraries, schools, parks and hospitals. We have numerous arts and cultural events, a minor-league baseball team, and a vibrant downtown farmers' market with live, local music.

Although our membership is less than 40, our congregation survived the economic downturn in the area which saw many families move away. Yet this strong group has become recently revitalized and is attracting visitors. With

a generous estate gift, the property mortgage was just paid off, and members are now fully engaged in strategies for congregational growth. A new Board of Trustees was just installed, and six committees are actively functioning: Program & Publicity, Social Concerns/Social Justice, Membership & Caring, Buildings & Grounds, Finance, and Religious Education.

All committee members come together one evening monthly for some social time with dinner and then a coordinated meeting. Our church has been home to a weekly community Meditation group for years, a secular Sobriety group began meeting last year, and this year we gave a home to weekly meetings for Buddhists and Humanist groups.

As a Welcoming Congregation, we make social justice a priority. We have proudly participated in the local Pride events or parades in each of the last seven years and keep “welcoming spaces” signs on display all year. Our food pantry donations are delivered to ALFA, an agency serving the HIV/AIDS community in our own and surrounding counties.

We are quick to organize to support other social justice causes as they become known to us, and especially dedicated in speaking out via our local newspaper on issues such as marriage equality or bathroom access as well as racial and religious hatreds. Last spring, we hosted a talk for the entire community by David Swanson, a well-known anti-war activist and Nobel nominee. The congregation has made friends and allies in these efforts, and now is an integral part of a new and active 15-member Interfaith Council which began its work publicly celebrating the UN Declaration of Human Rights.

Today we see our challenges as opportunities. We would like to attract a minister to lovingly guide us in meeting these challenges, who shares a progressive and positive vision for our growth, but above all, is a person who can offer a depth and strength of spiritual leadership.

My personal experience at UCCV plays a large role in my desire to conduct my consultancy project with them. I came to UCCV as a visitor in the fall of 2008, just a year after moving to Hickory. Within a few months, I was actively involved, first in teaching religious education for the teen group, and then taking on the monthly newsletter, which I wrote and edited for the next five years. Over the years, I have served as the committee chair for Religious Education (RE) and for Buildings and Grounds; I have served for five years on the Board of Trustees as the president-elect and president twice, the counselor (past president) once, and I will be serving a second year as the president beginning in May of 2017. As president, I am a de facto member of all committees, but I actively sit on Program and Publicity and Religious Education. I have been a Lay Minister for Worship for 5 years, coordinating my own services and giving the sermon for those services approximately 4 times per year.

In my 8 years as an active member of the church, there have been both high and low points. When I first came to UCCV, there were close to 60 members, and all the committees were active. The children's religious education program had three different classrooms that were fully functioning: a class for 1<sup>st</sup> through 4<sup>th</sup> graders, a class for 5<sup>th</sup> through 8<sup>th</sup> graders, and a teen group for high school students that met twice per month. There were three paid staff, the minister, a director of religious education, and a weekly babysitter. In late 2010, a conflict between the vision of the RE director and the RE

committee created a massive split in the church. The board supported the position of the RE director and the entire RE committee quit. About 2/3 of those members left the church altogether, and several others left as a direct result of the fallout.

In the fall of 2011, an outside consultant from the UUA was hired to help heal the damage. Several of the members who had left returned for the consultation, but none of them returned to active membership permanently. At the same time, during the next year, several of the older, most active members retired and moved away from Hickory to the more progressive Asheville area. The active membership had dropped to the low 20s. In the following years, there were a handful of people who remained tied to the church, but loosely. Within two years, a new board chose not to renew the contract for the RE director. Though he stood by his view on the decisions made by the board at the time, many people blamed the minister for what had happened.

By the time he announced his retirement in June of 2015, there were several people who remained active in the church who were not attending services when the minister was speaking. At his retirement in August 2016, the minister left on a high note with a large reception and celebration, but the years leading up to it had been filled with conflict. While there were many people who were sad to see him leave, there were many others who were ready to see a change in leadership.

The RE program has not recovered from this past conflict. The church lost its paid babysitter and all three of the religious education classrooms folded. Over the next several years there were several attempts to revive RE. All children were combined into one classroom, but there was still a lack of volunteers to teach, and often, a lack of

children to participate. There is a new babysitter, but there is not a functioning educational program currently.

### **Projected Organizational Benefits to Institution:**

UCCCV has struggled as an organization in Hickory, NC since it began in 1962. Part of this struggle is related to the location and demographics. A traditionally conservative small town in the Bible Belt is a difficult place for a non-creedal, liberal church. UUs have difficulty even in larger, progressive areas due to the openness of its principles. There are two common misconceptions that UUs face regularly: the idea that being a UU means that you can believe anything, and the idea that being a UU means that you believe nothing. It is my personal belief, and this view is shared by UCCCV generally, that there are many people in Hickory and the surrounding areas who do not know we exist who would align with our values and principles. One of the primary benefits to this project will be that increased planning and organization will lead to a stronger congregation, resulting in higher membership and member participation. Secondly, regardless of membership numbers, stronger organizational planning will result in smoother processes, increased efficiency, improved communication, and higher member participation.

### **Anticipated Personal Benefits**

The opportunity to coordinate this project will provide a multitude of benefits for me personally. First, I will have the chance to work with some new and old church members to strengthen an organization that we all care about. This will allow me to get to know them better as well as learn from them. Another benefit for me is the opportunity to

challenge myself in a leadership position. I was not involved on the board when the conflict with the RE director took place, but I was involved on the board when her contract was not renewed. During that time period, I had several personal conflicts with the minister, and one of my biggest regrets was letting him and other board members go unchallenged during certain situations that were surprising and uncomfortable. Being in the position of consultant and board president simultaneously will surely present opportunities to practice leadership concepts derived from my experiences in DEOL and allow me to share that knowledge with my fellow board members and congregants. Finally, it will be extremely satisfying to participate in this experience with the specific intention of working towards making the church a better-functioning organization and working with others who have the same goal.

**Projected Timeline:**

Milestone 1: Brief Project Proposal, Dec. 2015 (revised Fall 2016 & Spring 2017)

Milestones 2 & 3: Exhaustive Project Proposal, Spring 2017

Milestone 4: Business Plan, Summer 2016

Milestone 5: Risk Assessment, Fall 2016

Milestone 6: Key Assumptions, Fall 2017

Milestone 7 & 8: Project Plan and Budget, Spring 2017

Milestone 9: Quality Assurance Plan, Spring 2018

Milestone 10: Project Performance (Actual), Summer 2016-Spring 2018

Milestone 11: Final Product, Summer 2018

Submitted for Approval by: Elizabeth Braun

Approvals:

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Dr. Steven Bingham, Advisor, GWU Rev. Melissa Mummert, Advisor, UUCCV

## **B. Analysis of Culture and Conflict**

### Organizational Ethics:

Evaluating the Ethical Climate at Unitarian Universalist Church of Catawba Valley

#### **Introduction**

Founded in 1962, the Unitarian Universalist Church of Catawba Valley (UUCCV) is a small congregation with less than 50 members. Consisting of a five-member Board of Trustees, six committees (building & grounds, finance, membership, music, program, religious education, social concerns), and two employees, a part-time Minister and a Sunday babysitter, UUCCV has an annual operating budget of approximately \$60,000.00.

According to its website,

Many people are UUs at heart and don't even know it! We are a liberal spiritual movement that embraces many other beliefs and traditions.

We are, quite simply, supporters of all that is good, all that is right, and all that is just.

Unitarian Universalism had its origins in liberal Christianity and quickly grew to embrace all spiritual traditions that hold a deep regard for intellectual freedom and inclusive love. We seek and welcome inspiration from Christianity, Judaism, Hinduism, Islam, Humanism, Agnosticism, Atheism, Secular Humanism, and Native American beliefs -- just to name a few!

Unitarian Universalists (or UUs for short) are not creedal -- meaning we don't have a particular sacred text or have a list of laws or commandments by which

we expect UUs to live their lives. But there are seven principles we all affirm and promote:

1. The inherent worth and dignity of every person;
2. Justice, equity and compassion in human relations;
3. Acceptance of one another and encouragement to spiritual growth;
4. A free and responsible search for truth and meaning;
5. The right of conscience and the use of the democratic process;
6. The goal of world community with peace, liberty and justice for all;
7. Respect for the interdependent web of all existence of which we are a part.

Are these principles you can get behind? If so, you may be a UU and not know it!

We are a community of many different kinds of people: young and old, black and white, gay and straight, theist and atheist. We are seekers of truth and understanding. We love music and laughter and intelligent conversation. We champion causes we believe in. We seek every day to be better people.

Our mission is to celebrate and witness love, justice, and mercy by facilitating spiritual enlightenment, welcoming differences, and embracing the interconnected web of life. (UUhickory.org)

While clearly lofty and admirable in its goals and mission, an analysis of the organization shows that there are areas of concern regarding the ethics of the leadership at UCCV. At the surface-level, from the outside, it appears that ethics and integrity are highly valued and are an implied part of the principles of UU, ethical behavior is modeled

by church leaders, and the organization is well-run with strong leadership; however, there is a known history of low-level conflict.

### **Perceived Problem (Symptoms)**

The following issues have surfaced in the last five years:

- Drop in general attendance
- Decrease in overall membership
- Minimally functioning committees
- Defunct committees
- Low morale
- Some members are withholding pledges
- Some members are not attending services at all, though still claiming membership
- Some members are not attending services when the regular minister is speaking

Internally, many current members of the congregation believe that the problem at UUCCV is the minister. The minister is retiring in August 2016, and some people have suggested that UUCCV's problems will be alleviated upon his retirement. While there may be some truth to this, it is clear that there are other, deeper issues at UUCCV that, if not resolved, may result in continuing issues or similar issues in the future.

### **Central Problem(s)**

While it is clear that there is merit to the perceived problems, it is also important to note that most of what is being experienced is really a series of symptoms related to a much greater problem. There is a clear lack of ethical leadership in the Board of Trustees, including the minister. The minister is an ex-officio member of the board, though not a voting member. The board's failure to hold the church leadership to account is a direct

cause of the problems facing UUCCV. The board has had inconsistent board training, has failed to ask difficult questions and follow through, has failed to hold individuals accountable. Ultimately, since the board is made up of volunteers from the congregation, secondary to the primary problem is the congregation's failure to step up and accept leadership as well as the failure to hold those in leadership accountable.

### **Analysis**

Ethically, UUCCV is a decoupled organization. It has exhibited organizational behavior inconsistent with its stated values. There is strong evidence that it is reactive rather than proactive to destructive behaviors, some individuals show a high concern for self rather than the organization, some engage in self-centered communication (monologue), and some hold and build power bases. Ultimately, the organization is at significant risk for ethical misbehavior and scandal. As Johnson (2012) notes, "Fallen organizations pay a high price for their moral shortcomings in the form of damaged reputations; declining revenues, earnings, donations, and stock prices; downsizing and bankruptcy; increased regulation; and civil lawsuits and criminal charges... In other words, their ethical efforts are easily disconnected or 'decoupled' from the most important organizational activities." If the church is to move toward being an ethically transformed organization, it must heed Johnson's (2012) advice that "Ethical factors [be] factored into every organizational activity, be it planning and goal setting, gathering and sharing of information, or marketing. Further constituents [will be] encouraged and equipped to make ethical choices following core principles." Harvard political scientist Barbara Kellerman is cited in Johnson (2012) as identifying seven types of bad leaders. Though the current board is not responsible for a past board's hiring of the

current minister, when it became obvious that the minister was both rigid, “competent, but ... unyielding and cannot accept new ideas, new information, or changing conditions,” and intemperate, “lack[ing] self-control and ... enabled by followers who don’t want to intervene or can’t,” the current board failed to act.

### **Solutions**

Since it is clear that the UUCCV Board of Trustees is responsible for the leadership and oversight of the organization, the solution begins with them. The first step that needs to be taken is board training. Committee chairs and other interested parties should be as involved as possible to “grow” leadership from within. In addition to gaining a more formal understanding of board responsibilities, an examination of board decisions (or lack thereof) should be made. In order to prevent future difficulties with other ministers or those who might be destructive to the organization, the board would benefit from taking part in a professional development focused on communication and conflict resolution. *Crucial Conversations: Tools for Talking When Stakes Are High*, by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler (2011) is highly recommended for helping individuals communicate effectively when difficult or unethical situations arise. The Unitarian Universalist Association (UUA) regional office was contacted about conducting an exit interview with congregational leaders to assist them with the evaluation of past decisions and guide them towards healing and forward action.

UUCCV has a Council on Ministry (COM), a committee that is meant to be involved in organizational conflict. Though it includes the minister as an ex-officio member, a well-trained and functioning COM could assist the board with difficulties.

UCCV should work with the UUA to strengthen and develop its COM. The Covenant of Right Relations, written and adopted in 2010 as a living document to assist with internal communication and conflict, is not currently being utilized. The board and COM should hold small discussion meetings with the congregation at large to train and encourage the use of this document as a means of community dialogue about the congregation's values, mission, and vision.

Another recommendation is that the board should institute an ongoing procedure to recognize the contributions of members and friends. All-volunteer organizations such as UCCV are always at significant risk of burn-out and cynicism. Taking great care to express gratitude for those who give is of utmost importance.

The board would learn much about the health and climate of the membership by conducting a series of surveys. This would need to take place over a set period, first to gauge the attitudes and needs and then to follow up as plans are implemented. It is important that all parties understand from the outset that the process of assessment, healing, and change will only be effective if taken in measured steps over time. Ideally, everyone would also understand the ongoing nature of such an endeavor.

Finally, UCCV needs to embed into its regular practices frequent social events. Members gather casually after services on Sundays, and they socialize during meetings and outreach events, but social gatherings for their own sake are (or should be) an integral part of community building. Taking the time to get to know each other will go a long way towards building trust and developing the ethical behavior which should be the foundation of UCCV. After all, as the website states, "We are seekers of truth and

understanding. We love music and laughter and intelligent conversation. We champion causes we believe in. We seek every day to be better people” (UUhickory.org).

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### **C. Analysis of Culture Change Theory**

The following paper was written as initial research in developing the action plan.

#### **Creating Culture Change**

In the area of organizational development and leadership, there are a variety of change theories used as the guiding principle for change within an organization.

Recognizing that culture plays a significant role in organizational development and change, understanding change theory is necessary for moving forward with any systemic or culture change in an organization.

This paper will discuss several models of change theory and examine how those models, both in and of themselves, as well as in conjunction with one another, will be used to develop a culture change plan for the Unitarian Universalist Church of Catawba Valley. The culture change plan will include an analysis of the culture assessment as well as an action plan.

#### **Theories of Change**

Several key theories of change come into play when leaders are organizing strategic planning. One of the most foundational theories in culture change stems from the work of Kurt Lewin (Schein, 2010). Lewin's three-part model, which was elaborated on by Edgar H. Schein (2010), consists of these steps: Unfreeze, Movement, Refreeze. In the original model, the unfreezing stage seeks to upend "the existing situation or status quo" (Kritsonis, 2004-2005). This means that individuals in the organization must experience enough discomfort with the current situation to be willing to make a change. Schein (2010) notes that Lewin refers to this as "disequilibrium." There are two

important factors for creating this discomfort. The first is increasing pressures that discourage behaviors that support or promote the current situation, and the second is decreasing the pressures that support or promote change anxiety. So, the leader(s) must simultaneously foment a sense of “survival anxiety” or guilt that the current situation is not acceptable, at the same time as they are reducing the “learning anxiety” that often accompanies individuals’ resistance to change (Schein, 2010 & Talmaciu, 2014). Schein (2010) summarizes this well by observing that “Transformative change implies that the person or group that is the target of change must *unlearn* something as well as learning something new” (Schein, 2010, 301).

The second stage in Lewin’s model is “movement.” Schein (2010) calls this “Cognitive Restructuring” and refers to the process of learning new information and changing the meaning of some old information (Schein, 2010, 308-310). Kristonis (2004-2005) outlines three activities that leaders can employ to support this step: 1) Get others to agree to the change, 2) Work together in the group, and 3) Connect the new ideas in the group to strong leaders who will model the new behavior (Kristonis, 2004, 2).

Finally, the third stage in Lewin’s model is that of “refreezing” or stabilizing the new learning. Here, the idea is to integrate the new values into the behaviors and traditions of the organization. “The last phase involves the recrystallization of behaviors, their stabilization and integration into the permanent elements of the organization. The stabilization of the organization in the change process constitutes the freezing phase that maintains the new system of rules, norms, structures and policies” (Talmaciu, 2014).

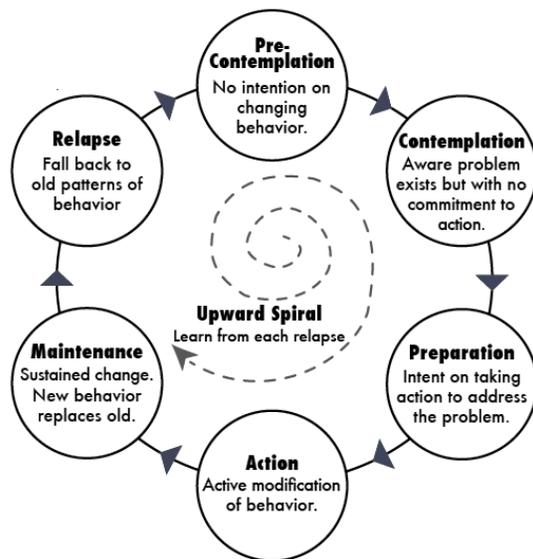
Lewin’s Change Theory is not without its critics. Kazmi and Naarananoja (2014) point out that Lewin’s model is flawed in that the model is linear. They note that

its final step, “refreezing” encourages “permanently sealing the change at point B.” Schein (2010), as well, claims that “If the change leaders have correctly diagnosed what behavior is needed to fix the problems that launched the change program, then the new behavior will produce better results and be confirmed” (Schein, 2010, 311). However, Schein (2010) also comments on the cyclic nature of the change process, recognizing that the new behaviors may not confirm the original diagnosis, and therefore, the process may need to begin anew. The linear nature of this model, though, leads directly into two other models that may augment the Lewin model: Lippitt’s Phases of Change Theory and Prochaska and DiClemente’s Change Theory.

Lippitt, Watson, and Westley (1958) built upon Lewin’s change model by creating a seven-step theory to outline the responsibilities of the leader, the change agent. These steps include diagnosing the problem, assessing the motivation and ability for change, assessing the availability of resources to the change agent, developing plans and strategies for change, defining clear roles for change agents, maintaining the change through communication and feedback, and gradually removing the change agent from the process as the new change becomes part of the culture (Kritsonis).

Prochaska and DiClemente’s Change Theory builds on both Lewin’s and Lippitt’s work with the introduction of the Change Spiral (*Figure 1*). The phases in the change spiral are precontemplation, contemplation, preparation, action, and maintenance. Think of the first phase, precontemplation, as the idea that individuals don’t know what they don’t know. Once information is provided, the next phase, contemplation, occurs. Here the individual’s consciousness is raised. Next is the preparation stage where new concepts are introduced and ongoing support and training are provided. The action phase

is where individuals engage in the change activities, and finally, the maintenance stage is where new learning and concepts become part of the culture's behaviors and are reinforced as such (Kritsonis, 2004-2005).



**Figure 1**

*Prochaska and DiClemente's Change Spiral*

Note. Adapted from "The Cycle of Change: Prochaska & DiClemente." Retrieved from Social Work Tech website: <http://www.socialworktech.com/2012/01/09/stages-of-change-prochaska-diclemente/>

Kritsonis (2004-2005) stresses that in the change spiral, individuals have the "ability to exit at any time if they decide not to change" and emphasizes that the "model takes into account behavioral relapses" and that "many individuals learn from their relapses instead of circling around the issue" (Kritsonis).

An important factor in utilizing the change spiral is recognizing that it was originally a model used in helping patients address personal health issues (Kritsonis, 2004-2005). It has been expanded for organizational change situations to aid change agents in understanding how individuals approach and process changes. This is

imperative for change agents and individuals in an organization to be aware of, as no individual can be made to change. As is stated above, individuals who do not want to change can exit the spiral. In organizations this may mean those who continue to resist change may leave the organization, willingly or not.

Working from Lewin's model, Harvard professor, John Kotter, developed an 8-stage change model (see *Figure 2*). Observers can see that this model divides the eight stages into three phases, similar to Lewin's model.



**Figure 2.**

*The Kotter Model of Change*

Source: <http://businessinflux.weebly.com/uploads/>

It is interesting to note that the Kotter model shown above has been revised in recent years into a cyclic image rather than a hierarchical, linear model.

These models, Lewin's Three-Step Change Theory, Schein's expansion of the Lewin model, Lippitt's Phases of Change Theory, Prochaska and DiClemente's Change Theory and Kotter's Model of Change, are all informed by the psychological theory

known as Social Cognitive Theory. In short, this theory posits that behavior is a direct result of consequences. Within the field of Organizational Leadership and Development, Kritsonis proposes that this subject lends itself to other change theory because it contains within it the imperative of self-efficacy in effecting real change. She notes that “Self-efficacy is believed to be the most important characteristic that determines a person’s behavioral change because these expected outcomes are filtered through a person’s expectations or perceptions of being able to perform the behavior in the first place.” She suggests that change agents can motivate change by providing clear instructions, providing opportunities for skill development and training, and modeling the desired behavior(s) (Kritsonis, 2004-2005). Additionally, she proposes four processes that will considerably strengthen the probability of achievement in the change process. These steps are summarized in *Table 1*. below.

**Table 1**

*Processes to Implement During Skill Development and Training*

| <b>Process</b>     | <b>Explanation</b>   |
|--------------------|--|
| Attentional        | Create a model of behavior so that people can relate to it and believe in it.                              |
| Retention          | Create a simple model so that people can remember it.  |
| Motor Reproduction | Provide opportunities for people to carry out the new behavior. This translates observations into actions. |
| Reinforcement      | Provide rewards and incentives for new behaviors.  |

*Note.* Adapted from a description of processes in “Comparison of Change Theories,” by A. Kritsonis, 2004-2005 (pp. 4-5).

Kritsonis insists, “To be effective, models must evoke trust, admiration, and respect from the observer. Conversely, models should not appear to represent a level of behavior that the observer is unable to visualize attaining.”

The approaches discussed above take into account both the rational and individual approaches to organizational change. Talmaciu argues that many organizational situations require a “soft approach” that involves the people issues. The “soft approach,” described by Joakim Tell, involves 1.-2. Identifying and analyzing the problem, 3. Defining the relevant issues, 4. Creating a concept model, 5. Comparing the analysis, the relevant issues and the conceptual model, and 6.-7. Discussing and implementing changes. This soft approach, as well as the approaches discussed by Lewin and Schein, feeds into Peter Senge’s concept of a learning organization. Kazmi and Naarananoja (2014) cite the impact of Senge’s work:

With the publication of Peter Senge’s 1990 book *The Fifth Discipline*, highlighting the concept of “Top Down Model of organizational strategic control and command” lost its worth. His revelation of a learning organization as a team that is continually augmenting its capabilities to create what they want to create, [w]as not only promoted as the “Strategist of the Century” by the *Journal of Business Strategy* but also provided the foundations for the birth of numerous change management theories and models, incorporating the need [to] build shared organizational vision through team collaboration. (Kazmi & Naarananoja)

It is clear, then, that all of the concepts in the above-mentioned change models are integral in the change process of a learning organization.

In summary, Lewin's is a linear model that relies heavily on goal- and plan-oriented steps. This model, along with the extension of it found in Schein, will be more effective with the addition of Lippitt's Phases of Change and Prochaska and DiClemente's cyclical change theory. Both Lippitt and Prochaska and DiClemente take into account the elements of change theory. Combining aspects of these theories will factor in the various roles and responsibilities of those involved in the change theory and of the change itself. Lippitt looks at the actions of the change leader, while Prochaska and DiClemente's cyclical model takes into account both relapse and failure as aspects of change. Finally, the theory of social cognition, as well as elements of the Kotter Model, account for the extremely important individual factor. This factor, self-efficacy, empowers individuals involved in the change process to "[have] confidence in the ability to take action **and persist in the action** [emphasis mine]" (Kritsonis, 2004-2005).

### **Convergence of Theories**

The ideas formulated in the theories described above cannot be overstated in their importance to the field of Organizational Development generally, and to the practice of change management, specifically. As I researched these models to determine which I would use to create an action plan, I found a more recent model called the ADKAR model. This model, developed by Jeff Hiatt, founder of the change management organization Prosci (a portmanteau of professional and science), aggregates most of the elements of the models discussed in this paper. ADKAR is an acronym for the stages in the process: Awareness, Desire, Knowledge, Ability, Reinforcement (Paun, 2014). What is particularly interesting about the ADKAR model is its recognition of the business side

of change management as well as the people side of change management. The graphic below (*Figure 3.*) highlights both dimensions of change management simultaneously.

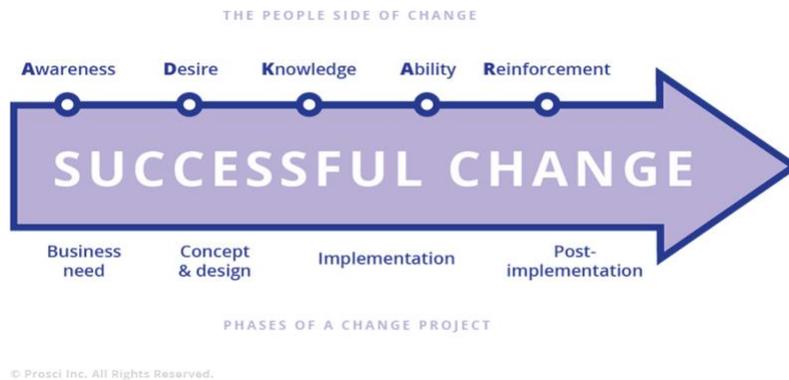


Figure 3

*The ADKAR Model of Change Management*

Source. <https://www.prosci.com/ADKaR/ADKaR-model/>

The ADKAR Model is best representative of both elements of change management: business and people. Kazmi and Naarananoja (2014) discuss three major factors that make the ADKAR model viable for change management:

1. The ability to estimate the readiness level of each point in the change process.
2. The ability to easily encourage communication.
3. The ability to diagnose barriers or resistance at each stage.

Additionally, the ADKAR model is in sync with the Denison Culture Change Model for culture assessment, in that both address the organizational (business) needs as well as the individual (people) needs.

It is clear from the explanation of the many change theories presented here that change management and action plans can and should involve a level of fluidity; it is

important to note that the action plan will need to be revisited and revised as steps are taken to meet the objectives. The primary reason for the current problems plaguing the church is the failure to be involved in the mission and vision of the church. As Kazmi and Naarananoja state, the belief that a change process has a permanent end point rather than being part of a change cycle, is a mistake. In order for the current action plan to be successful, the members of UCCV must be willing to reexamine what they do now so that they are prepared to address future changes.

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#### D. Milestone 2: SMART Objectives

Milestone 2 explains the five primary goals of the consultancy project in terms of the actions, time frame, resources, and results of each. Along with the Deming Cycle, this outline aided in the process of ensuring that the project would be successful.

| Goal   | Objective   | Timeline                               | Resources              | Indicator of Success   |
|--|---|--|------------------------|--|
| Goal #1<br>Review the organizational mission and goals to align the church's actions with its stated goals | Review/Recreate Mission, identify current strengths through appreciative inquiry, connect with members via small cottage meetings | November/<br>Early<br>December<br>2016 | Board                  | Aligned mission and goals  |
|  | Revise 5 year and one-year plans based on Mission   | December<br>2016                       | Ad hoc committee       | Revised one and 5 year plans   |
|  | Survey goes to all members (crunch data)  | November/<br>Early<br>December<br>2016 | Elizabeth,<br>Karen    | 60% Completion<br>Rate of Surveys  |
|  | Establish the Focus Team to evaluate short and long-term goals, assess the need/desire for a Search Committee                     | October<br>2017                        | Minister<br>Focus Team | Recommendation for moving forward with called minister search  |
|  | Focus Team cottage meetings   | February/<br>March<br>2018             | Focus Team             | 75% participation in meetings<br>Information gathered about priorities for the coming year.<br>Areas of weakness |

| <b>Goal</b>  | <b>Objective</b>  | <b>Timeline</b>                        | <b>Resources</b>                | <b>Indicator of Success</b>           |
|--|---|--|---------------------------------|---------------------------------------|
| Goal #2<br>Create an effective budget by developing a stewardship campaign | Set goal for FY 2017-18 budget based on mission/program budgets   | Early January 2017                     | Board, Finance Committee        | Working Budget                        |
|  | Develop giving case statement (written, compelling case for support based on mission)   | Mid-January 2017                       | Annual Campaign Chairs          | Minimum 100% increase in pledges      |
|  | Begin planning for Fellowship Event (dinner with participatory entertainment, ideally)  | January 2017                           | Event Planning Team             | Stewardship Dinner                    |
|  | Develop printed materials for annual budget campaign (inc. annual commitment form, fair share chart, brochure)                          | By early February 2017                 | Annual Campaign Chairs          | Increased pledges                     |
|  | Minister Generosity Sermon  | Early February 2017<br><i>February</i> | Minister                        | Increased pledges                     |
|  | Update Membership rolls based on annual budget drive  | April 2017                             | Finance Committee               | Accurate membership records           |
|  | Annual meeting to approve FY 17-18 budget   | Late April 2017                        | All Congregation                | 40% attendance at meeting             |
|  | Develop FY 2017-18 program budgets based on mission   | Early January 2017                     | All Committees                  | Accurate, working budget              |
|  | Follow-up with members who have not made annual commitment  | March 2017                             | Annual Campaign Chairs          | Increased pledges                     |
|  | Fellowship event to launch Annual Budget Drive – education, hand out materials, announce leadership gifts and invite annual commitments | Mid-February 2017                      | Stewardship Event Planning Team | High attendance at Stewardship Dinner |
|  | Leaders personally contact those not at the gathering to personally invite their annual commitment                                      | Late March 2017                        | Board, Giving Leaders, Minister | Increased pledges                     |

| Goal   | Objective   | Timeline              | Resources       | Indicator of Success               |
|--|---|-----------------------|-----------------|------------------------------------|
| Goal #3<br>Develop materials for new member orientation and onboarding | Develop printed materials for visitors based on mission   | January/February 2017 | Membership      | Increased retention of new members |
|  | New(ish) member gathering. Informal gathering of members who have joined in the last year. Check in, get feedback on how new members could be integrated more smoothly. | January 2017          | Board, Minister | Feedback about onboarding process  |
|  | Plan <i>Discovering UCCV</i> orientation for new members. Expectations of membership: invite annual commitment, history of UCCV, opportunities for service              | May 2017              | Minister, Board | Increased awareness about UU       |

| <b>Goal</b>   | <b>Objective/Activity</b>  | <b>Timeline</b> | <b>Resources</b>   | <b>Indicator of Success</b>   |
|---|--|-----------------|--|---|
| Goal #4<br>Re-establish an active, functioning children's religious education program | Identify possible candidates to join RE committee.<br>Committee meeting to establish goals and plan. | June 2017       | Melissa<br>Elizabeth<br>Meeting Space<br>Meeting Materials | Weekly RE for children  |
|   | Develop Program Goals<br>Organize Calendar<br>Select Curriculum                                      | June-July 2017  | Elizabeth<br>Lola  | Written schedule of curriculum and teachers                                   |
|   | Change Re to Spiritual Development   | Sept. 2017      | SD<br>Committee<br>By-laws                                 | Change to by-laws   |
|   | Schedule teachers for 3 months at a time   | Ongoing         | Committee  | Current SD Schedule   |
|   | Recruit Volunteers to teach and float  | Aug 2017        | Melissa<br>Elizabeth<br>Lola                               | Filled SD Schedule  |
|   | Develop adult education goals  | Sept. 2017      | Lola<br>Ruth<br>Patty<br>Meeting Space/Materials           | Regularly scheduled Spiritual Development Programming for Multiple Age Groups |
|   | Launch Fall Curriculum - 10-14-year-olds   | Sept. 2017      | SD<br>Committee  |   |
|   | Launch Teen Curriculum   | Sept. 2018      | Patty  |   |
|   | Launch Yoga Series for Adults  | Oct-Nov. 2017   | Lola   |   |
|   | Launch Odyssey Series for New Members  | Jan 2018        | Ruth   |   |
|   | Hold 1 <sup>st</sup> Annual Women's Retreat  | Jan 2018        | Lola<br>Ruth   |   |
|   | Plan for Summer Curriculum   | April 2018      | Elizabeth<br>Mary  |   |

| Goal   | Objective/Activity   | Timeline                         | Resources   | Indicator of Success   |
|--|--|----------------------------------|---|--|
| Goal # 5<br>Coordinate church ministry across all established committees | Conduct leadership workshop to address communication and conflict                            | August 2017<br>Sept. 2017        | Melissa<br>Elizabeth<br>Outside Consultants<br>Church meeting space | Conduct leadership workshop to address communication and conflict                            |
|  | Establish Leadership Team  | Every 2 months,<br>beg. Aug 2017 | Melissa<br>Chairs   | Establish Leadership Team  |
|  | Re-evaluate COM<br>Organize Ad hoc committee to evaluate Council on Ministry change proposal | Oct 2017                         | Melissa<br>Board  | Re-evaluate COM<br>Organize Ad hoc committee to evaluate Council on Ministry change proposal |
|  | Develop a communications plan<br>For coordinating ministry across committees                 | Jan 2018                         | Melissa<br>Chairs   | Develop a communications plan<br>For coordinating ministry across committees                 |

See [Appendix R](#) Milestone 10: Project Performance for discussion of project outcomes.

### **E. Milestone 3: Scope and Boundaries**

The scope of this project was far-reaching and designed to impact the internal leadership of the Board of Trustees and Committee Chairs as well as the congregation at large. The objectives for the internal leadership were to develop a strategic plan to address the mission statement, membership onboarding, Religious Education, fiscal planning, and Leadership Team Communication. Additionally, the internal leadership would participate in leadership development, specifically to address the lingering conflict with the former minister which was still being felt within the organization. The project was designed to address concerns about waning membership numbers, low financial giving, and dwindling volunteer participation, also correlated with the prior conflict.

The scope did not cover the other committee work of the church, though there was overlap with the five main goals of the project and other committee work.

The individuals impacted by the project were the church community, including established members, new members, and visitors.

#### **F. Milestone 4: Organizational Benefits/Deliverables**

The five identified goals were the primary focus of the project. Embedded within those goals would be the creation of a working budget, materials for the stewardship event, and a new member onboarding process, with a checklist for verifying the process is completed. Finally, the project would provide survey data to inform the overall project process. Dr. Karen Dill-Shackleford, a member of the congregation and social scientist, collaborated with the Board in creating the survey and analyzing the results. The established timeline for these deliverables would be flexible and ongoing.

For the first goal, addressing the mission, one of the primary benefits to the organization is what Schein calls “Self-Guided Evolution Through Insight.” He notes the nature of cultural evolution:

Members of the organization can collectively achieve insight if they collectively examine their culture and redefine some of the cognitive elements. Such redefinition involves either changing some of the priorities within the core set of assumptions or abandoning one assumption that is a barrier by subordinating it to a higher order assumption. (Schein, 2010, 277)

Part of this goal was to allow membership to reflect on the history of the organization by examining artifacts, noting strengths and weaknesses and sharing deeply held values and beliefs about the organization. Both opportunities will provide enormous benefit to the organization in terms of clarifying shared values, creating community, and inspiring renewed commitment to the organization.

For the second goal, to address the financial needs of the church by developing a budget and holding a stewardship campaign to solicit pledges, the benefit will be having a working budget from which to plan. Though the past treasurer, who served for 12 years, kept track of accounting and provided a basic spreadsheet of income and expenses, in reality, there was no active financial planning or budget. For years the organization had been existing month to month on contributions and struggling to pay basic bills. Every committee had been pared down to its most basic necessities, the minister had been moved to quarter time, and one donor was paying nearly half of the budget.

This goal will allow an actual accounting of expenses and attribute them to the appropriate committee. An accurate budget would make soliciting pledges more likely as the financial request would be based in specifics laid out in a budget. Another benefit would allow for a clearer membership picture since the by-laws require a donation of record as an obligation of membership.

Finally, the creation of an annual stewardship campaign will not only contribute to morale and community but will add a new tradition related to the current membership.

The benefits of the third goal, a new-membership onboarding process, will allow processes to be put in place to ensure that visitors and friends have a clear understanding of how to become a member. Additionally, the new processes will help new members integrate into the community through ceremony, also energizing current members as they are involved in the process. Finally, the new processes will make membership tracking easier so that church leadership can collect data and make more informed decisions.

The fourth goal, re-invigorating the Religious Education Program, may be the most important goal and benefit to this project. While growth is not a goal in and of itself, the entire congregation is aware of the benefits of families with children. Providing quality, consistent religious education is a necessity. Revitalizing this committee would at least open up possibilities for families with children seeking religious education. For the families that are already there, religious education is also a priority.

The final goal of creating a Leadership Team will benefit the entire community as it will increase communication and collaboration between committees, avoiding overlap and misunderstandings.

See [Appendix N](#) for Budgets for FY 2017-2018 and FY 2018-2019.

See [Appendix O](#) for the Stewardship Pamphlet, 2017.

See [Appendix P](#) for Membership Onboarding Process Plan.

See [Appendix L](#) for Survey and [Appendix M](#) for Survey results.

### **G. Milestone 5: Risk Assessment**

The table below highlights the risks associated with the project. The highest risk areas are those associated with people. The concern that people will not support the project is low to medium as the congregation is already facing enormous change simply in hiring a new minister. However, we hoped to mitigate any hesitancy with transparency and communication, also taking into consideration that the majority of people had expressed desire for change.

We rated the risk of conflict high for portions of the project. Part of the bigger picture approach to the first goal of the project, assessing the mission and aligning actions with values, necessarily meant delving into sensitive issues surrounding the former minister. At the beginning of the project, the board made a mitigation plan to hold a conflict resolution workshop with the board and committee chairs to address leadership concerns about approaching the congregation with such a daunting task, knowing that we would have to be delicate. There was also a plan for holding a similar workshop with the greater congregation, if desired or needed.

All of the other risks were deemed to be low and we felt confident in our contingency plans, especially we were noticing an increase in morale and attendance by as early as December 2016.

| <b>Type</b>   | <b>Risk</b>   | <b>Mitigation Plan</b>   | <b>Contingency Plan</b>  | <b>Impact</b> | <b>Likelihood of occurrence</b> |
|---------------|---|--|--|---------------|---------------------------------|
| Strategic     | The scope of the project is too great.                    | Allow sufficient time to complete project.   | Eliminate or postpone one or more of the goals.  | Low           | Low – Medium                    |
| Operational   | Implemented procedures and policies will be unsuccessful. | Create procedures using best practices.  | Re-evaluate and revise procedures.   | Low           | Low                             |
| People        | Failure to support change process.                        | Provide clear communication throughout. Elicit input and feedback from congregation. | Postpone or stop project and elicit more input and feedback. Reclarify intent. Restart project with new goals. | High          | Low - Medium                    |
|               | Stakeholder conflict/disenagement.                        | Provide education related to each phase to ensure stakeholder buy-in.                | Use a moderator to facilitate conflict.  | High          | High                            |
| Financial     | The project costs more than expected.                     | Budget appropriately.  | Solicit specific donations of money or products.   | Low           | Low                             |
| Technological | The technology is not available or is unaffordable.       | Select products within the defined budget. Budget appropriately.                     | Research and consider less costly alternatives.  | Low           | Low                             |

**H. Milestone 6: Assumptions**

Undertaking the project will have a positive impact on membership, attendance, volunteerism, and giving.

Congregational morale is low, including membership, attendance, and giving.

The congregation is open to change.

## I. Milestone 7: Project & Communications Plan

| PDCA         | STRATEGIC PLANNING/ANNUAL BUDGET DRIVE/MEMBERSHIP CALENDAR  |  |                                 |
|--------------|---|--|---------------------------------|
|              | Activity  | When                                       | By Whom                         |
| Plan Do      | Review/Recreate Mission, identify current strengths through appreciative inquiry, connect with members via small cottage meetings                                       | November/Early December<br><b>December</b> | Board                           |
| Do           | Survey goes to all members(crunch data)   | November/Early December<br><b>December</b> | Elizabeth, Karen                |
| Plan Do      | Membership/hospitality survey – identify priority action areas  | November/December                          | Board, Membership               |
| Do Check     | Minister calls former members and visitors to check in, make introductions, let them know about new energy and vision   | November<br><b>February</b>                | Minister                        |
| Plan Do      | Revise 5 year and one-year plans based on Mission   | December<br><b>October 2017</b>            | Ad hoc committee                |
| Plan Do      | Develop FY 2017-18 program budgets based on mission   | Early January<br><b>January/February</b>   | All Committees                  |
| Plan Do      | Develop printed materials for visitors based on mission   | January/February<br><b>April/May</b>       | Membership                      |
| Check        | New(ish) member gathering. Informal gathering of members who have joined in the last year. Check in, get feedback on how new members could be integrated more smoothly. | January<br><b>May</b>                      | Board, Minister                 |
| Plan Do      | Set goal for FY 2017-18 budget based on mission/program budgets   | Early January<br><b>January/February</b>   | Board, Finance Committee        |
| Plan Do      | Develop giving case statement (written, compelling case for support based on mission)   | Mid-January<br><b>February</b>             | Annual Campaign Chairs          |
| Plan Do      | Begin planning for Fellowship Event (dinner with participatory entertainment, ideally)  | January<br><b>February</b>                 | Event Planning Team             |
| Plan Do      | Develop printed materials for annual budget campaign (including annual commitment form, fair share chart, brochure)   | By early February<br><b>March</b>          | Annual Campaign Chairs          |
| Do           | Minister Generosity Sermon  | Early February<br><b>February</b>          | Minister                        |
| Do Check Act | Identify leaders in giving and hold small gathering to invite leadership gifts (AND POSSIBLY INVITE LEADERS TO BE VISITING STEWARDS)                                    | Early February                             | Board, Minister, Giving Leaders |
| Plan Do      | Fellowship event to launch Annual Budget Drive – education, hand out materials, announce leadership gifts and invite annual commitments                                 | Mid-February<br><b>March</b>               | Stewardship Event               |

|                       |  |                                     |                     |
|-----------------------|--|-------------------------------------|---------------------|
| <b>Check Act</b>      |  |                                     | Planning Team       |
| <b>Check Act</b>      | <b>Leaders personally contact those not at the gathering to personally invite their annual commitment</b>  | Late February<br><b>March/April</b> | Board, Minister     |
| <b>Check Act</b>      | <b>Plan Fun Homecoming/Open House Event to reintroduce UUCCV to people in the community, members who have not been in some time</b>                                  | Late March                          | Event Planning Team |
| <b>Check Act</b>      | <b>Follow-up with members who have not made annual commitment</b>  | March<br><b>March/April</b>         | Campaign Chairs     |
| <b>Check Act</b>      | <b>Update Membership rolls based on annual budget drive</b>  | April<br><b>May-present</b>         | Finance Committee   |
| <b>Check Act</b>      | <b>Annual meeting to approve FY 17-18 budget</b>   | Late April<br><b>April</b>          | All Congregation    |
| <b>Check Act Plan</b> | <b>Plan <i>Discovering UUCCV</i> orientation for new members. Expectations of membership, invite annual commitment, history of UUCCV, opportunities for service)</b> | May<br><b>September 2017</b>        | Minister, Board     |

Months printed in bold text show **actual** completion vs. **planned** completion. Shaded items not completed.

|                        |  |
|------------------------|--|
| Oct. 2016              | Announce project and cottage meetings in church bulletin and announcements.<br>Board President, Minister   |
| Nov.-Dec. 2016         | Launch series of cottage meetings to explain project and address mission and vision. Board President, Minister, Member   |
| Monthly-Ongoing        | Board meets monthly on the 1 <sup>st</sup> Sunday after the service or as agreed. Minutes provided to congregation.  |
| March 2017             | Present Cottage Meeting and Survey Results to Congregation<br>Board President and Member   |
| March 2017             | Stewardship Dinner: Discuss financial needs with congregation, including focus on Religious Education; provide printed materials.<br>Board, Minister, Finance Team |
| April 2017             | Congregational Business Meeting: Present Project Progress<br>Board, Minister   |
| May 2017<br>Sept. 2017 | Hold new member orientation; provide new member packets/materials.<br>Membership Chair, Minister, Board President  |
| June – Oct. 2017       | Solicit volunteers to serve on religious education committee.<br>Minister, Board President   |
| June 2017 – April 2018 | Bi-monthly Leadership Team Meetings. Board President, Minister, and Committee Chairs   |
| Aug. – Oct. 2017       | Appoint Focus Team, Minister   |
| Nov. 2017              | Focus Team Presentation to Congregation<br>Focus Team, Minister  |
| Jan. – Feb. 2018       | Cottage Meetings: SWOT analysis. Focus Team, Minister  |
| March 2018             | Focus Team Results Presented to Congregation. Focus Team, Minister   |
| March 2018             | Stewardship Dinner: Present new budget. Board, Minister, Finance Team  |
| April 2018             | Congregational Business Meeting: Present Project Progress; adopt new budget, vote on new Board. Board, Minister  |

## **J. Milestone 8: Financial Plan**

While it is not accurate to say that there was no cost to this project, it remains that the work of the church is done almost exclusively by volunteers. The minister's salary and building expenses are the largest expenses the church has. The remaining monies go to various committees and their work. All the activities conducted in the consultancy project were covered in the expenses already set aside for church work except for the stewardship dinner. The dinner in 2017 cost \$1,000.00, money which was not in the original church budget. It was our desire to have one event where members were not required to bring a dish to pass, come early to set up, or stay late to clean up. To address this, we used money from our reserve fund to pay for a catered dinner and two staff. To encourage fellowship among our newest members, we asked them to work together to set up, and board members and the staff members stayed to clean up. In 2018, we had budgeted \$1,000.00, but only spent \$600.00. Again, we had new members set up and board members clean up. Since our pledges went from 6 in 2016 to 20 in 2017 to 34 in 2018, this was money well spent.

Both 2017-2018 and 2018-2019 budgets also show an increase in spending on office supplies and other materials. Prior years had seen many people making in-kind donations of material goods to help alleviate our budget constraints. Unfortunately, this left us not having a clear idea of some of our expenditures. Keeping track of the initial budget created in 2017 during the 2017-2018 allowed us to make better estimates in the 2018-2019 budget.

See [Appendix N](#) for 2017-2018 and 2018-2019 budgets.

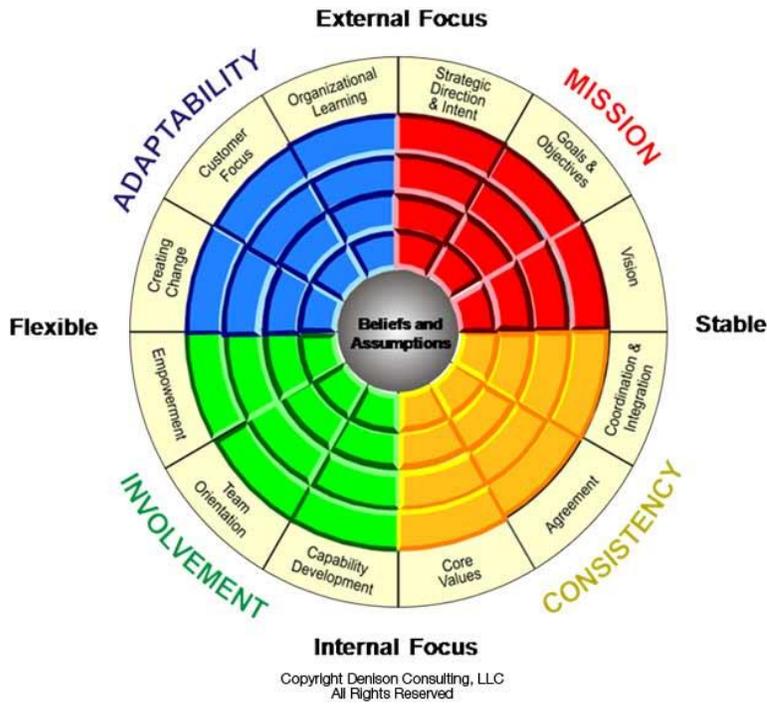
## **K. Milestone 9: Quality Assurance Plan**

### Milestone 9:

#### Creating Culture Change: UUCCV Action Plan

Part of the strategic plan for the Unitarian Universalist Church of Catawba Valley was to begin with a survey to evaluate the culture in the church. The survey, modeled after the Culture Survey, as outlined in *Leading Culture Change in Global Organizations*, by Denison, et al (2012), recognizes four key areas “designed to help organizations focus on the issues that need attention and move beyond a discussion of employee satisfaction, engagement, and morale to better understand the actions they can take to build their organizations for the future” (pp. 6-7). As seen in *Figure 1*, these categories are Mission, Adaptability, Involvement, and Consistency. Mission refers to the defining organizational goals and strategy. Adaptability refers to the fluidity and receptivity towards change. Involvement is the connection and input that all individuals in the organization have regarding decisions that affect their work environment and organization. Consistency refers to the stability within the organization that allows for clear guidelines that incorporate diverse viewpoints. The three elements of consistency are *core values, agreement, and coordination and integration* (Denison, Hooijberg, Lane, & Lief, 2012).

### The Denison Organizational Culture Model



**Figure 1.**

*The Denison Organizational Culture Model*

Note. This figure shows the numerous factors that make up each of the four areas of culture.

Upon taking the culture change survey, The Unitarian Universalist Church of Catawba Valley had the following results, seen in *Figure 2* and discussed below.



**Figure 2.**

*Unitarian Universalist Church of Catawba Valley Culture Survey Results (Sample)*

*Note.* Sample survey reflects responses from one member of the organization.

The **highest scores** in the survey in the area of **Involvement** were as follows:

- People work like they are part of a team
- Teamwork is used to get work done, rather than a hierarchy.
- Teams are our primary building blocks.
- Authority is delegated so that people can act on their own.
- The capabilities of people are viewed as an important source of competitive advantage.

The **lowest scores** in **Involvement** were:

- Information is widely shared so that everyone can get the information he or she needs when it's needed.
- Business planning is ongoing and involves everyone in the process to some degree.

The **highest scores** in the area of **Consistency** were:

- People from different parts of the organization share a common perspective.
- It is easy to coordinate projects across different parts of the organization.

The **lowest scores** in **Consistency** were:

- Our approach to doing business is very consistent and predictable.
- When disagreements occur, we work hard to achieve “win-win” solutions.
- We often have trouble reaching agreement on key issues. \*
- Working with someone from another part of this organization is like working with someone from a different organization. \*

The **highest scores** in the area of **Adaptability** were:

- Different parts of the organization often cooperate to create change.
- We encourage direct contact with our customers by our people.
- Innovation and risk-taking are encouraged and rewarded.
- We make certain that the “right hand knows what the left hand is doing.”
- Attempts to create change are often met with resistance. \*

The **lowest scores** in **Adaptability** were:

- New and improved ways to do work are continually adopted.
- Customer comments and recommendations often lead to changes.

- All members have a deep understanding of customer wants and needs.
- We view failure as an opportunity for learning and improvement.

The **high scores** in **Mission** were:

- We are able to meet short term demands without compromising our long-term vision.

The **lowest scores** in the survey were in the area of **Mission**. These included:

- There is a long-term purpose and direction.
- Our strategy leads other organizations to change the way they compete in the industry.
- There is a clear strategy for the future.
- There is widespread agreement about goals.
- We continually track our progress against our stated goals.
- People understand what needs to be done for us to succeed in the long run.
- Our strategic direction is unclear to me. \*
- Short-term thinking often compromises our long-term vision. \*
- We have a shared vision of what the organization will be like in the future.

\*These scores were reversed for these negatively worded items.

The results of the survey indicate that involvement is one of the core strengths of the organization. While there is still far to go to reach the maximum potential, the members of the organization feel strong with regards to their team-orientation and their capability to develop.

Adaptability and Mission are the key weaknesses in this organization. This is especially evident when it comes to creating change as an aspect of Adaptability and customer focus. In the area of Mission, it is clear that there is not a strong strategic direction and intent, nor are there clear goals and objectives.

### **Action Plan**

After reviewing the results of the culture survey, and recent strategic planning sessions, the Board of Trustees indicated that the central problem at UUCCV relates to the lack of a clear vision and mission. The existing mission is read aloud every Sunday, but it is rote. While there seems to be a great desire to make a difference, members are not clear on what actions they can/should take to do so. This, too, stems from the lack of a concrete vision and mission.

The greatest secondary problem, or symptom, of this central issue is low member retention and participation. This results in further symptoms. Committees lack enough members to conduct business, there is low volunteer turnout, and high volunteer burnout. All of this together also means that there is a low commitment to financial giving, which is necessary for minimal and maximum functioning.

*Table 1.* below outlines the Action Plan for the seven months beginning in November 2016 and concluding in May 2017. The first column indicates which Deming stage each objective will address. The second column is the activity or action which will take place, and the third and fourth columns indicate the time frame and responsible individual and/or committee. Embedded in these actions are the necessary learning activities that will accompany the stage. The early actions are intended to begin the process of revising and redefining the vision and mission of the church. Members will

not only be able to fully participate in this process, but they will be given the knowledge and ability to carry out the necessary actions. For example, once the initial cottage meetings are held to define the new mission, and the surveys are conducted and analyzed, members will develop new materials for welcoming new visitors and members. They will learn how to have uncomfortable conversations with people about committing to annual giving as well as participating in committee and volunteer work. Ideally, this process will reveal some of the future leaders of the organization.

**Table 1**  
*UUCCV Action Plan*

| Plan<br>Do<br>Check<br>Act | STRATEGIC PLANNING/ANNUAL BUDGET DRIVE/MEMBERSHIP CALENDAR  |   |                                |
|----------------------------|---|---|--------------------------------|
|                            | Activity  | When  | By Whom                        |
| Plan<br>Do                 | Review/Recreate Mission, identify current strengths through appreciative inquiry, connect with members via small cottage meetings                                       | November/Early<br>December<br><b>December</b> | Board                          |
| Do                         | Survey goes to all members (crunch data)  | November/Early<br>December<br><b>December</b> | Elizabeth,<br>Karen            |
| Plan<br>Do                 | Membership/hospitality survey – identify priority action areas  | November/<br>December                         | Board,<br>Membership           |
| Do<br>Check                | Minister calls former members and visitors to check in, make introductions, let them know about new energy and vision   | November<br><b>February</b>                   | Minister                       |
| Plan<br>Do                 | Revise 5 year and one-year plans based on Mission   | December<br><b>October 2017</b>               | Ad hoc<br>committee            |
| Plan<br>Do                 | Develop FY 2017-18 program budgets based on mission   | Early January<br><b>January/February</b>      | All<br>Committees              |
| Plan<br>Do                 | Develop printed materials for visitors based on mission   | January/February<br><b>April/May</b>          | Membership                     |
| Check                      | New(ish) member gathering. Informal gathering of members who have joined in the last year. Check in, get feedback on how new members could be integrated more smoothly. | January<br><b>May</b>                         | Board,<br>Minister             |
| Plan<br>Do                 | Set goal for FY 2017-18 budget based on mission/program budgets   | Early January<br><b>January/February</b>      | Board,<br>Finance<br>Committee |
| Plan<br>Do                 | Develop giving case statement (written, compelling case for support based on mission)   | Mid-January<br><b>February</b>                | Annual<br>Campaign<br>Chairs   |
| Plan<br>Do                 | Begin planning for Fellowship Event (dinner with participatory entertainment, ideally)  | January<br><b>February</b>                    | Event<br>Planning<br>Team      |
| Plan<br>Do                 | Develop printed materials for annual budget campaign (inc. annual commitment form, fair share chart, brochure)  | By early February<br><b>March</b>             | Annual<br>Campaign<br>Chairs   |

|                            |   |                                     |  |
|----------------------------|---|-------------------------------------|--|
| Do                         | Minister Generosity Sermon  | Early February<br><b>February</b>   | Minister                                 |
| Do<br>Check<br>Act         | Identify leaders in giving and hold small gathering to invite leadership gifts (AND POSSIBLY INVITE LEADERS TO BE VISITING STEWARDS)                          | Early February                      | Board,<br>Minister,<br>Giving<br>Leaders |
| Plan<br>Do<br>Check<br>Act | Fellowship event to launch Annual Budget Drive – education, hand out materials, announce leadership gifts and invite annual commitments                       | Mid-February<br><b>March</b>        | Stewardship<br>Event<br>Planning<br>Team |
| Check<br>Act               | Leaders personally contact those not at the gathering to personally invite their annual commitment  | Late February<br><b>March/April</b> | Board, Giving<br>Leaders,<br>Minister    |
| Check<br>Act               | Plan Fun Homecoming/Open House Event to reintroduce UUCCV to people in the community, members who have not been in some time                                  | Late March                          | Event<br>Planning<br>Team                |
| Check<br>Act               | Follow-up with members who have not made annual commitment  | March<br><b>March/April</b>         | Annual<br>Campaign<br>Chairs             |
| Check<br>Act               | Update Membership rolls based on annual budget drive  | April<br><b>May-present</b>         | Finance<br>Committee                     |
| Check<br>Act               | Annual meeting to approve FY 17-18 budget   | Late April<br><b>April</b>          | All<br>Congregation                      |
| Check<br>Act<br>Plan       | Plan <i>Discovering UUCCV</i> orientation for new members. Expectations of membership, invite annual commitment, history of UUCCV, opportunities for service) | May<br><b>September 2017</b>        | Minister,<br>Board                       |

Note: Months printed in bold text show **actual** completion vs. **planned** completion. Shaded items not completed.

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## L. Survey

The following survey was administered in December of 2016 via email.

### UUCCV Survey

1. How long have you been a member at UUCCV?

Less than one year      1-2 years      3-5 years      5-10 years      More than 10 years

2. How did you find UUCCV? (Circle all that apply)

Web search    Invited by a member    Facebook    Drove by    Attended an event

Other \_\_\_\_\_

3. UUCCV is a warm and welcoming community for its members

Not sure      Strongly Disagree      Disagree      Agree      Strongly Agree

4. UUCCV is welcoming of visitors and new church members

Not sure      Strongly Disagree      Disagree      Agree      Strongly Agree

5. UUCCV plays a vital role in my spiritual well-being

Not sure      Strongly Disagree      Disagree      Agree      Strongly Agree

6. I understand the process of becoming a volunteer and sharing my gifts

Not sure      Strongly Disagree      Disagree      Agree      Strongly Agree

7. What keeps you coming to UUCCV (circle all that apply)?

|                               |                                 |                        |
|-------------------------------|---------------------------------|------------------------|
| Intellectual Challenge        | Inspiring Sunday Services       | UU Identity            |
| Adult Education opportunities | Opportunities to be of service  | Children's programming |
| Belief in UUCCV's mission     | Spiritual Growth                | Meditation group       |
| Enjoyable events              | Connection to (former) minister | Other group            |

8. Do you invite others to attend events or services at UUCCV?    Yes    No

Why or why not?

9. Sunday services at UUCCV inspire me

Always      Most of the time      Sometimes      Rarely

10. I have a good understanding of UUCCV's current mission and vision

Not sure      Strongly Disagree      Disagree      Agree      Strongly Agree

11. I can clearly articulate the purpose of UUCCV.

Not sure                      Strongly Disagree                      Disagree                      Agree                      Strongly Agree

12. UUCCV provides opportunities for growing as a leader

Not sure                      Strongly Disagree                      Disagree                      Agree                      Strongly Agree

13. Overall, I am a satisfied member of UUCCV

Not sure                      Strongly Disagree                      Disagree                      Agree                      Strongly Agree

14. I give generously of my time, talent and financial resources to UUCCV.

Not sure                      Strongly Disagree                      Disagree                      Agree                      Strongly Agree

15. What feedback/ideas do you have for UUCCV leaders that could strengthen our community?

16. I would like to be contacted to discuss current volunteer opportunities, making a pledge

### M. Descriptive Survey Data

| Descriptive Statistics      |    |       |        |         |           |
|-----------------------------|----|-------|--------|---------|-----------|
|                             | N  | Min   | Max    | Mean    | Std. Dev. |
| Member Status               | 28 | 1     | 3      | 1.86    | 0.591     |
| Years at UU                 | 28 | 1     | 6      | 3.18    | 1.847     |
| Reason #1 to Attend         | 28 | 1     | 7      | 1.64    | 1.224     |
| Reason #2 to Attend         | 28 | 1     | 7      | 2.64    | 1.615     |
| How much energy?            | 28 | 1     | 5      | 3.18    | 1.416     |
| How much do you promote?    | 28 | 1     | 5      | 3.50    | 1.000     |
| How important is Community? | 28 | 1     | 5      | 2.04    | 1.138     |
| Programming                 | 27 | 40.00 | 99.00  | 70.6667 | 14.84277  |
| Social Concerns             | 27 | 49.00 | 100.00 | 70.8148 | 16.15082  |
| Religious Education         | 25 | 11.00 | 100.00 | 43.5600 | 23.43623  |
| Community Activities        | 26 | 11.00 | 100.00 | 55.6923 | 21.94314  |
| Music                       | 26 | 25.00 | 100.00 | 65.7308 | 22.70076  |
| Finances                    | 23 | 10.00 | 100.00 | 66.7826 | 27.48050  |
| Minister's Sermons          | 19 | 0.00  | 100.00 | 86.9474 | 22.89220  |
| Minister's Pastoral Care    | 14 | 5.00  | 100.00 | 79.2143 | 26.38233  |
| Minister's Leadership?      | 17 | 51.00 | 100.00 | 88.8824 | 12.86411  |
| Minister's People Skills    | 17 | 76.00 | 100.00 | 92.4706 | 8.03988   |
| Minister Overall            | 19 | 1.00  | 100.00 | 87.3158 | 22.49704  |
| Gender                      | 27 | 1     | 2      | 1.89    | 0.320     |
| Education                   | 27 | 3     | 8      | 5.59    | 1.248     |
| Birthyear                   | 24 | 1938  | 1986   | 1955.79 | 11.463    |
| Income                      | 27 | 1     | 13     | 7.00    | 3.573     |
| Age (Approx.)               | 24 | 31.00 | 79.00  | 61.2083 | 11.46253  |
| Valid N (listwise)          | 8  |       |        |         |           |

|                         |
|-------------------------|
| <b>Frequency Tables</b> |
|-------------------------|

| <b>Years at UU?</b> |           |         |         |        |
|---------------------|-----------|---------|---------|--------|
|                     | Frequency | Percent | Valid % | Cum. % |
| Less than a year    | 5         | 17.9    | 17.9    | 17.9   |
| 1-5 years           | 9         | 32.1    | 32.1    | 50.0   |
| 5-10 years          | 4         | 14.3    | 14.3    | 64.3   |
| 10-15 years         | 2         | 7.1     | 7.1     | 71.4   |
| 15-20 years         | 2         | 7.1     | 7.1     | 78.6   |
| 21 or more years    | 6         | 21.4    | 21.4    | 100.0  |
| Total               | 28        | 100.0   | 100.0   |        |

| <b>Reason #1 to Attend?</b>   |           |         |         |        |
|---|-----------|---------|---------|--------|
|   | Frequency | Percent | Valid % | Cum. % |
| Social/Community (ex. to be with like-minded others, to meet people, to support others) | 17        | 60.7    | 60.7    | 60.7   |
| Religious/Spiritual reasons (ex., to grow spiritually, to clarify values)               | 8         | 28.6    | 28.6    | 89.3   |
| Intellectual stimulation (ex. to be exposed to new ideas)                               | 2         | 7.1     | 7.1     | 96.4   |
| Other   | 1         | 3.6     | 3.6     | 100.0  |
| Total   | 28        | 100.0   | 100.0   |        |

| <b>Reason #2 to Attend?</b>   |           |         |         |        |
|---|-----------|---------|---------|--------|
|   | Frequency | Percent | Valid % | Cum. % |
| Social/Community (ex. to be with like-minded others, to meet people, to support others) | 6         | 21.4    | 21.4    | 21.4   |
| Religious/Spiritual reasons (ex., to grow spiritually, to clarify values)               | 12        | 42.9    | 42.9    | 64.3   |
| Intellectual stimulation (ex. to be exposed to new ideas)                               | 4         | 14.3    | 14.3    | 78.6   |
| For my children (ex. for religious education, to raise kids in a community)             | 1         | 3.6     | 3.6     | 82.1   |
| Other service elements (ex. to sing)  | 3         | 10.7    | 10.7    | 92.9   |
| To share/exchange ideas (discussions, joys and concerns)                                | 1         | 3.6     | 3.6     | 96.4   |
| Other   | 1         | 3.6     | 3.6     | 100.0  |
| Total   | 28        | 100.0   | 100.0   |        |

| <b>How much energy do you give?</b> |           |         |         |        |
|-------------------------------------|-----------|---------|---------|--------|
|                                     | Frequency | Percent | Valid % | Cum. % |
| A great deal                        | 5         | 17.9    | 17.9    | 17.9   |
| A lot                               | 4         | 14.3    | 14.3    | 32.1   |
| A moderate amount                   | 6         | 21.4    | 21.4    | 53.6   |
| A little                            | 7         | 25.0    | 25.0    | 78.6   |
| None at all                         | 6         | 21.4    | 21.4    | 100.0  |
| Total                               | 28        | 100.0   | 100.0   |        |

| <b>How much do you promote UU?</b> |           |         |         |        |
|------------------------------------|-----------|---------|---------|--------|
|                                    | Frequency | Percent | Valid % | Cum. % |
| A great deal                       | 1         | 3.6     | 3.6     | 3.6    |
| A lot                              | 4         | 14.3    | 14.3    | 17.9   |
| A moderate amount                  | 6         | 21.4    | 21.4    | 39.3   |
| A little                           | 14        | 50.0    | 50.0    | 89.3   |
| None at all                        | 3         | 10.7    | 10.7    | 100.0  |
| Total                              | 28        | 100.0   | 100.0   |        |

| <b>How important is the UU Community to You?</b> |           |         |         |        |
|--|-----------|---------|---------|--------|
|  | Frequency | Percent | Valid % | Cum. % |
| Extremely  | 11        | 39.3    | 39.3    | 39.3   |
| Very   | 10        | 35.7    | 35.7    | 75.0   |
| Moderately                                       | 3         | 10.7    | 10.7    | 85.7   |
| Slightly   | 3         | 10.7    | 10.7    | 96.4   |
| Not at all                                       | 1         | 3.6     | 3.6     | 100.0  |
| Total  | 28        | 100.0   | 100.0   |        |

| <b>RACE</b>     |           |         |         |        |
|-----------------|-----------|---------|---------|--------|
|                 | Frequency | Percent | Valid % | Cum. % |
| White/Caucasian | 27        | 96.4    | 100.0   | 100.0  |
| Missing         | 1         | 3.6     |         |        |
| Total           | 28        | 100.0   |         |        |

| <b>Education</b>                      |           |         |         |        |
|---------------------------------------|-----------|---------|---------|--------|
|                                       | Frequency | Percent | Valid % | Cum. % |
| Some college but no degree            | 3         | 10.7    | 11.1    | 11.1   |
| Bachelor's degree in college (4-year) | 9         | 32.1    | 33.3    | 44.4   |
| Master's degree                       | 9         | 32.1    | 33.3    | 77.8   |
| Doctoral degree                       | 5         | 17.9    | 18.5    | 96.3   |
| Professional degree (JD, MD)          | 1         | 3.6     | 3.7     | 100.0  |
| Total                                 | 27        | 96.4    | 100.0   |        |
| Missing                               | 1         | 3.6     |         |        |
| Total                                 | 28        | 100.0   |         |        |

| <b>Income</b>          |           |         |         |        |
|------------------------|-----------|---------|---------|--------|
|                        | Frequency | Percent | Valid % | Cum. % |
| Less than \$10,000     | 1         | 3.6     | 3.7     | 3.7    |
| \$10,000 to \$19,999   | 1         | 3.6     | 3.7     | 7.4    |
| \$20,000 to \$29,999   | 3         | 10.7    | 11.1    | 18.5   |
| \$30,000 to \$39,999   | 3         | 10.7    | 11.1    | 29.6   |
| \$40,000 to \$49,999   | 4         | 14.3    | 14.8    | 44.4   |
| \$50,000 to \$59,999   | 1         | 3.6     | 3.7     | 48.1   |
| \$60,000 to \$69,999   | 2         | 7.1     | 7.4     | 55.6   |
| \$70,000 to \$79,999   | 2         | 7.1     | 7.4     | 63.0   |
| \$80,000 to \$89,999   | 3         | 10.7    | 11.1    | 74.1   |
| \$90,000 to \$99,999   | 1         | 3.6     | 3.7     | 77.8   |
| \$100,000 to \$149,999 | 3         | 10.7    | 11.1    | 88.9   |
| Choose not to say      | 3         | 10.7    | 11.1    | 100.0  |
| Total                  | 27        | 96.4    | 100.0   |        |
| Missing                | 1         | 3.6     |         |        |
| Total                  | 28        | 100.0   |         |        |

| <b>Age (Approx.)</b> |           |         |         |        |
|----------------------|-----------|---------|---------|--------|
|                      | Frequency | Percent | Valid % | Cum. % |
| 31.00                | 1         | 3.6     | 4.2     | 4.2    |
| 46.00                | 1         | 3.6     | 4.2     | 8.3    |
| 47.00                | 1         | 3.6     | 4.2     | 12.5   |
| 48.00                | 1         | 3.6     | 4.2     | 16.7   |
| 49.00                | 1         | 3.6     | 4.2     | 20.8   |
| 51.00                | 1         | 3.6     | 4.2     | 25.0   |
| 56.00                | 1         | 3.6     | 4.2     | 29.2   |
| 57.00                | 1         | 3.6     | 4.2     | 33.3   |
| 58.00                | 1         | 3.6     | 4.2     | 37.5   |
| 60.00                | 1         | 3.6     | 4.2     | 41.7   |
| 61.00                | 1         | 3.6     | 4.2     | 45.8   |
| 63.00                | 1         | 3.6     | 4.2     | 50.0   |
| 64.00                | 1         | 3.6     | 4.2     | 54.2   |
| 65.00                | 1         | 3.6     | 4.2     | 58.3   |
| 67.00                | 1         | 3.6     | 4.2     | 62.5   |
| 68.00                | 1         | 3.6     | 4.2     | 66.7   |
| 69.00                | 2         | 7.1     | 8.3     | 75.0   |
| 70.00                | 2         | 7.1     | 8.3     | 83.3   |
| 71.00                | 1         | 3.6     | 4.2     | 87.5   |
| 72.00                | 1         | 3.6     | 4.2     | 91.7   |
| 78.00                | 1         | 3.6     | 4.2     | 95.8   |
| 79.00                | 1         | 3.6     | 4.2     | 100.0  |
| Total                | 24        | 85.7    | 100.0   |        |
| Missing              | 4         | 14.3    |         |        |
| Total                | 28        | 100.0   |         |        |

## Guiding Questions

In preparation for this study, UUCCV began with the following guiding questions: Who are we? How do we see ourselves in this community? What do we want out of our experience at UUCCV? Are we getting what we want? In other words, *Are we meeting the needs of our congregation?*

## Quantitative Evaluation

The quantitative evaluation was a descriptive survey. The primary benefit of this information would be to get descriptive statistics of several variables. In addition to collecting demographic information, the study aimed to collect descriptive information in the following categories:

- ❖ Reasons for attending Unitarian Universalist Church of Catawba Valley
- ❖ Time Investment in Unitarian Universalist Church of Catawba Valley
- ❖ SWOT Analysis
- ❖ Minister Evaluation.

The survey was conducted via email link. It was sent to 78 members and friends. 28 surveys were completed. Of those completed, 64% were Members, 25% were Friends, and 11% selected Other. 50% of respondents were friends or members for 5 years or less, 14% were friends or members for 6-10 years, 14% were friends or members for 11-20 years, and 22% were friends or members for 21 or more years.

The results guided our decisions as we addressed the first three goals. Results of note are related to age, race, and gender, showing that 61 is the average age, 88% of respondents are women, and 100% of respondents are white.

When looking at the areas of education and income, the Board and finance committee noted that there is a disparity between educational attainment and income. While nearly 85% of respondents hold a bachelor's degree or higher and over 50% hold a master's or higher, mean income levels are on par with national averages. We took this into consideration when developing our stewardship giving campaign.

| <b>Education</b>                      |      |         |         |       |
|---------------------------------------|------|---------|---------|-------|
|                                       | Freq | Percent | Valid % | Cum % |
| Some college but no degree            | 3    | 10.7    | 11.1    | 11.1  |
| Bachelor's degree in college (4-year) | 9    | 32.1    | 33.3    | 44.4  |
| Master's degree                       | 9    | 32.1    | 33.3    | 77.8  |
| Doctoral degree                       | 5    | 17.9    | 18.5    | 96.3  |
| Professional degree (JD, MD)          | 1    | 3.6     | 3.7     | 100.0 |
| Total                                 | 27   | 96.4    | 100.0   |       |
| Missing                               | 1    | 3.6     |         |       |
| Total                                 | 28   | 100.0   |         |       |

| <b>Income</b>          |      |         |         |       |
|------------------------|------|---------|---------|-------|
|                        | Freq | Percent | Valid % | Cum % |
| Less than \$10,000     | 1    | 3.6     | 3.7     | 3.7   |
| \$10,000 to \$19,999   | 1    | 3.6     | 3.7     | 7.4   |
| \$20,000 to \$29,999   | 3    | 10.7    | 11.1    | 18.5  |
| \$30,000 to \$39,999   | 3    | 10.7    | 11.1    | 29.6  |
| \$40,000 to \$49,999   | 4    | 14.3    | 14.8    | 44.4  |
| \$50,000 to \$59,999   | 1    | 3.6     | 3.7     | 48.1  |
| \$60,000 to \$69,999   | 2    | 7.1     | 7.4     | 55.6  |
| \$70,000 to \$79,999   | 2    | 7.1     | 7.4     | 63.0  |
| \$80,000 to \$89,999   | 3    | 10.7    | 11.1    | 74.1  |
| \$90,000 to \$99,999   | 1    | 3.6     | 3.7     | 77.8  |
| \$100,000 to \$149,999 | 3    | 10.7    | 11.1    | 88.9  |
| Choose not to say      | 3    | 10.7    | 11.1    | 100.0 |
| Total                  | 27   | 96.4    | 100.0   |       |
| Missing                | 1    | 3.6     |         |       |
| Total                  | 28   | 100.0   |         |       |

To determine the overall action plan as well as develop materials for new member orientation and onboarding and re-establishing an active, functioning children's religious education program, we included questions asking respondents to indicate their top two reasons for attending the church. The top two reasons were, respectively, Community and Spiritual Growth.

| <b>Reason #1 to Attend?</b>   |      |         |         |       |
|---|------|---------|---------|-------|
|   | Freq | Percent | Valid % | Cum % |
| Social/Community (ex. to be with like-minded others, to meet people, support) | 17   | 60.7    | 60.7    | 60.7  |
| Religious/Spiritual reasons (ex., to grow spiritually, to clarify values)     | 8    | 28.6    | 28.6    | 89.3  |
| Intellectual stimulation (ex. to be exposed to new ideas)                     | 2    | 7.1     | 7.1     | 96.4  |
| Other   | 1    | 3.6     | 3.6     | 100.0 |
| Total   | 28   | 100.0   | 100.0   |       |

| <b>Reason #2 to Attend?</b>   |      |         |         |       |
|---|------|---------|---------|-------|
|   | Freq | Percent | Valid % | Cum % |
| Social/Community (ex. to be with like-minded others, to meet people, to support others) | 6    | 21.4    | 21.4    | 21.4  |
| Religious/Spiritual reasons (ex., to grow spiritually, to clarify values)               | 12   | 42.9    | 42.9    | 64.3  |
| Intellectual stimulation (ex. to be exposed to new ideas)                               | 4    | 14.3    | 14.3    | 78.6  |
| For my children (ex. for religious education, to raise kids in a community)             | 1    | 3.6     | 3.6     | 82.1  |
| Other service elements (ex. to sing)  | 3    | 10.7    | 10.7    | 92.9  |
| To share/exchange ideas (discussions, joys and concerns)                                | 1    | 3.6     | 3.6     | 96.4  |
| Other   | 1    | 3.6     | 3.6     | 100.0 |
| Total   | 28   | 100.0   | 100.0   |       |

Finally, we wanted to see the intersection between how much energy members commit to UUCCV, how much they promote (or evangelize) UUCCV and how much they claim to get from membership and participation. We found that regardless of time committed or how much they promoted the church, the satisfaction was high. See tables below.

| <b>How much energy do you give?</b> |      |         |         |       |
|-------------------------------------|------|---------|---------|-------|
|                                     | Freq | Percent | Valid % | Cum % |
| A great deal                        | 5    | 17.9    | 17.9    | 17.9  |
| A lot                               | 4    | 14.3    | 14.3    | 32.1  |
| A moderate amount                   | 6    | 21.4    | 21.4    | 53.6  |
| A little                            | 7    | 25.0    | 25.0    | 78.6  |
| None at all                         | 6    | 21.4    | 21.4    | 100.0 |
| Total                               | 28   | 100.0   | 100.0   |       |

| <b>How much do you promote UU?</b> |      |         |         |       |
|------------------------------------|------|---------|---------|-------|
|                                    | Freq | Percent | Valid % | Cum % |
| A great deal                       | 1    | 3.6     | 3.6     | 3.6   |
| A lot                              | 4    | 14.3    | 14.3    | 17.9  |
| A moderate amount                  | 6    | 21.4    | 21.4    | 39.3  |
| A little                           | 14   | 50.0    | 50.0    | 89.3  |
| None at all                        | 3    | 10.7    | 10.7    | 100.0 |
| Total                              | 28   | 100.0   | 100.0   |       |

| <b>How important is the UU Community to You?</b> |      |         |         |       |
|--|------|---------|---------|-------|
|  | Freq | Percent | Valid % | Cum % |
| Extremely  | 11   | 39.3    | 39.3    | 39.3  |
| Very   | 10   | 35.7    | 35.7    | 75.0  |
| Moderately                                       | 3    | 10.7    | 10.7    | 85.7  |
| Slightly   | 3    | 10.7    | 10.7    | 96.4  |
| Not at all                                       | 1    | 3.6     | 3.6     | 100.0 |
| Total  | 28   | 100.0   | 100.0   |       |

### **Qualitative Evaluation**

The qualitative evaluation consisted of open-ended questions that would elicit more specific feedback from members. If possible, there will be a follow-up to these questions in the form of informal interviews.

- What are the greatest challenges UUCCV faces currently?
- What are UUCCV's greatest strengths?
- Do you have any suggestions for future Sunday services?
- What else, if anything, would you like to tell us?
- What else would you like to tell us about Rev. Melissa and her work at UUCCV?

### **Open-ended Responses**

- I wish you had been the safe thinking and living place I hoped for when I took the risk to come.
- Keep seeking truth....but realize truth is still and always was...a perception. You don't have all the answers and neither do I
- More efforts to publicize the existence of a Unitarian Universalist church in Hickory.

- Get vision from the grassroots of the congregation. Get input from everyone. Have brainstorming sessions. Have another cottage meeting. Let everyone participate in the planning of the church. Let everyone participate in the hiring of a minister. Make it possible for everyone to feel like they are a leader of the church.
- I miss being a church member that attends and hopefully be able attend again soon.
- Coffee hour needs a schedule not a randomness.
- All committee night doesn't work for me. I see separate meetings with all committee reports gathered for the board with details gleaned for congregational info distribution day in newsletters or brief Sunday announcement. A regular newsletter would also be great
- Encourage participation in any committee, or job, and be sure to welcome newcomers!
- Thank you to those who work so hard for this community.
- I would like to have audio tapes of the service so if I miss a service I can listen to it at home.
- Making sure we have a UU101 offering, for new and old members, once a year or more.
- Would be good to have a better sound and video set-up soon
- I completely get how much people want to greet their friends at church on Sunday, but with such a small group sometimes all the friends are talking to each other. It's hard to break into the conversation.

## N. Budgets FY 2017-2018 and FY 2018-2019

### 2017-2018 Budget

#### Revenue

|               |       |
|---------------|-------|
| Contributions | 54000 |
| Program       | 500   |
| Building Use  | 500   |
| Investments   | 500   |
| Misc.         | 500   |
| Total         | 56000 |

#### Expenses

|             |      |
|-------------|------|
| Grants      | 100  |
| UUA Support | 3600 |

#### Ministry

|                 |       |
|-----------------|-------|
| Minister        | 18000 |
| Speakers        | 1000  |
| Materials       | 1000  |
| Music Committee | 500   |
| Total           | 20500 |

#### B & G

|           |      |
|-----------|------|
| Repairs   | 5000 |
| Insurance | 2500 |
| Grounds   | 500  |
| Total     | 8000 |

#### Utilities

|       |      |
|-------|------|
| Elec  | 6000 |
| Water | 500  |
| Phone | 1200 |
| Total | 7700 |

#### Re

|            |       |
|------------|-------|
| Child Care | 5400  |
| Supplies   | 50    |
| RE Staff   | 7200  |
| Supplies   | 250   |
| Total      | 12900 |

#### Social Concerns

|               |     |
|---------------|-----|
| Contributions | 600 |
| Supplies      | 100 |
| Total         | 700 |

|                                |       |
|--------------------------------|-------|
| <b>Publicity</b>               | 500   |
| <b>Membership &amp; Caring</b> | 500   |
| <b>Misc.</b>                   |       |
| Banking                        | 200   |
| Office Supplies                | 1000  |
| Other                          | 300   |
|                                | <hr/> |
| Total                          | 1500  |
|                                | <hr/> |
| Total                          | 56000 |

**UCCV 2018-2019 BUDGET****Administration**

|                 |     |
|-----------------|-----|
| Banking         | 150 |
| Office Supplies | 60  |
| Software        | 0   |
| Postage         | 60  |
| P.O. Box        | 240 |

**Ministry**

|  |       |
|--|-------|
| Minister Salary and Benefits                   | 27549 |
| Minister Professional Expenses & Discretionary | 2500  |

**Music**

|                 |     |
|-----------------|-----|
| Retreat         | 300 |
| Guest Musicians | 750 |
| Sheet Music     | 50  |
| Hymnals         | 0   |
| Piano Tuning    | 210 |

**Program and Publicity**

|                            |      |
|----------------------------|------|
| Guest Speakers             | 2000 |
| Web hosting                | 230  |
| Printing (OOS Newsletters) | 350  |
| Candlelight Service        | 50   |

**Buildings and Grounds**

|                    |      |
|--------------------|------|
| Building Repairs   | 8000 |
| Building Insurance | 2500 |
| Grounds            | 300  |
| Cleaning supplies  | 240  |
| Paper Products     | 240  |

**Utilities**

|             |      |
|-------------|------|
| Electricity | 4500 |
| Water       | 480  |
| Internet    | 840  |
| Phone       | 120  |

**Membership and Caring**

|                      |     |
|----------------------|-----|
| New member breakfast | 180 |
| Picnic               | 75  |
| Coffee               | 240 |
| Nametags             | 20  |
| UUA Publications     | 100 |
| Cards and flowers    | 120 |
| New member packets   | 30  |

**Stewardship**

|               |     |
|---------------|-----|
| Annual Dinner | 600 |
|---------------|-----|

**Spiritual Development**

|                              |      |
|------------------------------|------|
| Childcare Services           | 3500 |
| Childcare Supplies           | 50   |
| SD Staff                     | 1000 |
| SD Supplies                  | 200  |
| Training                     | 900  |
| Retreat Fees (Con, Mountain) | 1000 |
| Meals                        | 100  |
| Adult SD Programs            | 100  |

**Social Concerns**

|                     |     |
|---------------------|-----|
| Contributions/Civic | 250 |
| Supplies            | 100 |

|       |       |
|-------|-------|
| Total | 60284 |
|-------|-------|

**UUA Support**

|                                      |       |
|--------------------------------------|-------|
| Annual Fund = 7% of operating budget | 4200  |
| Total                                | 64484 |

**Income**

|                   |        |
|-------------------|--------|
| Pledged Income    | 60,500 |
| Non-pledge income | 5,000  |
| Total income      | 65,500 |

## O. Stewardship Documents

### The UUA Suggested Fair Share Contribution Guide

| Adjusted Monthly Income | Approx. Adjusted Annual Income | Supporter<br>2-6% of Income |                | Sustainer<br>3-7% of Income |                | Transformer<br>10% of Income |                |
|-------------------------|--------------------------------|-----------------------------|----------------|-----------------------------|----------------|------------------------------|----------------|
|                         |                                | Suggested % of Income       | Monthly Pledge | Suggested % of Income       | Monthly Pledge | Suggested % of Income        | Monthly Pledge |
| \$1,000                 | \$12,000                       | 2%                          | \$20           | 3%                          | \$30           | 10%                          | \$100          |
| \$1,500                 | \$18,000                       | 2%                          | \$30           | 3%                          | \$45           | 10%                          | \$150          |
| \$2,000                 | \$25,000                       | 2%                          | \$40           | 3%                          | \$60           | 10%                          | \$200          |
| \$3,000                 | \$36,000                       | 2%                          | \$60           | 3%                          | \$90           | 10%                          | \$300          |
| \$4,000                 | \$50,000                       | 3%                          | \$120          | 4%                          | \$160          | 10%                          | \$400          |
| \$6,500                 | \$80,000                       | 3%                          | \$195          | 4%                          | \$260          | 10%                          | \$650          |
| \$8,500                 | \$100,000                      | 3%                          | \$255          | 5%                          | \$425          | 10%                          | \$850          |
| \$10,000                | \$120,000                      | 3%                          | \$300          | 5%                          | \$500          | 10%                          | \$1,000        |
| \$12,500                | \$150,000                      | 4%                          | \$500          | 5%                          | \$625          | 10%                          | \$1,250        |
| \$17,000                | \$200,000                      | 4%                          | \$680          | 6%                          | \$1,020        | 10%                          | \$1,700        |
| \$25,000                | \$300,000                      | 5%                          | \$1,250        | 6%                          | \$1,500        | 10%                          | \$2,500        |

Your pledge determines our shared future!

Based on the results of the campaign, your finance team will develop the budget for the next fiscal year that begins July 1<sup>st</sup>.

We encourage you to aspire to give 5% of your income.

# SHINING OUR LIGHT 2017-2018



## Generosity in Action

Your generosity makes UUCCV possible

- We grow spiritually with year-round worship, sermons that challenge and inspire, music from and for our hearts.
- We welcome visitors, find friends, have fun, and grow together. We care for each other, provide support in times of need, and rejoice in our shared community.
- We care for our beautiful church home together.
- We deepen our spiritual lives with an ongoing mediation and covenant group.
- We build social responsibility and work together for a more peaceful and equitable world.
- We gain from the perspectives and experiences of guest speakers.
- We support our Unitarian Universalist Association.
- We provide programming for our children and youth.



## Shining Our Light

### 2017-2018 Budget Highlights

#### YOUR COMMITMENT FOR 2017-2018

Name \_\_\_\_\_

Pledge (for the year) \_\_\_\_\_

I will contribute monthly via automatic draft (beginning July 1<sup>st</sup>)

Please attach a voided check if you would like us to draft from your account automatically.

I would like my payments to post on the:

1<sup>st</sup> of the month

15<sup>th</sup> of the month

I prefer to give annually.

I prefer to give quarterly

*Thank you for your generous support for our congregation!*



#### INVESTING IN OUR YOUTH

With your support, we can hire a part-time religious education coordinator who will enhance our children and youth's experience at UUCCV.



#### INCREASED MINISTERIAL TIME

Increasing our contract minister's time above our current quarter-time level will help us meet the needs of what we expect will be a growing congregation.



#### CARING FOR OUR HOME

As proud new homeowners, we will attend to needed maintenance and repairs this fiscal year. If we take care of these current needs, we can look toward expanding our useable space in future years.

**Our goal for 2017-2018 is \$77,000.**

This represents a 28% increase over last year's budget.

## **P. Membership Onboarding Plan**

### **MEMBERSHIP TASKS PLANNING**

#### **FIRST VISIT**

##### **GREETING**

- The visitor is greeted
- Visitor fills out info in visitor book

Actions needed to accomplish this:

- Develop and implement greeter training
- Ongoing greeter coordination - (There are currently sign-up sheets in the lobby, which seems to be working well)

#### **FOLLOW-UP LETTER/CALL**

- If Christina is greeting, she can take info from visitor book and send a letter to the visitor
- If Christina is not greeting and not at church, Rita can send info to Christina and to Melissa (if visitor wants minister contact)
- If Christina is unavailable to send letters, Rita will do so
- If the visitor requests contact from Melissa, Melissa calls

#### **FROM VISITOR TO FRIEND - After 2nd Visit**

- Add to email distribution list (who/how?)
- Add to MailChimp newsletter (who/how?)
- Make name tag (who/how?)
- New friend receives personal Invite to next sessions UU101, UUCCV 101 and Meet the Minister Meetings (who/how?)
- Personal invitations to post-service lunches (who/how?)

Actions needed to accomplish this:

Perhaps create a checklist for all who return for a 2nd visit to make sure the above steps are accomplished?

#### **FROM FRIEND TO MEMBER**

- Member fills out membership application (Elizabeth has ideas on this)
- Sign membership book (who/how?)
- Receive new member packet the day of signing book (this would be a change from now when they receive packets on new member recognition Sunday)
- New member has picture taken and is profiled in newsletter (who/how?)
- Added to UU World distribution list (Melissa)
- Changed from friend to member in membership directory (who wants to own directory?)
- Attend new member breakfast (coordinated by Z)

- Membership orientation to UCCV, go through onboarding packet - (Melissa)
- Are given a new member packet, directory and rose in new member recognition service

Actions needed to accomplish this:

Again, perhaps a checklist for this step as well.

Other things:

Need point person to keep membership list current

Make a definition of member and friend that we use to keep those groups counted and keep contact information

Help make and understand what it takes to keep membership in good standing

Is there a need for other categories? Inactive member? Former member? What happens when someone moves? Non-local member/friend

Add a column to the membership directory for the month/year of membership. This will allow us to track our growth over time.

### **CARING**

What about the “caring” part of membership and caring?

Recruiting members?

Cards of Support

Transportation and Assistance during Rehab

Food coordination

Memorial Service Coordination (as needed)

Add education piece about Caring to sermons/services in coming months and then schedule a half day “Caring” workshop for interested parties.

### **Event Planning (Should this be part of membership or its own team??)**

Annual picnic

We used to plan an annual camping trip

Baseball game

We used to hold one or two membership lunches as well

### **Meeting times?**

Create a “first” meeting time and establish a regular (bi-monthly or quarterly) membership team meeting.

## Q. COM Proposal

### PROPOSED REINSTATEMENT OF THE COUNCIL ON MINISTRY

As a Unitarian Universalist body, we function at a disadvantage without a COM. Restoring trust and harmony, transparency and vibrancy, unity and mission-based functionality are some of the benefits of a COM to our church and its members.

#### Background

From our current UUCCV By-Laws, mentioned in two places:

“ARTICLE VII - BOARD OF TRUSTEES AND MINISTRY / Section 6. Duties / A. The Minister

1. A Council on Ministry, composed of at least three members, including the President-elect deals with ministerial concerns.

ARTICLE VIII – COMMITTEES / Section 2. Special Committees / A. Council on Ministry

The Council on Ministry shall consist of three to five members and the minister. Members shall serve two-year terms as follows: two members may be selected by the minister and approved by the board in even numbered years, and two members may be selected by the board and approved by the minister in odd numbered years. In the absence of a sitting minister, his/her nominations shall come from the congregation. These members may not serve more than two consecutive two-year terms. The President-elect shall serve a one-year term. The minister shall serve as an ex-officio nonvoting member. The mission of the Council on Ministry is to strengthen the quality of the UUCCV ministry in the congregation and in the community.”

From the UUMA, references to two different types of bodies:

“1. A Ministerial Relations Committee serves as support and counsel to a minister, and as a communication channel between the minister and the congregation or agency.

2. A Committee on Ministry pays attention to the ministry of the congregation in the broad sense -- how well the congregation is ministering to its members, the surrounding community, and the world -- its professional ministers(s) being only part of the effort.

3. In either case, committee members should have the confidence of the minister(s) and the congregation or agency.”

Elsewhere, the UUA’s Committee on Ministry page descriptions of these two models, and mention that a “committee” on ministry is often renamed a “council,” as we have done.

“An older model is the Ministerial Relations Committee, which tends to be an advocate for, and a support and guidance group to, the minister or ministers. The focus of these

groups generally is limited to professional ministers, rather than to the overall state of the congregation's ministry. In unhealthy congregations, this model can lead to triangulation.

A newer model is the Committee on Ministry (CoM), which focuses on all aspects of the congregation's ministry, including professional leadership, music, social justice, religious education, and so on. This model helps the congregation make sure that its ministries are serving its mission and vision.”

Our bylaws are not clear which model was intended, though our Organization Chart indicates it was the latter.

### **Proposal:**

Clarify current COM as the second type.

Clarify the separation of functions between board and COM:

Board – oversees operations of the church (including finance, B & G)

Council on Ministry - oversees the mission and values of the congregation, including the quality of its ministry, and enhancing communication and ways of working together. (see org chart)

### **Proposed Model**

This proposal invites a RE-VISION, and suggests that we may actually already have a Council – the core of people already serving, already deeply committed to this community – who only await formal empowerment.

This is an adaptive COM approach for small congregations, a workable design used elsewhere that might fit our situation well.

The Council on Ministry could be made up of:

Minister (if any, as an ex-officio member)

President-Elect of the Board

Lay Ministers for Worship

Committee Heads from each committee (P&P, Music, Membership & Caring, RE, and Social Concerns)

This follows the intent of the By-Laws: the Lay Ministers for Worship, appointed by the Minister, and the committee heads, appointed by the Board. Amend the by-laws to clarify the COM.

### **Meetings**

This Council might begin informally, as the large group session at All-Committee Night does now. It would then decide for itself whether to adopt certain guidelines (e.g. agendas, open or closed sessions, confidentiality or consensus decision-making).

Meeting leadership could rotate among the Lay Ministers but would not be led by the President-elect.

The Council would meet monthly. Meetings could take place prior to the ACN meetings, for example: 5:30-6:30 COM, 6:30 fellowship break, 7:00-8:00 Committee meetings.

By utilizing the committee chairs and using an already-scheduled meeting night, we reinstate our Council on Ministry as a vital and functioning body. This would also eliminate the search for members to serve on the COM as currently stated in the by-laws. It would also keep the Board functioning for its intended purpose and not beyond it.

Proposed in the spring of 2017 as part of the plan to increase communication across committees and again in the fall of 2017, this plan has been tabled by the Board indefinitely. It caused some conflict within the board. The conflict stemmed from a misunderstanding involving personality not process, and the damage was severe, resulting in one resignation from the board. When we tried to revive the proposal later in the fall with a new board member in the mix, the proposal fell flat again. An ad hoc committee was proposed but no former COM members were willing to evaluate the proposal. Energy and excitement lacking, we tabled the proposal. As the new board rotated on and got acquainted with the work of the previous board, one person had inquiries about the proposal and asked to get copies, so there may be future opportunities for this proposal.

## R. Milestone 10: Project Outcomes

This milestone is a summary analysis of the progress of the goals established at the beginning of this consultancy project over the last two and a half years. Below is the timeline of goals, Table 1, created in October 2016. The italicized dates reflect the actual accomplishment of each objective.

**Table 1 SMART GOALS**

| <b>Goal</b>  | <b>Objective</b>  | <b>Timeline</b>                                      | <b>Resources</b>    |
|--|---|--|---------------------|
| Goal #1<br>Review the organizational mission and goals to align the church's actions with its stated goals | Review/Recreate Mission, identify current strengths through appreciative inquiry, connect with members via small cottage meetings | November/Early December 2016<br><i>December</i>      | Board               |
|  | Revise 5 year and one-year plans based on Mission   | December 2016<br><i>October 2017</i>                 | Ad hoc committee    |
|  | Survey goes to all members (crunch data)  | November/Early December 2016<br><i>December 2017</i> | Elizabeth, Karen    |
|  | Establish the Focus Team to evaluate short and long-term goals, assess the need/desire for a Search Committee                     | October 2017   | Minister Focus Team |
|  | Focus Team cottage meetings   | February/March 2018                                  | Focus Team          |

| <b>Goal</b>  | <b>Objective</b>  | <b>Timeline</b>                               | <b>Resources</b>                |
|--|---|---|---------------------------------|
| Goal #2<br>Create an effective budget by developing a stewardship campaign | Set goal for FY 2017-18 budget based on mission/program budgets   | Early January 2017<br><i>January/February</i> | Board, Finance Committee        |
|  | Develop giving case statement (written, compelling case for support based on mission)   | Mid-January 2017<br><i>February</i>           | Annual Campaign Chairs          |
|  | Begin planning for Fellowship Event (dinner with participatory entertainment, ideally)  | January 2017<br><i>February</i>               | Event Planning Team             |
|  | Develop printed materials for annual budget campaign (including annual commitment form, fair share chart, brochure)                     | By early February 2017<br><i>March</i>        | Annual Campaign Chairs          |
|  | Minister Generosity Sermon  | Early February 2017<br><i>February</i>        | Minister                        |
|  | Update Membership rolls based on annual budget drive  | April 2017<br><i>May-present</i>              | Finance Committee               |
|  | Annual meeting to approve FY 17-18 budget   | Late April 2017<br><i>April</i>               | All Congregation                |
|  | Develop FY 2017-18 program budgets based on mission   | Early January 2017<br><i>January/February</i> | All Committees                  |
|  | Follow-up with members who have not made annual commitment  | March 2017<br><i>March/April</i>              | Annual Campaign Chairs          |
|  | Fellowship event to launch Annual Budget Drive – education, hand out materials, announce leadership gifts and invite annual commitments | Mid-February 2017<br><i>March</i>             | Stewardship Event Planning Team |
|  | Leaders personally contact those not at the gathering to personally invite their annual commitment                                      | Late February 2017<br><i>March/April</i>      | Board, Giving Leaders, Minister |

| <b>Goal</b>  | <b>Objective</b>  | <b>Timeline</b>                           | <b>Resources</b>   |
|--|---|---|--------------------|
| Goal #3<br>Develop materials for new member orientation and onboarding | Develop printed materials for visitors based on mission   | January/February 2017<br><i>April/May</i> | Membership         |
|  | New(ish) member gathering. Informal gathering of members who have joined in the last year. Check in, get feedback on how new members could be integrated more smoothly. | January 2017<br><i>May</i>                | Board,<br>Minister |
|  | Plan <i>Discovering UUCCV</i> orientation for new members. Expectations of membership: invite annual commitment, history of UUCCV, opportunities for service)           | May 2017<br><i>September 2017</i>         | Minister,<br>Board |

| <b>Goal</b>   | <b>Objective/Activity</b>  | <b>Timeline</b>   | <b>Resources</b>   |
|---|--|-------------------|--|
| Goal #4<br>Re-establish<br>an active,<br>functioning<br>children's<br>religious<br>education<br>program | Identify possible candidates to join RE committee.<br>Committee meeting to establish goals and plan. | June 2017         | Melissa<br>Elizabeth<br>Meeting<br>Space<br>Meeting<br>Materials |
|   | Develop Program Goals<br>Organize Calendar<br>Select Curriculum                                      | June-July 2017    | Elizabeth<br>Lola  |
|   | Change Re to Spiritual Development   | Sept. 2017        | SD<br>Committee<br>By-laws                                       |
|   | Schedule teachers for 3 months at a time   | Ongoing           | Committee  |
|   | Recruit Volunteers to teach and float  | Aug 2017          | Melissa<br>Elizabeth<br>Lola                                     |
|   | Develop adult education goals  | Sept. 2017        | Lola<br>Ruth<br>Patty<br>Meeting<br>Space/Mater<br>ials          |
|   | Launch Fall Curriculum - 10-14 year-olds   | Sept. 2017        | SD<br>Committee  |
|   | Launch Teen Curriculum   | Sept. 2018        | Patty  |
|   | Launch Yoga Series for Adults  | Oct-Nov. 2017     | Lola   |
|   | Launch Odyssey Series for New Members  | Jan 2018          | Ruth   |
|   | Hold 1 <sup>st</sup> Annual Women's Retreat  | Jan 2018          | Lola<br>Ruth   |
| Plan for Summer Curriculum  | April 2018   | Elizabeth<br>Mary |  |

| <b>Goal</b>  | <b>Objective/Activity</b>  | <b>Timeline</b>                  | <b>Resources</b>  |
|--|--|----------------------------------|---|
| Goal # 5<br>Coordinate church ministry across all established committees | Conduct leadership workshop to address communication and conflict                            | August 2017<br>Sept. 2017        | Melissa<br>Elizabeth<br>Outside Consultants<br>Church meeting space |
|  | Establish Leadership Team  | Every 2 months,<br>beg. Aug 2017 | Melissa<br>Chairs   |
|  | Re-evaluate COM<br>Organize Ad hoc committee to evaluate Council on Ministry change proposal | Oct 2017                         | Melissa<br>Board  |
|  | Develop a communications plan<br>For coordinating ministry across committees                 | Jan 2018                         | Melissa<br>Chairs   |

#### Goal #1

The first goal of the project was to review the organizational mission and goals to align the church's actions with its stated goals. Initially, three "cottage" meetings were planned for November and December of 2016 to review the mission statement. In December, a SWOT survey was sent out to the membership, including feedback on the Mission Statements that were developed during the cottage meetings.

Five new mission statements were developed, and although there were two that were preferred over the other three, the open-ended feedback portion of the survey indicated overwhelmingly that the membership did not want to make any changes to the currently established mission.

While it may seem that this was a failure, in that we did not amend our current mission or adopt a new one, it did establish that members have a strong connection to the mission. Many individuals feel inspired and empowered by the mission statement.

In terms of the SWOT analysis, two key issues came up that informed the next phase of reaching this goal. The most noted concern that membership held was the insecurity of having a consulting minister instead of a “called” (permanent) minister, and some expressed the urgent need to establish a Search Committee to begin the process of calling a minister. At the same time, one of the greatest strengths was the high satisfaction with Melissa, the consulting minister. To address this, in late 2017, the board established a Focus Team to address the call for a search committee.

The second concern related to membership needs, and it will be addressed in the discussion of Goal #3.

#### Goal #2

The second goal of the project was to create an effective budget by developing a stewardship campaign. In the nine prior years of my membership in the church, the budget was created by the treasurer alone. During some of those years, the membership numbers and financial contributions had declined significantly. A 2013/2014 budget had been cut from \$85,000 to \$65,000, and two major donors were contributing over half of the overall budget. Though the expenses were being covered, there was no actual accounting of the budget in place. During the early part of 2017, a stewardship team was developed to create an actual budget based on pledged donations. In 2016, 6 pledge cards were returned to the treasurer.

The stewardship team solicited budget information from each of the committee heads, and then worked to create a working budget. In March, we held our first stewardship campaign, which was a catered dinner with entertainment. In between acts, various members discussed budget goals for the coming year. We received 20 pledges for a total \$54,000.

### Goal #3

The third goal of the project was to develop materials for new member orientation and onboarding. We began by seeking out a committee chair for the nearly-defunct membership committee. Initially, a member stepped forward and began working on the membership roster, a membership packet, and planning a new member orientation breakfast which took place prior to the membership welcoming service. Board members helped in this endeavor since we have been unable to recruit an active team to the membership committee. The first group of people who went through the process in May of 2017 was very successful, as was the second group in November of 2017. New members were given handbooks, and we outlined the membership expectations of pledging as well as active committee involvement. During the time between the first and second group, the new membership chair resigned due to health issues. We were able to recruit another person to take on this duty, but we have yet to establish an active, functioning committee to support this individual.

As part of the focus team mentioned in the first goal, they were tasked by the board to hold a second set of cottage meetings in February and March of 2018 to do another SWOT analysis to focus on goals for the coming year. Membership and growth as well as volunteerism were cited as two of the biggest concerns, reflecting the initial

survey from December 2016. One aspect of the concern was that we are now growing – our membership is at 56 members, with an average growth of one member per month for the past 18 months. Despite the growth in numbers, several committees still lack the support needed to complete goals.

#### Goal # 4

The fourth goal, re-invigorating the Religious Education Program, may be the most important goal and benefit to this project. While growth is not a goal in and of itself, the entire congregation is aware of the benefits of families with children. Providing quality, consistent religious education is a necessity. Revitalizing this committee would at least open up possibilities for families with children seeking religious education. For the families that are already there, religious education is also a priority.

I have been acting as on-again off-again committee chair by necessity for three years since we had not been able to get anyone else to volunteer. During the year and a half prior to the project start, there was unreliable help here and there, and often the kids were just playing in the back instead of getting a lesson. We knew this had to change.

During the second year of the project, Melissa recruited a newer member to join the RE committee. In June 2017 we made plans for the fall, but still had no acting chair. The new member volunteered to chair the committee. In addition to helping with organization, she led the charge in recruiting. By September 2017 we had three new volunteers to teach and two volunteers to “float” between rooms since we had an infant/toddler room and an elementary room and only one teacher in each. The floater would mitigate safety issues and assist when necessary. By December we were averaging

5-8 children per week. In December, 16 kids from one and a half years old to eighteen, participated in a holiday pageant which they presented to the congregation.

At the same time this was happening, several people, including the new chair, stepped forward with ideas for adult education. A yoga series was planned, a women's retreat was scheduled, and two Odyssey Groups were formed. These are small groups that meet weekly for about a month and half with the intention of sharing their spiritual journey – one person per week. This is a great way for people to get to know each other better.

#### Goal # 5

The final goal of creating a Leadership Team would increase communication and collaboration between committees, avoiding overlap and misunderstandings. In the spring of 2016, before Melissa was hired, the Membership Committee had organized an evening event with music. The main purpose was community, but they wanted to add a philanthropic element, so they found a cause and used the event as an opportunity to support the cause. Meanwhile, the Social Concerns Committee had just made similar plans for supporting a different cause, but without the event attached. This led to discussions about committee crossover, communication, and messaging.

The idea for a Leadership Team was proposed by a fellow board member, but her idea was to revive a defunct committee, the Council on Ministry (COM), but reframe it from the way it is described in our by-laws. After researching what the UUA says about this Council, I learned that there are two ways to approach it. The other board member had experienced COM in one of its iterations, while I had experienced it in the other. I

had also noted in year's past that there was a disparity between the way COM was defined in the UUCCV by-laws and the way it was defined in our organizational chart, but I never pursued it. The by-laws showed one iteration, the org chart the other. Our idea was to change the by-laws to reflect the org chart and redefine the committee charge based on the other definition.

The way we had been using COM, and as it was defined in our by-laws, the COM was selected in part by the Minister and in part by the Board. The committee would meet monthly or bi-monthly and would address conflict or concerns that were outside of the board purview. Since this was rarely needed, most members were hesitant to commit to meetings. The committee had been defunct in practice for as long as I'd been a member, with the exceptions of one or two serious incidents. The second iteration of COM was more like a Leadership Team in practice. It did not need to recruit members because committee chairs were members by default. Board members would not be on this team other than one representative. The idea was to give over the strategic planning of ministry to these leaders and allow the board to plan financial and organizational strategy. In February 2017, a COM proposal was brought before the board.

### **Major Issues Encountered**

During the course of the two-and-a-half-year project, there were several issues to overcome for each of the goals. Below is a summary of the obstacles we faced as well as the way we resolved them.

- Goal #1: Review the Mission and Goals.

The leadership agreed that a review of the mission would be beneficial. Our belief that the mission statement should be revised to be simpler was not

shared by the congregation at large. As noted above, this aspect of the review helped create increased commitment to the church's stated mission. However, once we began to talk about our goals for the short and long-term future, some unresolved prior conflicts rose to the surface. Note that some of the goals above show long gaps between when we had hoped to accomplish a goal and when we actually did. Part of that discrepancy was because of the actions necessary to address those unresolved conflicts. We engaged two outside consultants who were experts in non-violent communication and conflict resolution to lead us in a deep listening workshop that allowed us to address some of the conflict and approach goal setting in a more fruitful way.

- Goal #2: Create a budget and stewardship campaign

This process also came with conflict. While we were able to launch an effective and successful campaign, we had to do a lot of background work to get members comfortable talking about money and address some concerns about how money is spent and where it is invested. Some of our money had been invested in the regular stock market, without the knowledge of the full congregation or explicit board approval. As we were working on the first goal of squaring our actions with our stated goals, some felt strongly that the money should be moved into socially responsible funds. Initially, much of this conflict took place in the board room and not in the general membership. In addition, our treasurer moved, and we had to find a new one quickly. Our choices were limited, as there was a major clash between the treasurer and secretary over investments which ultimately resulted in the secretary leaving

the board and resigning her church membership. The resolution to this came when the second series of cottage meetings took place and many people voiced their concern about our choice of investment funds. The greater preference for socially responsible investing ultimately won out, though some relationships were damaged. A second resolution to this was the replacement of the treasurer at the end of her term. Though she had voiced her desire to stay on, we felt that the conflict would have greater long-term resolution with a change in that position.

- **Goal #3: Streamline the Membership Onboarding Process**

While this was one of the most successful parts of the project, it still comes with obstacles. The primary one being that the committee is currently a committee of one, being supported by the minister and board members. Other members have also stepped up to help, but we have yet to get a full committee up and functioning. We are in the process of identifying people to ask to sit on the committee.

- **Goal #4: Revitalize the Religious Education Program**

This area also experienced some real success. In the fall of 2017 we had a paid childcare giver who cared for toddlers and preschoolers, a classroom for 4th-7<sup>th</sup> grades, and a teen group that met twice a month. Morale was high on this committee leading into December, culminating in a children's pageant that was a huge success. In the adult arena, the Women's Retreat kicked off the new year in January, again leaving a lot of people feeling a strong sense of community. However, in February the chair stepped down due to health

issues. By March the teen group had stopped meeting. I volunteered to co-chair the committee if someone else would also step up. I asked one of the newer members and she agreed. At the same time, the nominating committee also asked her to serve as President-elect. So, while we have something temporarily in place, once again, a handful of the same people are taking on all the roles. The committee did meet in May 2018 to plan for the summer and is working on finding a new committee chair for the fall.

- Goal #5: Create a Leadership Team

This goal was the greatest source of conflict and frustration in the entire project. One of the other board members and I had the idea to reinvent the COM as the new leadership team. We discussed the idea with Melissa and were very excited about the proposal. In February 2017, we added the proposal to the board agenda and sent the supporting documents for review prior to the meeting. A miscommunication occurred. In the fall of 2016, another board member had been tasked, with an ad-hoc committee, to review some other documents, of which the COM was not one. This board member confused the COM for one of the other documents that had been reviewed and took offense that we were suggesting changes so soon after the review. This initial offense took place over email, and by the time the meeting took place, irreparable damage was done. The board member who took offense suggested that the other board member (a newer member) had overstepped her bounds with her proposal, because she was a newer member. The newer member offered her resignation. The older member, realizing she'd taken it too far

offered her resignation. We were back to conflict and crisis mode. In the end, the newer board member stayed, and the other board member ended her term a month before the elections/annual meeting in April 2017. However, the same board member, the secretary, eventually left the board in February 2018 due to the conflict over finances. In October of 2017, I put the COM proposal back on the agenda. We had a new board and I hoped it would be well received. It was not. One board member was adamant that we keep the original by-law definition of the COM, the others felt that the issue was going to take more energy that they were interested in investing. I proposed an ad-hoc committee, and they supported me. Unfortunately, I could not find any former COM member or anyone at all to sit on the ad-hoc committee. In March 2018, we tabled the proposal indefinitely. At the turnover meeting for the new and former boards in May 2018, I suggested that the COM or the Leadership Team idea be taken up by the new board.

### **Year-To-Date Budget Performance**

While it is not accurate to say that there was no cost to this project, it remains that the work of the church is done almost exclusively by volunteers. The minister's salary and building expenses are the largest expenses the church has. The remaining monies go to various committees and their work. All the activities conducted in the consultancy project were covered in the expenses already set aside for church work except for the stewardship dinner. The dinner in 2017 cost \$1,000.00, money which was not in the original church budget. It was our desire to have one event where members were not required to bring a dish to pass, come early to set up, or stay late to clean up. To

address this, we used money from our reserve fund to pay for a catered dinner and two staff. To encourage fellowship among our newest members, we asked them to work together to set up, and board members and the staff members stayed to clean up. In 2018, we had budgeted \$1,000.00, but only spent \$600.00. Again, we had new members set up and board members clean up. Since our pledges went from 6 in 2016 to 20 in 2017 to 34 in 2018, this was money well spent.

### **Personal Reflection**

I consider this project to be a great success. Over the last two and half years there has been a lot of accomplishment. We have increased our membership, established a working budget and increased it by \$10,000 for fiscal year 2018-2019. We were able to prioritize several big issues through our cottage meetings, including increasing our minister time and focusing our efforts of increasing our membership. There is a feeling of camaraderie between members as more and more people get to know each other better and spend more time together working towards the church's goals.

One of the biggest failures of the project was the inability to address the deep culture issues that plague the organization. I had hoped that I could convince the larger group to embark on a true culture change initiative, and while I do not want to disparage the work that we have accomplished, the fact is, we still have not been able to address some important aspects of the dysfunction in the organization. The first goal was meant to be an opportunity to take a deep look at who we are and how we want to be, and while a lot of it looks pretty on paper, there were conflicts we just could not overcome. The loss of the secretary from the board with only three months left in her term was a serious blow. She had been instrumental in driving some of the changes, but she was a newer member, and it seemed some of the old guard would not accept her ideas. I feel like there are two serious issues lying in wait. The first is that there are still some of the older (longest-term) members who are still trying to be in control and operate in ways that are not healthy. Some of this may be self-resolving. The new treasurer will be a good change to the organization because he is very capable, and he is very straightforward. His

inclusion on the board and on the finance committee will help resolve some of the conflict that we have going on about the investments.

The second concern I have is in relation to the new minister. Right now, she is a driving force in the congregation. This is a good thing; however, we know that she cannot commit to us long-term nor full time. We have contracted to have her with us for another two years on a year-to-year basis, and we have an action plan for reevaluating our status in another year and possibly establishing a search committee. My concern is that our failure to address some of the culture issues means that, when we do begin the search process, these same conflicts will rise to the surface again. Our members love Melissa. Will they have established enough of a bond between themselves when she moves on to keep the energy and excitement that have been the result of all the hard work that has been done over the last two and half years? I hope so.

This leads to the impact that this project has had on me. I was very fortunate to have been in a leadership position when I began this project as my consultancy. I was board president when we hired Melissa, and I changed my project from faculty development at the community college to the culture change project at the church. I had been very frustrated with my inability to get real buy-in from college administration, and I was pretty much running things at the church. The former minister had retired; we were able to find a quarter time minister, and there was a seemingly strong desire for change at UUCCV. Each course I had already taken was having a daily impact on how I approached this work. I was a volunteer but putting in many hours a week to reestablish leadership and reenergize the community. Hiring Melissa was like winning the lottery.

She and I worked very closely the first year, and together we were able to convince many others to get on board with our plan.

We both felt strongly that some of the prior conflicts were getting in the way of our moving forward but attempts at resolution were disheartening. We had to accept that members of the congregation were either not willing or not interested in taking that journey. This was a profound learning experience. Whether you are the paid boss that gets to dictate decisions, or the volunteer who has been elected board president, you cannot make people do things they do not want to do. As I said, I am certain – and the course work bears this out, as does life experience – that the failure to address some of our conflicts only means that we will get the chance to try again some time in the future. I can hear Dr Balls in my head, “Pay now or pay later, but either way you’re going to have to pay.” I also learned that you can still lead and have successes, even when your organization is not ready to take that deep dive with you.

When I am looking over all that I accomplished, along with so many others who helped, one of the greatest successes has been the transfer of leadership from me to Melissa. When Melissa came on at the beginning of the project, she was not new to UU, but she was to UUCCV. She walked into a church that had been split over conflicts with the prior minister – a minister she knew personally – and she committed to helping us through this transition. She had a lot to learn about us as individuals and about how we functioned as an organization. She was only quarter time then, so was not there weekly. This left a lot of the daily/weekly leadership to me. I was bombarded with questions when I came to church, and when the service ended, there would often be a line of people waiting to talk with me. Now, I am happy to say, those questions are fewer, and the line

is for Melissa. The congregation sees her as the leader, as it should. The board still has a key role, but the transition from minister to minister has been a huge success.

I have also learned something else about myself in the leadership position. As I mentioned above, when you are the one that others see as the leader, there is a balance you have to strike. I found myself pulling back from some of the people and some of the activities at the church. While people in the congregation were growing closer and establishing a new sense of community, I was involved in board conflict. I was not personally responsible for the conflict, but I had to take responsibility for the leadership of the board. I had several very uncomfortable conversations, one on one and with the board at large, about communication and conflict. I questioned my role in some of it, as it was hard to stay neutral. Somehow, staying a little more neutral out in the congregation was easier. Now that my project is complete, and I have rolled off the board, I am hopeful that I will be able to ease back into being one of the regular members who is not burdened with so much of the responsibilities. I also fear that I will miss those same responsibilities and the challenges that come with them.

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