

Board Education & Training Committee (BEC) Manual 1-21-16

By Tony Bushman

Preface to BEC Manual:

These documents are very useful for the Board Education & Training Committee in the future. No one else in UUCB has this collection which should be in our archives for various Task groups to reference. The documents can be used to help them self-learn their functions. They serve as a base line of information that other BEC can use to develop further as the Ed & Tr needs of the task teams becomes better revealed through the “Bushman Management Audit” .

I have a start of an education and training plan for:

The Board monitoring team

Board Linkage team

Board secretary

Board Education and Training Committee

Education plans for other functions need to be created.

All plans need continual refinement and depth that will take years to do. A focus on developing self-paced modular learning is a good model to use here. When in a group learning situation, the case approach will be useful.

The “Best Practices” material is universally applicable to all Board activities. If the Board uses them, the Board will experience greater productivity and efficiency and have fewer frustrations.

Note: If you are earnestly taking on the Education and Training function, count on spending a minimum of 2 hours per week. Most weeks you will be spending 6 hours or more. As years pass, the time creating new materials will lessen because you can re-use previous materials. The first priority for the BEC is to teach themselves or refresh their learning in the first month after new Board members arrive. This will take intensive reading and face to face self-training. The BEC needs to learn its job before training others. This will take a least 6 hours if not 12hours if you do it well. You will then be prepared to take up the priorities established by the preceding BEC and revise them according to the BMA (Bushman Management Audit) Survey which should have been done in the preceding November or December and analyzed and processed to get managerial implications and lead to a new priority scheme.

Also do not assume that you have accomplished the BEC function by simply presenting descriptions of responsibilities. You need to include training of the application of the responsibilities to see if behavior suggested by the training was successful. My observations over the last 14 years of PG is that exposure is important but that rarely results in modification of Behavior that reflects the full understanding of PG. The other operating force is that PG does not come naturally and is in constant conflict with the Board’s natural tendencies to micromanage. It is the nature of institutions to find solutions to problems and work around rules that impede their sense of what is the right thing to do. And perhaps they are right. The honest thing to do is to rethink what the BoT wants to follow as its guiding light.

I would suggest a hybrid model found in many firms.

1. BoT sets mission, vision, policy, objectives (“SMARTIR” goals) (implied or stated limitations) with an eye towards efficiency and effectiveness
2. Review committees should not only assess degree of compliance, they should also make

corrective suggestions to help the Board move forward.

Also please realize this manual is the first one to be created for the BEC. While I have put together about 50 documents, they are neither optimal nor exhaustive. This manual will take many years to get it humming. But if you want to make the job better for your successors you will make improvements in it every year and it will take less orientation time to get running.. This manual can serve as a model for each of the Board Task Force Teams and the Board President. I encourage each of them to develop their own manual. The BEC can help them.

Table of contents

Function title
Function obligations – mission scope and vision
Team composition and responsibilities
Time line
Agenda for items in time line
Manuals for each Board Function
Bushman Index supporting materials

Board Function title

Board Education and Training Committee (BEC)

BEC Mission: to educate and train UUCB Board members (and by extension the CT and the Congregation of UUCB)

BEC Vision: to be a driving force in creating a thriving Board and Church community guiding the members to excellence in fulfilling the roles they have.

Team composition: Tony Bushman, David Lingenfelter, Dave Rockhold, Bert Collins and other special task persons. It is advisable to have one or two Board members oversee the BEC in a strategic policy way as suggested by the PG Manual. In addition, get four people- perhaps three from the church and one from outside UUCB that is knowledgeable. Each one should be assigned an area of expertise development and be responsible in an operational sense to work out details. For example one can design the BEC Manual. One can look for best practices and how to teach them. One could be the survey information gatherer. One could be the reviewer of reports and suggest how they can be made better and keep a record of what education needs to be done.

Team Responsibilities:

Develop a program for training and educating Board members and their “Task Force Committees” including the BEC and communicate relevant actions to the congregation and the Coordinating Team. This includes developing and refining leadership skills, interpersonal

communication skills, etc. with a time line of training activities and report dates as defined by “Best Practices” and set out in the “Future Focus Agenda” see UUCB Board Retreat Education Training Efficacy History- Bushman guidance

Specifically the develop and execute a plan to improve the functioning of each Board member and the task force they participate in.

To encourage the Board members to self-train and self-manage using commonly accepted “Best Practices”

To guide in the creation of manuals for each standing task force committee and to pass along an improved manual to subsequent committee members. See Ends Statements Monitoring - Individual Worksheet and Board Education Survey.

To educate and train the Board members regarding the Policy Governance Manual

To collect, refine, develop and effectively use training materials created in UUCB and in other institutions, including the use of consultants.

To further define the function of BEC.

Timeline;

Follow the timelines as set out by the Future Focus Agenda” and the needs of the BEC to operate effectively and efficiently using “Best Practices” and other devices of its creation. A timeline for BEC is partially defined by the Future Focus Agenda given in an accompanying document. It is not complete and needs to developed more fully by the BEC while focusing on the total function as described above. See doc UUCB Future Focus Annual Agenda Plan 2012 and UUCB Future Focused Annual Agenda 2014-15

Agenda for items in time line

This needs further development. Some aid is provided in the Bushman Management Audit (BMA) (doc Bushman Board Management Audit & Education Needs Questionnaire (BMA)draft 3 1-12-16)






Best Practices regarding Boards and leadership will be explored and shared as is feasible.

Manuals for each Board Function





The BEC will encourage and guide the other Board Task Teams and the President to create a manual for their use and those who follow so that each team does not have to re-invent the wheel. It takes a few months to get acclimated to the Board. The BEC is one of the more difficult functional areas. Its manual is likely to be much more involved than any of the other functional Board Teams.

Bushman Index of informational items from UUCB Board Education & Training Committee




































Board Education Manual

-  Board Education & Training Manual 1-18-16.docx
-  Board Education and Traini...ongregation Linkage .docx
-  Board Education Plan Elem...4 5-15-15 & 1-14-16.doc
-  New Board member First Training needs.docx
-  Training of UUCB Board M...ations revised 3-2-15 .docx

Vision Education Packet

-  1 Visioning Concepts Bushman.docx
-  2 Strategic Visioning Leading to Growth Bushman.docx
-  3 2015 UUCB Board Retreat - Vision 64 slides .pptx
-  4 2016-17 Visioning Points...Ward in August 2015.docx

Board Education Packet

 1a Board Education Task...ocus Agenda draft 1.docx	Jan 11, 2016, 9:41 AM
 1b Board Orientation and...ining New members .docx	Jan 28, 2015, 9:37 PM
 1c Board Orientation and...eturning) rough draft .doc	Feb 5, 2015, 12:44 PM
 2a Board Management A...2 12-9-15 Bushman.docx	Nov 21, 2014, 4:01 PM
 2b Board Management A...aining Needs Survey .docx	Yesterday, 10:01 AM
 2c Board Education Plan...lete Draft #4 5-15-15.doc	Apr 28, 2015, 9:55 PM
 3a BOT Education scope...shman draft 3-4-15.docx	Mar 4, 2015, 7:46 PM
 3b Board Education Rega...ee Governance Jobs.docx	Feb 18, 2015, 10:17 AM
 3c Reflections for Future...the Board 11-19-15.docx	Nov 17, 2015, 2:11 AM
 4 POLICY GOVERNANCE...nual 2015.1 Draft 2 .docx	Jan 29, 2015, 8:07 AM
 5 Policy Governance Guid...education- 40 Pages.pdf	Feb 7, 2015, 5:26 PM
 6 UUCB Bylaws.pdf	Mar 21, 2015, 9:37 PM
 7 BoT 3-9-13 PG orienta...n PPT 27 slides rev6.pptx	May 20, 2015, 12:34 AM
 8 Policy Governance Ori...the Board-31 slides.pptx	Feb 7, 2013, 8:09 AM
 9 UUCB BoT Retreat - Go...ust 2015 131 slides.pptx	Jan 3, 2016, 11:52 AM
 10 PG REALBoard Tool Ki...ful Monitoring slides .pdf	Feb 22, 2015, 4:29 PM
 11 Governance_as_Holy_Work_UUCB 3-15.ppt	Mar 29, 2015, 9:03 PM
 12 Future Focus Final_LL comments copy.ppt	May 2, 2012, 4:03 PM
 13 What is linkage 51 slides 3-8-13 .ppt	Mar 8, 2013, 9:36 AM
 14 Why Are We Here Visioning Dec 2 -14.pptx	Dec 2, 2014, 6:51 PM
 15 UUCB Board Educatio...ts - Buhman 8-3-15.docx	Aug 3, 2015, 11:07 PM
 16 UUCB Board Retreat E...y History- Bushman.docx	May 20, 2015, 1:07 AM
 17 UUCA polgov-webversionmay07.pps	May 12, 2009, 5:12 PM
 18 Board best practices...al Revised 1-19-16 .docx	Today, 11:38 AM
 19 Board Education and...kage case- Bushman.docx	Today, 11:40 AM
 20a Board self-learning a...Bushman 6-19-15.docx	Today, 11:44 AM
 20b Education and Traini...tyle Case-Bushman.docx	Today, 11:49 AM
 21 Filing and retrieving B...practices Bushman .docx	Today, 11:50 AM
 22 Congregation survey...vice-Author unknown.docx	Aug 20, 2015, 11:09 PM
 23 How to Monitor the U...dent- Author unknown.pdf	Feb 22, 2015, 4:29 PM
 24 Raw material for creati...Practices Bushman .docx	Aug 27, 2015, 10:35 AM
 25 Board Ed& Training of...12-23-15 Bushman .docx	Today, 11:58 AM
 26 UUCB Education & Tr...Education- Bushman.docx	Today, 11:59 AM
 27 BEC advisory team ta...t Practices 2-19-15.docx	Feb 13, 2015, 9:03 AM
 28 Membership Ministry...treach , Dec 8, 2014.docx	Dec 11, 2014, 9:06 AM

Respectfully submitted to the UUCB Board 1-21-16
Tony Bushman