

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## TABLE OF CONTENTS

I: Ends	
Policy A: Mission	2
Policy B: Ends Statements (2009–2013)	3
Policy C: Values	4
Policy D: The Vision of Unity Church-Unitarian	5
Policy E: Moral Ownership	6
Policy F: Primary and Secondary Stakeholders	7
II: Executive Team Limitations	
Policy A: General Executive Team Constraint	8
Policy B: Staff/Volunteer Treatment	9
Policy C: Compensation and Benefits	10
Policy D: Financial Planning	11
Policy E: Financial Condition	12
Policy F: Asset Protection	14
Policy G: Conflict of Interest	15
Policy H: Communication and Counsel to the Board	16
Policy I: Facilities Planning	17
III: Governance Process	
Policy A: Governing Style	18
Policy B: Board Job Contributions	19
Policy C: Officers' Roles	20
Policy D: Board Members' Code of Conduct	21
Policy E: Committee Principles	23
Policy F: Complaint Procedure	24
Chart: Complaint Procedure	26
IV: Board-Executive Team Relationship	
Policy A: Delegation to the Executive Team	27
Policy B: Executive Team Job Contribution	28
Policy C: Monitoring Executive Team Performance	29
Chart: Frequency and Method of Regular Monitoring	31
Policy D: Disciplinary Policy	32
Policy E: Compensation for Called Ministers	33
Policy F: Compensation for Non-Called Executive Team Members	34

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy A: Mission**

The mission of Unity Church-Unitarian is to engage people in a free and inclusive religious community that encourages lives of integrity, service, and joy.

Amended January 31, 2005

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### Policy B: Ends Statements (2009–2013)

#### *Within*

1. The people of Unity Church – Unitarian have a deeply meaningful, transforming, liberal religious experience which includes:
  - a. A rich and diverse worship life that nurtures, challenges and inspires;
  - b. Compassionate pastoral care in times of joy, sorrow and transition;
  - c. Spiritual and theological deepening through both personal and family-based religious practice and ritual;
  - d. Lifelong opportunities for growth, learning, engagement and racial healing;
  - e. Knowledge of Unity Church-Unitarian and Unitarian-Universalist history.

#### *Among*

2. Unity Church – Unitarian is a radically hospitable, spiritually vital and supportive community where:
  - a. People of all ages feel welcome and connected across identities including race, class, gender, sexual orientation, ability, politics and education;
  - b. People are generous with their time, talent and resources;
  - c. Shared ministry is actively encouraged and the circles of power, opportunity and access are intentionally widened;
  - d. The resources and facilities of the church are well managed and maintained, and appropriate to the needs of the church and the community.

#### *Beyond*

3. Unity Church – Unitarian is a visible leader and partner, making a positive impact in our neighborhood and in the world through:
  - a. A commitment to anti-racism and racial healing in covenant with people and communities of color;
  - b. Advocating in the public arena for liberal religious values in response to prejudice, injustice and oppression;
  - c. Proclaiming the transforming power of our faith;
  - d. Working with congregations and institutions around shared values;
  - e. Full and active participation in the larger Unitarian Universalist community;
  - f. Acting and investing in environmentally responsible and sustainable ways.

Amended May 14, 2008

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### Policy C: Values

Unity Church-Unitarian honors the ambiguity and uncertainty that is ever present in the ongoing search for greater meaning in life. Unity Church-Unitarian strives to embody the following values in all its work:

- Authenticity
- Generosity of spirit
- Mutual respect
- Freedom of thought
- Open, broad embrace

Amended April 30, 2003

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy D: The Vision for Unity Church-Unitarian**

Under review.

Amended April 30, 2003; Amended November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy E: Moral Ownership**

The moral owners of Unity Church-Unitarian are those who yearn for the Beloved Community and see Unity Church as an instrument for its realization. The Beloved Community is engaged in the work of the spirit. It is community at the highest level of reality and possibility, where love and justice prevail.

Amended July 27, 2005

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy F: Primary, Secondary and Tertiary Stakeholders**

In accomplishing its mission and ends, Unity Church Unitarian will prioritize its planning and resources first towards its primary stakeholders, next towards its secondary stakeholders and then towards its tertiary stakeholders, as such groups are defined below:

#### Primary Stakeholders

- a. Members
- b. Staff
- c. Friends who have pledged or contributed to the church but are not members
- d. Children of members
- e. Potential members seeking an open, liberal, and inclusive church community. This includes but is not limited to those who do not have a church because of systemic oppression, gender identity, race, economics, or incompatible theology.

#### Secondary Stakeholders

- a. Community outreach partners
- b. UUA
- c. Prairie Star District
- d. Other UU Churches
- e. Liberal Theology Seminaries
- f. Members emeritus

#### Tertiary Stakeholders

- a. Neighbors
- b. Lapsed members
- c. Community
- d. Legacy members
- e. Funders
- f. Vendors
- g. People served by community outreach partners
- h. Building users & renters

Amended January 31, 2005; November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### **Policy A: General Executive Team Constraint**

The executive team shall not cause or allow any practice, activity, decision, or organizational circumstance that is imprudent or in violation of commonly accepted business and professional ethics.

Accordingly, the executive team shall not fail to operate with a procedural policy against misconduct and dishonesty that meets accepted business practices of the accounting industry. For purposes of this policy, misconduct and dishonesty must include but not be limited to:

1. Theft or other misappropriation of assets, including assets of the corporation or others with whom Unity Church has a business relationship
2. Misstatements and other irregularities in corporation records, including the intentional misstatement of the results of operations
3. Forgery or other alteration of documents
4. Fraud and other unlawful acts

Unity Church-Unitarian specifically prohibits these and other illegal activities in the actions of the executive team, all employees, and all others responsible for carrying out its activities.

Amended June 28, 2006

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### Policy B: Staff/Volunteer Treatment

With respect to treatment of staff and volunteers, the executive team may not cause or allow conditions that are inhumane, unfair, or unprofessional. Accordingly, the executive team may not:

1. Discriminate (as defined by city, state, and federal laws) among existing or potential staff/volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.
2. Subject staff or volunteers to unsafe or unhealthy conditions.
3. Withhold from staff a due-process internal grievance procedure.
4. Prevent staff from grieving to the board when:
  - a. internal grievance procedures have been exhausted and
  - b. the employee alleges either that
    - i. board policy has been violated to the employee's detriment,  
or
    - ii. board policy does not adequately protect the employee's human rights.

Amended May 28, 2003

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### Policy C: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the executive team may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, the executive team may not:

1. Change individual executive team members' compensation, benefits, or allocated professional expenses as established by the board.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that:
  - a. Deviate materially from applicable nonprofit or geographic market for the skills employed, absent legitimate articulated reasons.
  - b. Create obligations over a term longer than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
4. Establish deferred or long term compensation and benefits that:
  - a. Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.
  - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits reflecting market conditions or other appropriate factors are not prohibited.

Amended June 10, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### **Policy D: Financial Planning**

With respect to planning fiscal events, the executive team may not jeopardize either programmatic or fiscal integrity of the organization. Accordingly, the executive team may not cause or allow fiscal projections that:

1. Contain too little detail to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent trails, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, absent legitimate articulated reasons.
3. Do not separately present a plan for capital expenditures and the means to pay for them. Capital expenditures are all repayments of debt and any building additions or equipment purchases over \$1,000.00 each. (Revisit this.)
4. Deviate materially from board-stated priorities and requirements (see Ends policies) in its allocation among competing fiscal needs.

Amended June 10, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### Policy E: Financial Condition

With respect to the actual, ongoing condition of the organization's financial health, the executive team may not cause or allow the development of fiscal jeopardy or loss of allocation integrity. Accordingly, the executive team may not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
  - a. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days.
  - b. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
2. Expend any endowment or designated funds other than for the purposes determined at time of receipt or designation.
3. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
4. Allow actual allocations to deviate materially from board priorities in Ends policies.
5. Borrow funds on other than the short-term basis as defined and outlined in these policies.
6. Fail to establish and fund a reserve account for the purpose of meeting financial needs for which there are no budgeted funds available.

*Specifications for this fund are as follows:*

**FUND GOAL** – Equal to 25% of the most recent approved operations budget.

**ANNUAL FUND ALLOCATION** - To be established by the Board prior to December 1<sup>st</sup> of each year, but not less than 1% of the operations budget.

**RESERVE FUNDING** – The approved amount must be deposited in a liquid, conservative, interest or dividend earning account.

**USES of FUND** - Use of the reserve funds must be authorized by a formal Board resolution approved by 6 or more Trustees, and withdrawn by 2 Executive Team signatories.

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

7. Fail to establish and fund a sabbatical leave account to be deposited in a liquid, conservative, interest or dividend earning account.

Amended December 13, 2006

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### Policy F: Asset Protection

With respect to proper stewardship of the corporation's assets, the executive team may not risk losses beyond those necessary in the normal course of business. Accordingly, the executive team may not:

1. Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
2. Fail to insure against corporate liability and personal liability of board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to Minnesota non-profit organizations.
3. Allow unbonded personnel access to material amounts of funds.
4. Subject plant and equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the organization, its board, or staff to claims of liability or risk the nonprofit status.
6. Make any purchases not provided for in either the capital expenditure or operational projections. Make any purchase of over \$2,500.00 without at least two competitive bids.
7. Receive, process, or disburse funds under controls insufficient to meet the board appointed auditor's standards or other government standards.
8. Invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than A rating. (Revisit this...)
9. Fail to protect intellectual property, information, and files from significant damage, excluding the work of called ministers of the church, who are the sole owners of their intellectual property.

Amended June 10, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### **Policy G: Conflict of Interest**

The executive team shall not cause or allow any conflict of interest in awarding purchases or other contracts.

Adopted May 28, 2003

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### **Policy H: Communication and Counsel to the Board**

With respect to providing information and counsel to the board, the executive team may not cause or allow the board to be uninformed or misinformed. Accordingly, the executive team may not:

1. Fail to inform the board in a timely manner of relevant trends, public policy initiatives, public events of the organization, and material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
2. Fail to submit the monitoring data required by the board policy IV.C. (“Monitoring Executive Team Performance”) in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies.
3. Fail to gather sufficient staff and external points of view, issues, and options as needed for fully informed board decisions.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to recommend changes in board policies, the need for which become known to them.
6. Fail to limit public statements about the official position of the congregation or board on controversial social, political, and/or congregational issues to what the congregation or board has formally and explicitly adopted as positions of record. Nothing in this policy shall be construed to infringe upon the fundamental principle of freedom of the pulpit.
7. Fail to prepare, implement, and share with the board within three months of the annual executive team evaluation annual individual professional development plans that respond to the evaluation.

Amended June 10, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Team Limitations

### **Policy I: Facilities Planning**

In guiding the church's facilities planning, the Executive Team may not fail to:

1. Be governed by our church's Mission, Values, and Ends Statements.
2. Respect the history and heritage of our church and faith.
3. Communicate regularly with all of its stakeholders, as appropriate, about its plans regarding facilities.
4. Be mindful of the needs of the congregants of all ages and abilities when making facilities changes.

Created January 31, 2005, Amended April 28, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy A: Governing Style

The board will approach its task with a style that emphasizes strategic leadership rather than administrative detail, clear distinction of board and staff roles, future rather than past or present, and pro-activity rather than reactivity. In this spirit, the board will:

1. Focus chiefly on intended long-term impacts or ends, not on the administrative or programmatic means of attaining those effects.
2. Direct, control, and inspire the organization through the careful establishment of the broadest organizational values and governing policies (see III B2).
3. Enforce upon itself whatever discipline is needed to govern with excellence.
  - a. Discipline will apply to policy-making principles, respect for defined roles, and attendance.
  - b. After subjects have been discussed and voted upon, both majority and minority will support the action taken and speak with one voice.
4. Be accountable to the congregation and other stakeholders for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the board to usurp this role or hinder this discipline.
5. Monitor and regularly discuss the board's own process and performance.
6. Ensure the continuity of board improvements through systematic treatment of its own institutional memory.
7. Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.

Amended May 28, 2003, September 9, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### **Policy B: Board Job Contributions**

The job of the board is to make contributions that lead the congregation toward the desired performance and assure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. Consequently, the job of the board shall be to:

1. Link between Unity Church-Unitarian and its stakeholders.
2. Write governing policies that, at the broadest levels, address:
  - a. Ends: Organizational products, impacts, benefits, outcomes (what good for whom at what cost).
  - b. Executive Team Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which lies the acceptable arena of executive activity, decisions, and organizational circumstances.
  - c. Governance Process: Specification of how the board conceives, carries out, and monitors its own task.
  - d. Board-Executive Team Relationship: How power is delegated and its proper use monitored.
3. Assure executive team performance (as individual members and as a team) through monitoring and evaluation in accord with policies 2.a., 2.b., and 2.d. above.

Amended May 28, 2003, September 9, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy C: Officers' Roles

1. The job of the chair is to assure the integrity of the board's process. The chair is the only person authorized to speak for the board.
  - a. The responsibility of the chair is to ensure that the board acts consistently with its own rules and those legitimately imposed upon it from outside the organization.
    - i. Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the executive team.
    - ii. Deliberation will be timely, fair, orderly, and thorough, but also efficient, limited to time, and to the point.
    - iii. Roberts' Rules are observed except where the board has suspended them.
  - b. The authority of the chair consists of making any decision on behalf of the board that falls within or is consistent with board policies on governance process and the board-executive team relationship.
    - i. The chair is empowered to chair board meetings with all the commonly accepted powers of that position (e.g., ruling, recognizing).
    - ii. The chair's authority does not extend to supervising, interpreting board policies to, or otherwise directing the executive team. Nothing in this policy is intended to interfere with mutual interaction about individual understandings of policies. (See also IV.A.4.)
2. The job of the secretary is to assure the integrity of the board's record. The secretary is responsible for ensuring the:
  - a. Recording and distribution of accurate minutes of board meetings.
  - b. Maintenance of the master copy of the current policies by recording amendments, distributing current policies to board members, the executive team members and the congregation.
  - c. Public announcement of the annual meeting and other duties as assigned by the corporate bylaws.

Amended July 27, 2005, September 9, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### **Policy D: Board Members' Code of Conduct**

The board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as board members.

1. Trustees must represent unconflicted loyalty to the interests of the ownership. The accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any trustee acting as an individual church member.
2. Trustees must avoid any conflict of interest with respect to their fiduciary responsibility. Taking into consideration individual circumstances involving a contract or transaction, the board may waive the conflict of interest if: (1) full disclosure is made to the board of the specific terms of the contract or transaction by the interested trustee; (2) the board determines that the contract or transaction is fair, reasonable and in the best interest of Unity Church; and (3) the board agrees to waive the conflict by a majority vote of trustees present at a meeting of the board (not counting the interested trustee). The interested trustee may be present during the board's discussion of the conflict to answer questions raised by any trustee, but may not be present during the board's vote. The minutes of the board meeting shall clearly reflect that the requirements above have been met.
  - a. There must be no self-dealing or any conduct of private business or personal services between any trustee and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
  - b. Trustees must not use their positions to obtain for themselves, family members, or close associates employment within the organization.
  - c. Should a trustee be considered for employment by the organization, the trustee must temporarily withdraw from board deliberation, voting, and access to applicable board information.
  - d. Should a trustee be employed by the organization or act as a paid consultant, the trustee must resign from board service.

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

3. Written policies, adopted by majority vote of the board, in the four areas of governance, shall exercise authority over the organization. Individual trustees may not attempt to exercise authority over the organization. The board will speak with one voice through its adopted policies.
  - a. Trustees' interaction with executive team members or staff must recognize the lack of authority in any individual trustee or subgroup (committee, task force, ministry team) of trustees.
  - b. Trustees' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any trustee except the chair (Policy III.C.1.) to speak for the board.
  - c. Trustees will make no judgments of the executive team or staff performance except as that performance is assessed against explicit board policies by a formal evaluation process.
  - d. Trustees are encouraged to continually self-monitor their individual performance as trustees against policies, against the qualifications listed in the current trustee position description, and against any other current board evaluation tools.

Amended March 22, 2006, September 9, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy E: Committee Principles

The board may establish committees to help carry out its responsibilities. Committees will be used sparingly to preserve the board functioning as a whole when other methods have been deemed inadequate. Committees will be used so as to minimally interfere with the wholeness of the board's job, and so as never to interfere with delegation from board to executive team.

1. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the executive team.
2. Board committees are to help the board do its job, not to help the staff do its job. Committees will assist the board chiefly by preparing policy alternatives and implications for board deliberation. Board committees are not to be created by the board to advise staff.
3. Board committees cannot exercise authority over staff and in keeping with the board's focus on the future, board committees will not ordinarily have direct dealings with current staff operations. Further, the board will not impede its direct delegation to the executive team by requiring approval of a board committee before an executive team member action. The executive team works for the board, never for a board committee or officer.
4. This policy applies only to committees that are formed by board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the executive team members.

Amended May 28, 2003

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy F: Complaint Procedure

A Board member receives a complaint.

- If the Board member is confident that the incident is not a violation of current Board policy and/or no new policy is required to cover the incident in the future, the matter is dropped. The Board member follows up w/ person who brought the complaint within 20 working days and (optionally) informs the ET about the nature of the incident. If person bringing complaint is not satisfied they are informed they can submit claim in writing to Board Chair.
- If on the other hand, the Board member is not confident about the incident and how it relates to Board policy the Board member asks the person to put the incident/complaint in writing (if not already done). If a written document is received the matter is brought to the Board GRIEVANCE TEAM\* (GT) within 20 working days after receipt of the written document.

If the matter comes to the GRIEVANCE TEAM, the GT decides whether full Board action is required.

- If the GT decides full board action is required and that the matter is urgent, the Board Chair (a member of the GT) calls a special meeting of the Board within 20 working days and the ET is informed.
- If the GT decides full board action is required but that the matter is not urgent, the Board Chair (a member of the GT) places item on the next meeting agenda; the Board chair informs the ET about the incident.
- If the GT decides full board action is not required the matter is dropped. Board member receiving complaint (a member of the GT) follows up with person who brought complaint within 20 working days. Board Chair informs ET of incident.

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

If the matter comes before the full Board, the Board determines if there is applicable policy.

- If there is applicable policy the Board reviews this policy and asks the ET for their interpretation of this policy.
  - If in the Board's opinion the ET's interpretation does not fall outside "any reasonable interpretation" of applicable Board policy the matter is dropped. GT follows up with member who brought the complaint within 20 working days of Board action. Grievance Resolution Report\*\* filed.
  - If in the Board's opinion the ET's interpretation does fall outside "any reasonable interpretation" of policy, the Board determines the degree of seriousness and takes appropriate action – see Policy IV D (Disciplinary Policy). GT follows up with member who brought the complaint within 20 working days of Board action. Grievance Resolution Report\*\* filed.
- If the Board determines that there is not applicable Board policy to address the incident, the Board decides whether to amend existing policy or create new policy.
  - Amending existing policy or creating new policy would require making the reported incident explicitly unacceptable in the future. There would also be a determination made if other action is required around the current incident. GT follows up with member who brought the complaint within 20 working days of Board action. Grievance Resolution Report\*\* filed.
  - If the Board decides not to amend existing policy or create new policy the matter is dropped. GT follows up with member who brought the complaint within 20 working days of Board action. Grievance Resolution Report\*\* filed.

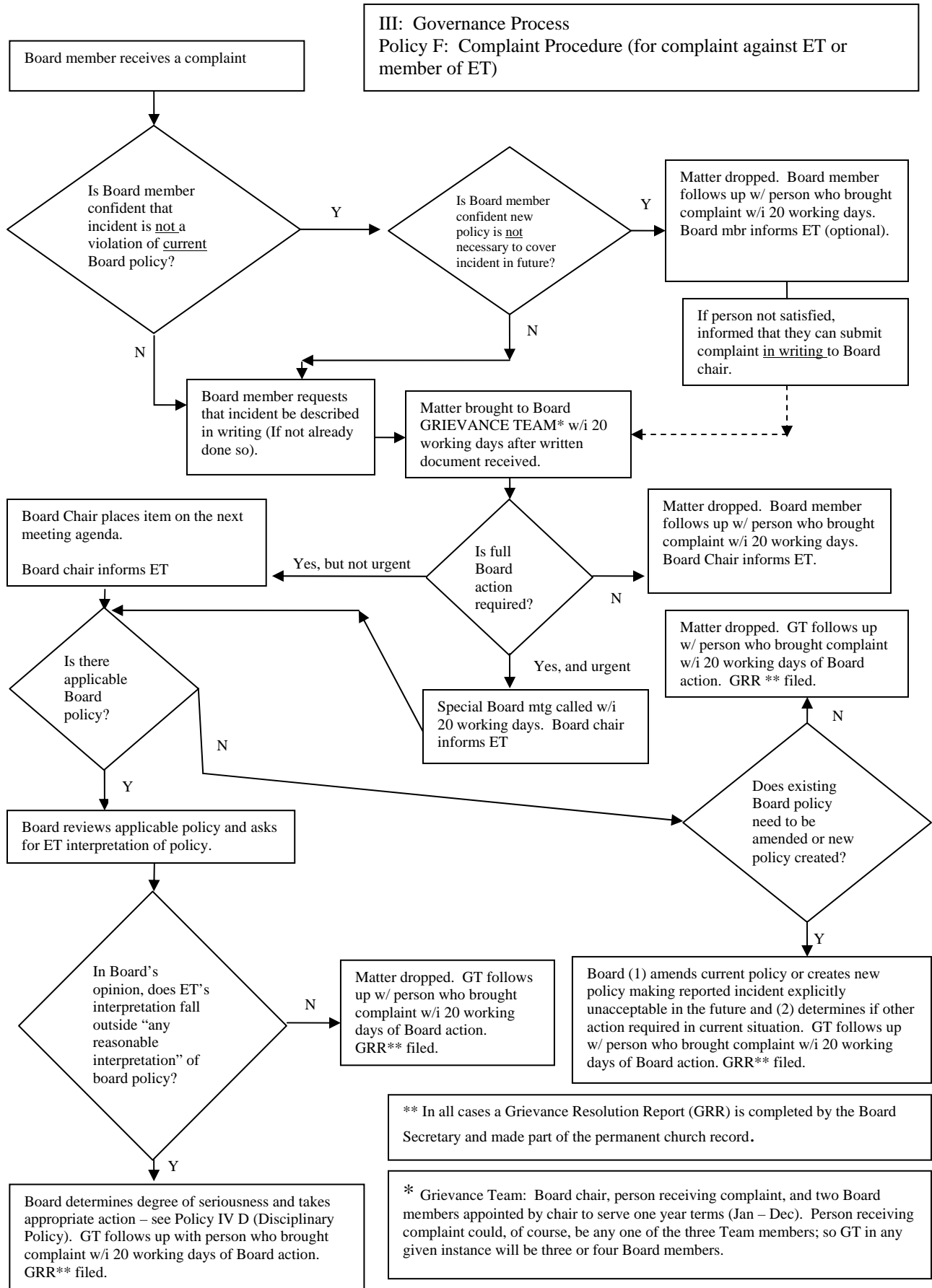
---

\* Grievance Team: Board chair, person receiving complaint, and two Board members appointed by chair to serve one year terms (Jan – Dec). Person receiving complaint could, of course, be any one of the three Team members; so GT in any given instance will be three or four Board members.

\*\* In all cases a Grievance Resolution Report (GRR) is completed by the Board Secretary and made part of the permanent church record.

Amended November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES



## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

### IV: Board-Executive Team Relationship

#### Policy A: Delegation to the Executive Team

The Board's job is generally confined to establishing governing policies, delegating implementation and subsidiary policy development to the Executive Team. Ends policies direct the Executive Team to achieve certain results. Executive Team Limitations policies constrain the Executive Team to act within acceptable boundaries of prudence and ethics. The Executive Team members report to the Board for their areas of responsibility and as a team for collaboration towards overall achievement of Unity's values, mission, vision and other specified ends. .

1. The Executive Team is authorized to establish all further policies, make all decisions, take all actions and develop all activities that are true to the board's policies. The Board may, by exercising or extending its policies, "undelegate" areas of the Executive Team's authority.
2. No individual trustee, officer, or board committee has authority over the Executive Team. Further, the Board does not have authority in reference to the staff except as delegated through the Executive Team.
3. Should the Executive Team deem it necessary to violate board policy, the Executive Team shall inform the Board Chair. Informing is simply to guarantee no violation is intentionally kept from the Board, not to request approval. Trustee response, either approving or disapproving, does not exempt the Executive Team from subsequent board judgment of the action.
4. Executive Team authority does not extend to supervising, interpreting board policies to, or otherwise directing the chair, individual trustees, or board subgroups regarding board policy. Nothing in this policy is intended to interfere with mutual interaction about individual understanding of policies. (See also III: Policy C.1.b.ii.)

Amended May 1998; May 28, 2003, September 9, 2009

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Team Relationship

### **Policy B: Executive Team Job Contribution**

As the board's official links to the operating organization, the executive team and its individual members are accountable for all organizational performance and exercise all authority transmitted into the organization by the board via Unity Church-Unitarian's governing policies. executive team/member performance will be considered to be synonymous with the performance of Unity Church-Unitarian.

Consequently, the executive team's job contributions can be stated as performance in three areas:

1. Accomplishment of organizational ends as stated in board policies.
2. Organization operation within the boundaries of prudence and ethics established in board policies on executive team limitations.
3. Appropriate use and delegation of power.

Amended May 28, 2003

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Team Relationship

### Policy C: Monitoring Executive Team Performance

Monitoring Executive Team performance is synonymous with monitoring organizational performance against board policies on ends and on executive team limitations. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than review the past.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information that does not do this will not be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
  - a. Internal Report: Disclosure of compliance information to the board from the executive team or its individual members.
  - b. External Report: Discovery of compliance information by a disinterested external party (for example, auditor, inspector, consultant or counsel) who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not the external party unless the board has previously indicated that party's opinion to be the standard.
  - c. Direct Board Inspection: Discovery of compliance information by a trustee, a board committee, or the board as a whole. This is a board inspection of documents, activities, or circumstances directed by the board and that allows a "prudent person" test of policy compliance.
3. Upon the choice of the board, any policy may be monitored by any method at any time. However, each Ends and Executive Team Limitations policy of the board will be classified by the board according to frequency and method of regular monitoring (see chart). As often as possible, these reports should be included in the board mailing for regularly scheduled board meetings so that trustees may thoroughly review them prior to the meeting.

Amended May 28, 2003; November 13, 2010

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

### IV: Board-Executive Team Relationship

**Chart: Frequency and Method of Regular Monitoring**

<b>Policy # and Name</b>	<b>Method</b>	<b>Frequency</b>
I B: Ends Statements (Program Outcomes)	Internal report	Monthly
	Internal report (membership)	Quarterly
	Direct Inspection	Annually
II A: General Executive Team Constraint	Internal report	Semi-Annually
	External report (Audit)	Annually (Spring)
II B: Staff/Volunteer Treatment	Internal report (staff changes)	Monthly
	Direct inspection	Annually (including grievance procedures)
II C: Compensation and Benefits	Internal report	Annually (Summer)
II D: Financial Planning	Internal report (planning)	Quarterly
	Direct inspection	Annually (Fall)
II E: Financial Condition	Internal report	Monthly
	External report (Audit)	Every 3 years (or more frequently as determined by the Board)
II F: Asset Protection	Internal report	Every 3 years (or more frequently as determined by the Board)
	External report (Audit)	Annually (Spring)
II G. Conflict of Interest	Internal	Semi-Annual
II H. Communication and Counsel to the Board	Internal	Semi-Annual
II I. Facilities Planning	Internal	Semi-Annual
Strategic Plan (Revisit)	Internal Report	Semi-annually

## **UNITY CHURCH-UNITARIAN GOVERNING POLICIES**

Any other policy shall be monitored by internal report each calendar quarter.

Amended May 1998; May 28, 2003; July 2004; November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Team Relationship

### Policy D: Disciplinary Policy

The board will pursue the following process in the event that it determines a policy violation has occurred. (See Policy III F.) If the Board determines that the violation is egregious, an alternative process will be designed, commensurate with the severity of the violation. At any point in either process, outside counsel may be engaged.

1. Step 1: The Executive Team will be informed of the policy violation. The Executive Team or team member will submit to the Board a written plan to remediate the violated policy and present the plan for approval at the next board meeting. .
2. Step 2. If, after a specified period of time, the policy violation has not been corrected, written documentation of non-compliance will be placed on file. .
3. Step 3. . If the policy violation continues, the Board may consider suspension and determine how to notify the congregation, the means of doing so, and the content of the communication.
4. Step 4. If the situation remains unresolved, a termination process will be initiated.
  - a. Called Minister: If the individual is a called minister, the board will
    - i. Recommend to the congregation that the called minister be terminated for continued policy violation.
    - ii. Call a meeting of the congregation in compliance with Unity Church-Unitarian Bylaws V.1. regarding removal of the minister.
  - b. Non-Called Executive Team member: If the individual is a non-called ET member, the board will
    - i. Approve the termination of the non-called ET member for continued policy violation.
    - ii. Inform the congregation of the removal of the non-called ET member.

Amended May 1998; March 1999; May 28, 2003; November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Team Relationship

### **Policy E: Compensation for Called Ministers**

Unity Church-Unitarian is committed to offering fair and competitive ministerial compensation to its called ministers, based on applicable regional and national salary and benefit information. .

1. Ministerial compensation consists of salary (including housing allowance) and benefits as outlined in the Letter(s) of Agreement.
2. The board will annually review each ordained minister's salary and consider adjustments relative to current financial conditions. Annual adjustments for ordained ministers are in two separate categories:
  - a. A cost of living adjustment will be considered annually, based on the Consumer Price Index (CPI) estimate for the current year.
  - b. A merit increase above the adjustment for cost of living may be considered at the discretion of Board.
3. The board will maintain records of ministerial compensation adjustments.

Amended December 2000; May 28, 2003; November 13, 2010

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Team Relationship

### **Policy F: Compensation for Non-Called Executive Team Members**

Unity Church-Unitarian is committed to offering fair and competitive compensation to its non-called Executive Team members based on applicable regional and national salary and benefit information.

1. Non-called Executive Team compensation consists of salary and benefits.
2. The board will annually review each non-called Executive Team's salary and consider adjustments relative to current financial conditions. Annual adjustments for non-called Executive Team are in two separate categories:
  - a. A cost of living adjustment will be considered annually, based on the Consumer Price Index (CPI) estimate for the current year.
  - b. A merit increase above the adjustment for cost of living may be considered at the discretion of Board.
3. The board will maintain records of non-called Executive Team compensation adjustments.

Amended December 2000; May 28, 2003; November 13, 2010