

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

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# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy A: Mission**

Unity Church-Unitarian fosters transformation through a free and inclusive religious community that encourages lives of integrity, service, and joy.

Amended January 31, 2005, May 12, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### Policy B: Ends Statements (2019-2023)

Working within ourselves, among our church community, and beyond in the larger world, we the people of Unity Church-Unitarian:

- Create a multicultural spiritual home built on authentic relationships.
- Ground ourselves in personal practice and communal worship that grows our capacity for wonder and spiritual deepening.
- Articulate our Unitarian Universalist faith identity, teach it to our children, share it with others, and live it courageously in the world.
- Know each other in all our fullness and create an ever-widening circle of belonging for all people.
- Generously give and openly receive compassionate care in times of joy, sorrow, and transition.
- Discover and pursue our individual and collective work to advance justice, wholeness, and equity for people, our Earth, and all life on it.
- Create brave space for racial healing and dismantling dominant culture.
- Sustain and steward the church and our larger Unitarian Universalist movement for the future.

Approved September 14, 2013, May 12, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### Policy C: Values

Unity Church-Unitarian honors the ambiguity and uncertainty in the search for greater truth, meaning, and equity. In all we do, we strive to embody:

- Wonder
- Open-hearted engagement
- Courageous action

Amended April 30, 2003, August 17, 2016, May 12, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## I: Ends

### **Policy D: Moral Ownership**

The Moral Owners of Unity Church-Unitarian are members of Unity Church-Unitarian and others who yearn for the Beloved Community and see Unity Church-Unitarian 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, May 13, 2017

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

The Executive Leadership shall not cause or allow any practice, activity, decision, or organizational circumstance that is imprudent or in violation of commonly accepted business or professional ethics, or that does not uphold the principles of anti-racism, anti-oppression, cultural and class inclusivity of Unity Church-Unitarian.

### **Policy A: General Executive Leadership Conduct**

The Executive Leadership shall not operate without a procedural policy and regular, active oversight to prevent misconduct and dishonesty that meets accepted business practices of the accounting industry. For purposes of this policy, misconduct and dishonesty includes but is not limited to:

1. Theft or other misappropriation of assets, including assets of the corporation or others with whom Unity Church-Unitarian 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, including electronic documents
4. Fraud and other unlawful acts

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

Amended June 28, 2006, August 17, 2016, April 19, 2017, May 13, 2017, October 17, 2018, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

### **Policy B: Staff/Volunteer Treatment**

With respect to treatment of staff and volunteers, the Executive Leadership shall not cause or allow conditions that are inhumane, unfair, or unprofessional, or that do not uphold the principles of anti-racism, anti-oppression, cultural and class inclusivity of Unity Church-Unitarian.

Accordingly, the Executive Leadership shall 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 staff member alleges either that
    - i. Board policy has been violated to the staff member's detriment,
    - or
    - ii. Board policy does not adequately protect the staff member's human rights.

Amended May 28, 2003, August 17, 2016, March 11, 2017, May 13, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

### Policy C: Compensation and Benefits

With respect to employment, compensation, and benefits to staff, consultants, contract workers, and volunteers, the Executive Leadership shall not cause or allow jeopardy to fiscal integrity or public image or to the ability of Unity Church-Unitarian to be an anti-racist, anti-oppressive, multicultural, class inclusive institution.

Accordingly, the Executive Leadership shall not:

1. Change individual Executive Leadership 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 benchmarks for the skills employed, absent legitimate articulated reasons articulated to the Board.
  - 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 revised forecasting.
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, August 17, 2016, March 11, 2017, May 13, 2017, October 17, 2018, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

### **Policy D: Financial Planning and Budgeting**

With respect to financial planning and budgeting, the Executive Leadership shall not jeopardize either programmatic or fiscal integrity of the organization. Accordingly, the Executive Leadership shall 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 flows, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be available for use 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 \$5,000.00 each.
4. Deviate materially from Board-stated priorities and requirements (see Ends policies) in its allocation among competing fiscal needs.

Amended June 10, 2009, November 14, 2015, March 11, 2017, October 17, 2018, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

### Policy E: Financial Condition

With respect to the actual, ongoing condition of the organization's financial health, the Executive Leadership shall not cause or allow fiscal jeopardy or loss of allocation integrity. Accordingly, the Executive Leadership shall not:

1. Without Board approval, authorize expenditures in amounts greater than can be repaid by certain, otherwise unencumbered revenues within 90 days or 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. Borrow from capital and other set-aside accounts including endowment funds unless the funds can be restored by otherwise unencumbered revenues within 60 days based on reasonable cash flow projections.
4. Allow actual allocations to deviate materially from approved operating and capital budgets and forecasts.
5. Allow allocation of unbudgeted, unrestricted gifts to deviate from Board priorities in Ends and Limitations, and shall not allow the Board to be uninformed about the disposition of any such gift above \$20,000, or finalize the disposition of such gifts above \$100,000 until Executive Leadership has received approval of its plan from the Board.
6. In accordance with the bylaws, (a) sign contracts in excess of \$20,000 (unless the expense has been included in an approved operating or capital budget), (b) sign any deed, conveyance, or mortgage, or (c) sign any grant agreements.

Amended December 13, 2006, March 11, 2017, May 13, 2017, October 17, 2018, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

### Policy F: Asset Protection

Executive Leadership shall not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the Executive Leadership shall not:

1. Operate without insurance against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
2. Operate without insurance 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 unnecessarily broad or unvetted access to accounts or allow unbonded personnel access to material amounts of funds.
4. Allow land, buildings, or equipment to be subjected 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 or tax-exempt status.
6. Make any purchase of over \$5,000.00 without at least two competitive bids, unless the Board waives this competitive bid requirement.
7. Receive, process, or disburse funds under controls insufficient to meet the Board appointed auditor's standards or other governmental requirements.
8. Operate without a prudent and comprehensive investment policy that aligns with our values, mission and Ends and has been approved by the Board, and fail to provide regular, active oversight of compliance with the policy.
9. Allow intellectual property ownership to be unclear or undocumented.
10. Allow the intellectual property assets of Unity Church-Unitarian to be unprotected. These assets include liturgical materials, curricula, music and any other intellectual property developed during the tenure of staff and ministers unless otherwise specified in letters of agreement or employment contracts.
11. Allow physical and electronic assets and data to lack reasonable protection, including from cyber threats.

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

12. Operate without a policy for the use of church assets (including space) that aligns with our values, mission and Ends and has been approved by the Board and fail to provide regular oversight of compliance with the policy.

Amended June 10, 2009, November 8, 2014, November 14, 2015, March 11, 2017, May 13, 2017, October 17, 2018, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

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

The Executive Leadership shall not cause or allow any conflict of interest in making purchases or awarding contracts.

Adopted May 28, 2003, amended March 11, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

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

With respect to providing information and counsel to the Board, the Executive Leadership shall not cause or allow the Board to be uninformed or misinformed. Accordingly, the Executive Leadership shall not:

1. Withhold from or provide untimely or inaccurate information or notification to the Board concerning relevant trends, public policy initiatives, public events of the organization, initiatives to promote anti-racism, anti-oppression, multiculturalism, or class inclusivity, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
2. Submit the monitoring data required by Board policy IV.C. (“Monitoring Executive Leadership Performance”) in a manner that is not timely, accurate, and understandable or that does not directly address provisions of the relevant Board governing policies.
3. Provide and gather insufficient 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. Withhold from the Board the need for changes in Board policies of which it becomes aware.
6. Make public statements about the official position of the congregation or Board on controversial social, political, and/or congregational issues unless the congregation or Board has formally and explicitly adopted them as positions of record. Nothing in this policy shall be construed to infringe upon the fundamental principle of freedom of the pulpit.

Amended June 10, 2009, November 8, 2014, August 17, 2016, March 11, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## II: Executive Leadership Limitations

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

The Executive Leadership shall not permit the use or modification of the facilities of Unity Church-Unitarian in a manner which does not:

1. Align with the Mission, Values, and Ends Statements of Unity Church-Unitarian.
2. Respect the history and heritage of Unity Church-Unitarian and our faith.
3. Communicate appropriately with the stakeholders of Unity Church-Unitarian, as to uses of its facilities.
4. Consider and accommodate the needs of stakeholders of all ages and abilities.

Created January 31, 2005, amended April 28, 2010, March 11, 2017, May 13, 2017, November 10, 2018

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

### **Policy J: Anti-Racism and Racial Healing Commitment**

The Executive Leadership shall not take actions or otherwise conduct the affairs of Unity Church-Unitarian in any manner that does not comport with its commitment to becoming an actively anti-racist institution. The Executive Leadership shall not:

1. Engage vendors in an amount greater than \$2,500 annually without assessing and educating any such vendor using a matrix of values which includes, but is not limited to anti-racism, anti-oppression, multiculturalism and class inclusion.
2. Allow the Board to be uninformed about diversity of staff on payroll, including the percentage of positions and salary paid to people of color.
3. Allow staff members to be uninformed about how to conduct their duties in alignment with the anti-racism, anti-oppression, multiculturalism and class inclusion values of Unity Church-Unitarian.
4. Interpret the Ends statements without consideration of the anti-racism commitment of Unity Church-Unitarian and how that commitment is implemented in covenant with local communities of color.
5. Allow the congregation to be uninformed about the work being done to live out the anti-racism, anti-oppression, multicultural and class inclusive values of Unity Church-Unitarian, and the measurable outcomes of that work, including the percentage of Sunday Offerings that go to organizations with an anti-racist agenda and/or that serve communities of color.

#1 Approved on 11-03-12; #2 - #6 Approved on May 12, 2012; #1 Amended on September 10, 2016, March 11, 2017, May 13, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

The purpose of the Board is to act on behalf of the Moral Owners of Unity Church-Unitarian to ensure that it fulfills its mission and achieves its stated Ends with an effective use of resources and within the boundaries of legal and ethical behavior.

### **Policy A: Governing Style**

The Board will approach its tasks 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 proactivity 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 Moral Owners 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.
6. Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.
7. Be bold in discerning, articulating and re-evaluating the aspirational goals of Unity Church-Unitarian toward building and supporting Beloved Community.

Amended May 28, 2003, September 9, 2009, August 17, 2016, April 19, 2017, May 13, 2017

# 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 on behalf of the Moral Owners. 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. Provide authoritative linkage between the operational organization of Unity Church-Unitarian and its Moral Owners.
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 Leadership 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 Leadership Relationship: How power is delegated and its proper use monitored.
3. Assure Executive Leadership 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, May 13, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### **Policy C: Agenda Planning**

The Board will follow an agenda that:

- a. Reviews Ends policies annually, in conversation with the Moral Owners,
- b. Continually improves Board performance, and
- c. Systematically monitors and reviews Board policies pursuant to the chart in IV.C.

Amended March 11, 2017

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy D: 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 Leadership.
    - 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 Leadership 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 Leadership. 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 Leadership 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, November 14, 2015, March 11, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### **Policy E: 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 and compliance with the Core Values of Unity Church-Unitarian in group and individual behavior when acting as Board members.

1. Trustees must represent unconflicted loyalty to the interests of the members of Unity Church-Unitarian. 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-Unitarian; 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.
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.

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

- a. Trustees' interaction with Executive Leadership 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.D.1.) to speak for the Board.
- c. Trustees will make no judgments of the Executive Leadership 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, November 14, 2015, August 17, 2016, March 11, 2017, May 13, 2017, July 8, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy F: 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 to minimally interfere with the wholeness of the Board's job, and so as never to interfere with delegation from Board to Executive Leadership.

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 Leadership.
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 Leadership by requiring approval of a Board committee before an Executive Leadership member action. The Executive Leadership 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 Leadership members.

Amended May 28, 2003, November 14, 2015, March 11, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## III: Governance Process

### Policy G: 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 with the person who brought the complaint (the complainant) within 20 working days and informs the Executive Leadership (ET) about the nature of the incident. If the complainant is not satisfied the Board is informed the complainant may submit his or her claim in writing to the Board Chair.
- If the Board member is not confident about the incident and how it relates to Board policy the Board member asks the complainant to put the incident/complaint in writing. 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 complaint.

If the matter comes to the GT it 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 the 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. The Board member who received the complaint (a member of the GT) follows up with the complainant within 20 working days. The Board Chair informs the ET of the incident.

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. The Board member who received the complaint follows up the complainant within 20 working days of the Board action. A Grievance Resolution Report\*\* is filed.

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

- 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. The Board member who received the complaint follows up with the complainant within 20 working days of the Board action. A Grievance Resolution Report\*\* is filed.
- If the Board determines that there is not a Board policy applicable to address the incident, the Board decides whether to amend existing policy.
  - If existing policy is amended the reported incident will be made explicitly unacceptable in the future. The Board must also make a determination of whether other action is required as to the incident. The Board member who received the complaint will follow up with the complainant within 20 working days of the Board action. A Grievance Resolution Report\*\* is filed.
  - If the Board decides not to amend existing policy the matter is dropped. The Board member who received the complaint will follow up with the complainant within 20 working days of the Board action. Grievance Resolution Report\*\* is filed.

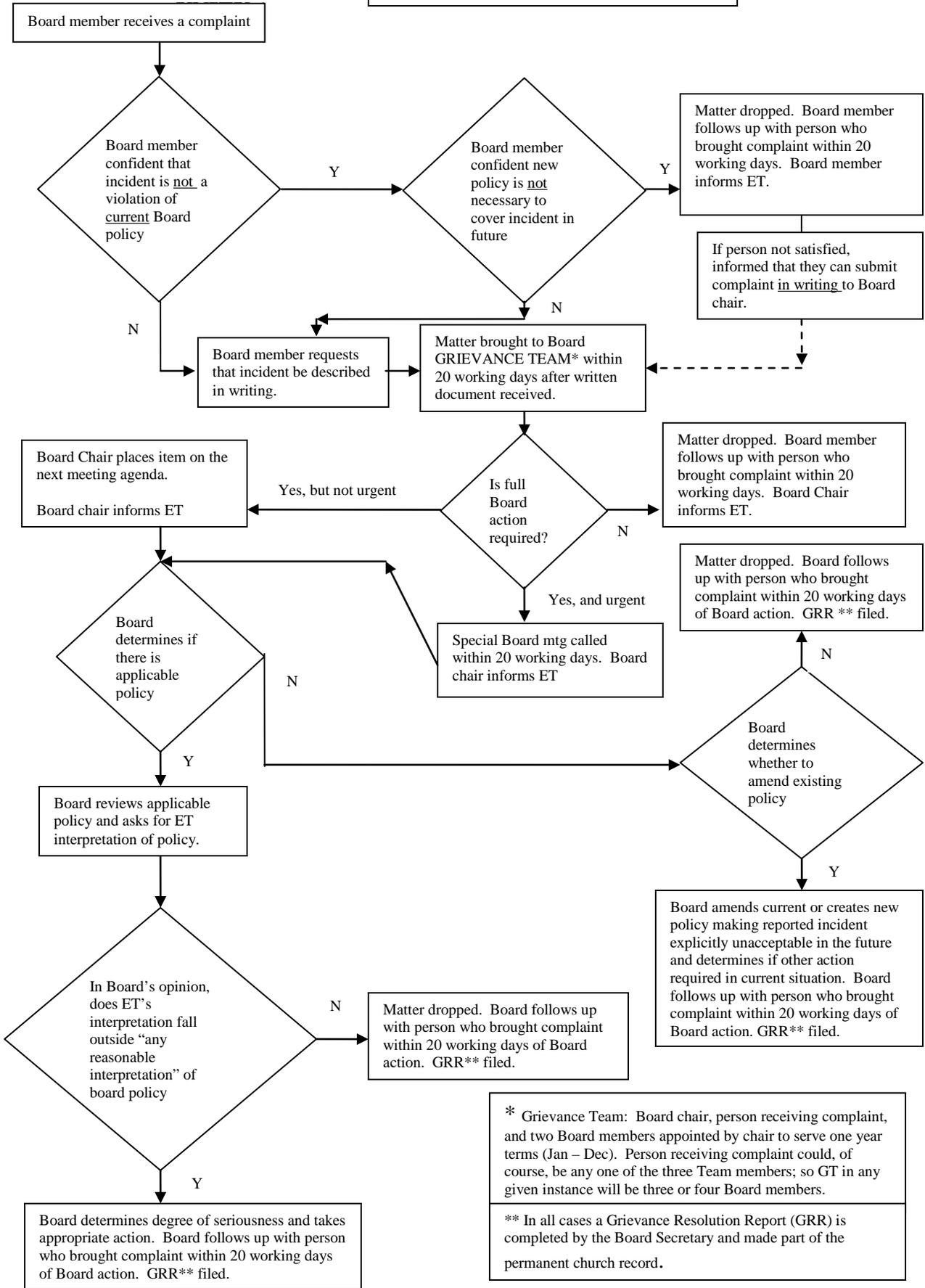
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\* Grievance Team: Board chair, Board member who received the complaint, and two Board members appointed by the chair to serve one year terms (Jan – Dec). The Board member who received the complaint could be any one of the three Team members; the GT in any given instance will consist of 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 record of Unity Church-Unitarian.

Amended November 14, 2015, March 11, 2017, May 13, 2017, November 10, 2018

### III: Governance Process Policy G: Complaint Procedure



\* 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.

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Leadership Relationship

The Board will exercise governing control over the operations of Unity Church-Unitarian exclusively through delegation to the Executive Leadership. The Board will monitor the Executive Leadership's performance and hold it accountable for progress on the Ends and compliance with the Limitations.

### **Policy A: Delegation to the Executive Leadership**

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

1. The Executive Leadership 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 Leadership's authority.
2. No individual trustee, officer, or Board committee has authority over the Executive Leadership. Further, the Board does not have authority over the staff except as may be delegated by the Executive Leadership.
3. Should the Executive Leadership deem it necessary to violate Board policy, the Executive Leadership 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 Leadership from subsequent Board judgment of the action.
4. Executive Leadership 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 D.1.b.ii.)

Amended May 1998; May 28, 2003, September 9, 2009, May 13, 2017, November 10, 2018

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

### IV: Board-Executive Leadership Relationship

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

As the Board's link to the operating organization, the Executive Leadership and its individual members are accountable for all organizational performance. Executive Leadership/member performance is synonymous with the performance of Unity Church-Unitarian.

Consequently, the Executive Leadership'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 Leadership Limitations.
3. Appropriate use and delegation of power.

Amended May 28, 2003, March 11, 2017, May 13, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Leadership Relationship

### **Policy C: Monitoring Executive Leadership Performance**

Monitoring Executive Leadership performance is synonymous with monitoring organizational performance against Board policies on Ends and on Executive Leadership Limitations. Monitoring will be as automatic as possible and consume 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 to determine compliance with Board policies. Information that does not do this is not 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 Leadership 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 Leadership 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, March 11, 2017, November 10, 2018

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

### IV: Board-Executive Leadership Relationship

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

Policy # and Name	Method	Frequency
I B: Ends Statements (Program Outcomes)	Internal Report (Ends Interpretation)	Annually
	Internal report (membership)	Quarterly
	Direct Inspection (Congregational Survey)	Annually
II A: General Executive Leadership Constraint	Internal report	Semi-Annually
	External report (Audit or review)	Annually (Spring); Board Executive Session
II B: Staff/Volunteer Treatment	Internal report (staff changes)	Monthly
	Direct inspection	Annually (including grievance procedures)
II C: Compensation and Benefits	Internal report	Annually (Fall )
II D: Financial Planning	Internal report (planning)	Quarterly
	Direct inspection	Annually (Fall)
II E: Financial Condition	Internal report	Monthly
	External report (Audit or review)	Annually; Board Executive Session
II F: Asset Protection	Internal report	Every 3 years (or more frequently as determined by the Board)
	External report (Audit or review)	Annually (Spring); Board Executive Session
II G. Conflict of Interest	Internal	Semi-Annual
II H. Communication and Counsel to the Board	Internal (relevant internal/external changes)	Monthly

## UNITY CHURCH-UNITARIAN GOVERNING POLICIES

	Internal (summary)	Annually
II I. Facilities Planning	Internal	Semi-Annual
II J. Anti-Racism and Racial Healing	Internal	Annually
Review of Called Ministers' Salaries	Internal	Annually
Review of Non-Called Executive Leadership Members' Salaries	Internal	Annually
Board Review of Letters of Agreement with Executive Leadership Members	Internal	Every 3 years

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

Amended May 1998; May 28, 2003; July 2004; November 13, 2010, November 8, 2014, November 7, 2015, July 8, 2017, November 10, 2018

# UNITY CHURCH-UNITARIAN GOVERNING POLICIES

## IV: Board-Executive Leadership Relationship

### Policy D: Disciplinary Policy

The Board will pursue the following process if it determines a policy violation has occurred. 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 Leadership will be informed of the policy violation. The Executive Leadership 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 Leadership member: If the individual is a non-called Executive Leadership member, the Board will
    - i. Approve the termination of the non-called Executive Leadership member for continued policy violation.
    - ii. Inform the congregation of the removal of the non-called Executive Leadership member.

Amended May 1998; March 1999; May 28, 2003; November 13, 2010, August 17, 2016, March 11, 2017, November 10, 2018

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

### **IV: Board-Executive Leadership Relationship**

#### **Policy E: Executive Leadership Compensation**

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

1. Executive Leadership member total compensation consists of salary, benefits, and for ordained ministers, housing allowance, as outlined in the Letters of Agreement.
2. The Board will annually review each Executive Leadership member's total compensation and consider cost of living adjustments and merit increases relative to current financial conditions.
3. The Board will maintain records of Executive Leadership compensation adjustments.

Amended December 2000; May 28, 2003; November 13, 2010, November 8, 2014, November 14, 2015, November 10, 2018