

Unitarian-Universalist Church of Nashua Governing Policies

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I: Ends

Policy A: Mission

The mission of the Unitarian-Universalist Church of Nashua is to engage people in a search for truth and meaning within a supportive liberal religious community that encourages personal and spiritual growth, embraces diversity, and promotes social justice.

(Modified March 9, 2015)

Policy B: Ends Statements

Within

1. The Unitarian-Universalist Church of Nashua is a spiritual home where members and friends experience personal transformation by:
 - Participating in varied and meaningful common worship that nurtures, challenges, and inspires;
 - Exploring religious values and discovering individual truths;
 - Joining in fellowship with other members and friends.

Among

2. The Unitarian-Universalist Church of Nashua is a welcoming religious community for all ages where we live our mission by:
 - Creating a beloved community where we minister to one another;
 - Supporting and respecting one another in our daily lives and our religious journeys;
 - Generously giving of our time, talents, and money;
 - Being good stewards of our church resources in pursuit of our mission.

Beyond

3. The Unitarian-Universalist Church of Nashua is a beacon of liberal religious thought and action, making a positive impact in our neighborhood and in the world by:
 - Promoting our values and programs so that others will hear our voice and have the opportunity to join us;
 - Welcoming people who are seeking a spiritual home and personal transformation;
 - Partnering with other congregations and institutions in advocating for and promoting social justice;
 - Actively participating in regional (Northern New England District) and national (Unitarian Universalist Association) Unitarian Universalist programs and activities.

Policy C: Values

The Unitarian-Universalist Church of Nashua embodies the following values in all its programs:

True religious freedom in which participants are

- Open-minded,
- Non-dogmatic, and
- Actively seeking truth and meaning.

Respecting and embracing diversity within the church community, which, despite differences, is

- Supportive,
- Welcoming,
- Inclusive, and
- Safe.

The importance of service to others, whether it is

- Between individuals,
- In support of the church, or
- In the larger community beyond the church walls.

Policy D: Moral Ownership

In consideration of the governing policies of the Unitarian-Universalist Church of Nashua, the Board of Trustees is accountable to the moral owners of the church. The moral owners of this church are all those people who embrace our mission and participate in its accomplishment. Moral ownership includes future generations who will succeed those of us engaged in this church in the present.

Policy E: Primary, Secondary & Tertiary Stakeholders

In accomplishing its mission and ends, the Unitarian-Universalist Church of Nashua 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

- Voting members
- Our minister and staff
- Friends of the church of all ages who participate in church programs and/or contribute to the operating budget
- Children of voting members or friends
- Potential members who are seeking to find a church community with a mission like ours

Secondary Stakeholders

- Our associated organizations such as the Nashua Cemetery Association and White Wing School
- Unitarian Universalist Association and its associated organizations, such as the Unitarian Universalist Service Committee
- Northern New England District of the Unitarian Universalist Association
- Other Unitarian Universalist churches
- Organizations that are recipients of our Outreach Collections or with which we maintain membership (Granite State Organizing Project)

Tertiary Stakeholders

- Neighbors and the greater Nashua community
- Nashua Interfaith Council
- Building users & renters
- Vendors and workers hired by the church to perform tasks temporarily
- Other funders
- People served by the organizations that are recipients of our Outreach Collections

II. Governing Process

According to the by-laws of the Unitarian Universalist Church of Nashua, N.H., the ultimate authority for all matters pertaining to the operations of the Church rests with the Congregation. The Board of Trustees, acting on behalf of the Congregation, sets Church policies, and monitors the execution of those policies.

Policy A: Board of Trustees' Job Description

Summary: The Board acts on behalf of the moral owners of the Unitarian Universalist Church of Nashua

- to determine the Church's mission and ends;
- to facilitate the achievement of its mission and ends through the creation and continual re-assessment of governing policies; and
- to assess the success of the achievement of its mission and ends.

The Board exercises the authority granted by the by-laws via the general principles of “Policy Governance,” as defined herein. Under this governance model, the Board delegates to the Minister, as the Executive Director of the Church, the implementation of the governance policies. The job of the Board is to make contributions that enable the Congregation to achieve its stated ends in an efficient and effective manner. 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. Communicate and Link with the Congregation

Governance at UU Nashua is in the form of a covenantal representative democracy, based on commonly held religious values, and held together by a unified mission. The Board will forge and maintain strong and trusting linkages with the current Congregation that elected its members. The relationships that the Board must establish, maintain, clarify, and protect include not only its relationship with the current Congregation, but also with all of the remaining moral owners of the Church. With this in mind, the Board will plan two-way communications activities with the Congregation as part of its annual governance agenda. Such linkage plans may include:

- reporting to the Congregation
- holding open Board meetings and posting minutes and agendas, as appropriate
- maintaining and posting a policy manual
- responding to inquiries, concerns, and criticisms
- participating in Church events
- conducting annual Congregational surveys to solicit Congregational feedback regarding Board performance
- educating the Congregation about Policy Governance

2. Write and Continually Re-assess Governing Policies

The governing policies shall address:

- Ends: Statements of desired organizational products, impacts, benefits, outcomes;
- Governing Process: Specifics regarding how the Board conceives, carries out, and monitors its own task;
- Executive Limitations: Constraints on executive authority that establish prudent and ethical boundaries within which lie the acceptable arena of executive activity, decisions, and organizational circumstances; and
- Board-Executive Relationship: How power is delegated, and its proper use is monitored.

3. Assure Executive Performance through monitoring and evaluation in accord with the governing policies.

4. Review the Annual Budget

The Board will review an annual budget prepared by the Executive. After it has approved the budget, the Board will advocate for its approval by the Congregation.

5. Invest in Good Governance

The Board will continually seek to improve its ability to govern competently and wisely, understanding that poor governance costs more in the long run than learning to govern well. The Board may direct the Executive to allocate funds for expenses incurred for retaining outside consultants for assistance

and/or individual members to participate in relevant educational opportunities related to Policy Governance training.

Policy B: Governing Style

The Board will govern with an emphasis on:

- future vision rather than past or present practices
- pro-active leadership rather than reactive administrative details and tactics
- outward vision rather than internal preoccupation
- encouragement of diversity in viewpoints
- a clear distinction between Board and Executive roles
- collective rather than individual decisions

Policy C: The Role of the Church President

The Church President acts as the Chairperson of the Board. The President is responsible for assuring that the Board's actions are consistent with its own policies, the Church by-laws, and requirements imposed legitimately from outside the Church. The President or his/her designee represents the Board to outside parties. The President remains accountable for tasks s/he may delegate to others.

The authority of the President 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 relationship.

The President presides at Board meetings and meetings of the Congregation with all the commonly accepted powers of that position (e.g., ruling, recognizing, etc.). The President plans Board meetings and distributes the meeting agenda in a timely fashion. The President will keep meeting discussions to issues which, according to the governing policies, clearly belong to the Board to decide, not the Executive Director.

The President's authority does not extend to supervising, interpreting Board policies to, or otherwise directing the Executive Director or other staff. Nothing in this policy is intended to interfere with mutual interaction about individual understandings of policies.

Policy D: Annual Review of Governing Policies

The Board will re-evaluate the Unitarian-Universalist Church of Nashua's governing policies on an annual basis.

Policy E: Board Committee Principles

Board committees, when used, will be assigned specific tasks by the Board to enhance and reinforce the Board's job, and will report directly back to the Board so as never to interfere with delegation from the Board to the Executive.

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 so as not to conflict with authority delegated to the Executive.

Board committees are appointed to help the Board do its job, not to help the Executive Director or other staff members to do their jobs. 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.

Board 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 by requiring approval of a Board committee before an Executive action. The Executive Director works for the Board, never for a Board committee or officer.

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.

Policy F: Complaints to the Board

From staff about Minister: covered in Personnel Policy Manual.

From Congregation member, about staff member, Church program, or other member(s) of Congregation: handled by Minister.

From Congregation member, about Minister: [insert]

From Congregation member, about Board: [insert]

Policy G: Board Members' Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly, Board members subscribe to the following *Board Covenant*.

Unitarian Universalist Church of Nashua Board of Trustees Covenant

The members of the Unitarian Universalist Church of Nashua, New Hampshire, acting in the tradition of the Free Church, have entrusted us with the responsible governance of our congregation. To help us honor that trust we promise the following to one another. As fellow members of the Board of Trustees of the Unitarian Universalist Church of Nashua, we will:

Show respect for one another. We will honor the dignity of our fellow Board members and respect their opinions. We will strive to assure that everyone's voice is heard and refrain from interrupting each other. We will assume the best intentions of our fellow Board members, remembering that we are working toward common goals.

Take responsibility to express our opinions on the issues before us. We recognize that we each have an obligation to express our views on the important matters that come to the Board. We will keep an open mind when listening to the viewpoints of others, and express our disagreements respectfully.

Respect the dignity of Board decisions. We may offer varying opinions in our discussions, but we will stand behind the decisions the Board has made once the decision making process has been fairly completed.

Make efficient use of time. We will focus on the issue on the table with minimum distractions and complete our work in a timely manner. Making efficient use of time includes timely dissemination of meeting materials; taking time to read through materials and prepare for meeting discussions, respecting established time limitations; and keeping comments pertinent and succinct.

Conduct our business face to face. Whenever possible, we will conduct our discussions and deliberations in person.

Maintain a sense of the sacred. Even as we attend to matters of business, we will remember that we are a religious community, and our purpose is to advance the mission and covenant of this Church.

Inject fun in our work. Though our work together is serious, we shall not take ourselves too seriously.

Make our activities transparent to the Congregation. We are mindful that we have been entrusted by the members of this Church to carry out the business of governance. Therefore it is our duty and obligation to participate in and encourage open, two-way communication regarding our work on their behalf.

Keep mindful that we are part of a greater community. We shall remember that in our deliberations we must consider the needs of our larger community and the impact of our decisions on the world outside our doors.

When we fall short of this covenant, we will make amends, forgive ourselves and each other, and, if necessary, seek help to restore covenant between us.

This is a living document. As such, it can be reviewed and revised by consensus at any time.

Covenant last affirmed by the Board of Trustees, October 14, 2014

III. Board-Executive Director Relationship

Notes: References to other policies need updating.

Policy A: Delegation of Executive Authority

Under a policy-based governance model, the Board of Trustees establishes governing policies, delegating implementation and subsidiary policy development to the Executive Director, the “Executive,” of the church. Under most circumstances, and according to our bylaws, the Interim or Called Minister is also the Executive Director.

As the board’s official link to the operating organization of the church, the Executive Director is accountable for all organizational performance and exercises all authority transmitted into the organization by the board via the church’s governing policies. Executive Director performance will be considered to be synonymous with the performance of the church.

Consequently, the Executive Director’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 limitations.
3. Appropriate use and delegation of power.

The Executive Director reports to the Board and manages both professional staff and church volunteers as a

collaborative team in the overall achievement of the church's values, mission, vision and other specified ends.

1. The Executive Director is authorized to establish all further policies, make all decisions, take all actions and develop all activities that are consistent with a reasonable interpretation of Board policies.
2. The Board may change its policies at any time. However, the Board will not use its policies to "micromanage" the Executive, and the Board will generally respect and support a reasonable interpretation of its policies by the Executive.
3. Only decisions of the Board acting as a body are binding on the Executive. Decisions or instructions of individual Trustees, officers, or committee members are not binding on the Executive or any other staff member, except when the Board has specifically authorized the exercise of such authority. Informal meetings may occur between Board members and the Executive or other staff members for the purpose of exchanging information and seeking advice, but not for Board members to give instruction or direction to the Executive. Further, the Board does not have authority in reference to the staff except as delegated through the Executive Director.
4. Should the Executive Director deem it necessary to violate board policy, the Executive shall inform the Church President. Informing is simply to guarantee no violation is intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the Executive Director from subsequent Board judgment of the action.
5. Executive Director authority does not extend to supervising, interpreting board policies to, or otherwise directing the Church President, 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 Policy _____.)

Policy B: Monitoring Executive Director Performance

Monitoring the performance of the Executive involves reviewing organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. Monitoring will be as automatic as possible, using a minimum of board time so that board meetings can be used to create the future rather than review the past.

1. Simply stated, monitoring determines the degree to which Board policies are being met. 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 Director.
 - 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 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.
4. The standard of compliance shall be "any reasonable interpretation" of the Board policy being monitored.
5. The Board will monitor the performance of the Minister in both his or her executive and ministerial roles. Performance reviews of church staff are the responsibility of the Executive.

Table needs further refinement

Policy # and Name	Method	Frequency
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-Annually
II H. Communication and Counsel to the Board	Internal	Semi-Annually
II I. Facilities Planning	Internal	Semi-Annually

Strategic Plan (Revisit)	Internal Report	Semi-Annually
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Policy C: Resolution of Policy Violations

If the Executive deems it necessary to violate a Board policy, or if the Executive otherwise becomes aware of a violation of Board policy, the Executive shall inform the Board as soon as reasonably possible. In such instances, the Board's operating assumption shall be that good faith decisions of the Executive deserve the Board's respect and consideration.

The board will pursue the following process in the event that it determines a policy violation has occurred. (See Policy _____.)

Step	Action
1	The Board will inform the Executive Director of the policy violation.
2	The Executive Director will submit to the Board a written plan to remediate the violated policy and present the plan for approval at the next board meeting.
3	If, after a specified period of time, the Executive has not corrected the policy violation, the Board will place written documentation of non-compliance on file.
4	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.
5	If the problem is not resolved, the Board may take further action it deems appropriate, including but not limited to withholding salary increases, reduction in salary, terminating the appointment of an appointed Executive, rescinding its executive appointment of a called Minister, or recommending to the Congregation the dissolution of the called relationship of a Minister serving as Executive.

Policy D: Compensation for Called Ministers

The Unitarian-Universalist Church of Nashua is committed to offering fair and competitive ministerial compensation to its called minister, based on applicable regional and national salary and benefit information. Those recommendations will be part of the consideration in setting the Executive's total compensation and benefits. The Board will also consider annual adjustments based on merit and on the cost of living as measured by the Consumer Price Index (CPI). The compensation and benefits of church staff will be set by the Executive.

IV: Executive Limitations

The Executive Director is responsible for managing the day-to-day activities of the Church to achieve the Church Ends. In so doing, the Executive Director is empowered to take whatever action he or she deems

prudent except for those actions specifically prohibited here.

Policy A: General Constraint

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is imprudent, unlawful, in violation of commonly accepted business and professional ethics, in violation of the Church By-Laws, or which does not serve the Church's mission.

Policy B: Treatment of Church Members, Visitors, and Groups

The Executive shall not cause or allow conditions or procedures that are unsafe, disrespectful, or unnecessarily intrusive to members, friends, or visitors, including children.

The Executive shall not allow members of the congregation to be disconnected from the life and care of the Church.

The Executive shall not allow Church groups (committees, task forces, and other groups) to operate without his or her authorization and supervision.

Policy C: Treatment of Church Staff and Volunteers

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

1. Discriminate (as defined by city, state, and federal laws) among existing or potential staff or volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.
2. Operate without written personnel policies that clarify procedures for staff.
3. Withhold from staff a due-process internal grievance procedure.
4. Prevent staff from grieving to the Church President when internal grievance procedures have been exhausted and 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.
5. Allow the Church's at-will employment policies to be jeopardized (see Policy D-3-ii).

Policy D: Compensation and Benefits of Church Staff

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

1. Promise or imply permanent or guaranteed employment.

2. Establish current compensation and benefits that:
 - i. Deviate materially from applicable UUA “Fair Compensation Guidelines” for employees working 750 hours or more annually (pro-rated by percentage of full-time worked), absent legitimate articulated reasons.
 - ii. 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.

Policy E: Financial Planning and Budgeting

With respect to planning fiscal events, the Executive Director may not jeopardize either the programmatic or fiscal integrity of the Church. Accordingly, the Executive Director shall not allow the Church to:

1. Operate without the guidance of an annual operating budget, derived from a multiyear plan, that conforms to the Board's Ends and has been reviewed and approved in accordance with the By-Laws;
2. Cause or allow financial planning or budgeting for any fiscal year or remaining part of a fiscal year that:
 - i. Contains 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,
 - ii. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, absent legitimate articulated reasons, or
 - iii. Does 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 each;
3. Operate without a liquid operating reserve of two months of operating expenses to cover unanticipated expenses, unless otherwise approved by the Board;
4. Deviate from the following strictures on operating reserve when preparing the annual budget:
 - i. If the operating reserve at the end of the current fiscal year is projected to be less than 2 months of operating expenses (1/6 annual budget), the following year's budget must be balanced;
 - ii. If the operating reserve at the end of the current fiscal year is projected to be less than 1 month of operating expenses (1/12 annual budget), the following year's budget must provide for a replenishment of operating reserves by at least 1 week of operating expenses (1/52 annual budget);
5. Operate without a 20-year facilities maintenance/replacement plan and restricted replacement reserve fund;
6. Fail to budget for the Church's requested Annual Program Fund contribution to the Unitarian Universalist Association and the local District (previously know as our “Fair Share”).

Policy F: Financial Condition and Management

With respect to the Church’s actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures and income

from the annual budget approved by the Congregation or Board priorities established in the *Ends Policies*. Accordingly, the Executive Director shall not:

1. Operate without written policies guiding the prudent investment of Church operating reserve funds as described in Policy E-3 & 4 above.
2. Operate without adequate accounting controls and procedures that are maintained and documented;
3. Allow annual operating expenses to exceed 105% of the budget without the agreement of the Board;
4. Assume any long-term indebtedness without Board approval;
5. Undertake transactions exceeding \$10,000 without seeking multiple bids or cost comparisons;
6. Enter into any purchase or service contract exceeding \$25,000 without prior Board approval;
7. Acquire, encumber, or dispose of real property without prior Board approval;
8. Spend or borrow Endowment funds without prior Board approval; or
9. Plan for annual Endowment outlays of more than the “prudent withdrawal amount” percentage, as determined by the Board, of the Endowment fund balance.

Policy G: Asset Protection

With respect to proper stewardship of the Church’s assets, the Executive Director may not risk losses beyond those necessary in the normal course of business. Accordingly, the Executive Director shall not:

1. 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 New Hampshire non-profit organizations;
2. Risk the nonprofit status of the Church;
3. Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits;
4. Allow unbonded personnel access to material amounts of funds;
5. Subject plant and equipment to improper wear and tear or insufficient maintenance.

6. Allow Church facilities, the name of the Church, its banner, logo, or its website to be used by groups and individuals in ways not consistent with the Ends Policies.
7. Receive, process, or disperse funds under controls insufficient to meet the Board appointed auditor's standards, other governmental standards, or regular business standards and practices; Make any purchases not provided for in either the capital expenditure or operational projections.
8. Purchase goods or services without reasonable protections against conflict of interest, without appropriately soliciting comparative prices, bids, or proposals, or without balancing reasonable factors such as cost, benefit, and quality (see Policy F).

Policy H: Communication and Support to the Board

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work. Accordingly, the Executive Director shall not:

1. Fail to submit timely, accurate, and comprehensible Board policy monitoring reports as requested and scheduled by the Board;
2. Allow the Board to be uninformed of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board, regardless of the Board's monitoring schedule;
3. Fail to advise the Board if, in the Executive's opinion, the Board is not in compliance with the Bylaws or its own policies, or if the Executive considers the Board to be acting to the detriment to the relationship between the Board and the Executive;
4. Fail to supply for the Board's consent agenda all items delegated to the Executive that are to be Board-approved, along with the minimum amount of supporting data necessary to keep the Board informed;
5. Fail to ensure that a complete and current set of all Board and Executive policies are readily accessible to all Church members at all times;
6. 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;
7. Fail to gather sufficient staff and external points of view, issues, and options, as needed for fully informed Board decisions;
8. 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); or

9. Fail to prepare, implement, and share with the Board, within three months of the annual Executive Director evaluation, individual professional development plans that respond to the evaluation.

Policy I: Facilities Planning

In guiding the Church's facilities planning, the Executive Director shall not fail to:

1. Be governed by the Church's Ends Policies;
2. Respect the history and heritage of our Church and faith;
3. Communicate regularly with all of the stakeholders, as appropriate, about plans regarding facilities; or
4. Be mindful of the needs of the stakeholders of all ages and abilities when making facilities changes.

Policy J: Fundraising

The Executive Director shall not allow unauthorized fundraising activities on behalf of the Church. Accordingly, the Executive Director shall not:

1. Allow unauthorized individuals and groups to apply for grants on behalf of the Church from outside funding agencies; or
2. Allow fundraising activities by individuals and groups that do not adhere to consistent and accessible fundraising guidelines.