

Governance Manual

of
The First Unitarian Church of Pittsburgh

version 2009-02-18-Approved

Table of Contents

Table of Contents	2
Preface.....	4
Definitions.....	5
Section 1: Ends Policies	6
<i>Ends Policy 1.0: Global Ends Statement.....</i>	<i>6</i>
<i>Ends Policy 1.1: Stewardship.....</i>	<i>7</i>
<i>Ends Policy 1.2: Worship Services.....</i>	<i>7</i>
<i>Ends Policy 1.3: Music and the Arts</i>	<i>7</i>
<i>Ends Policy 1.4: Lifespan Faith Development.....</i>	<i>8</i>
<i>Ends Policy 1.5: Social Responsibility.....</i>	<i>8</i>
<i>Ends Policy 1.6: Caring Community.....</i>	<i>8</i>
<i>Ends Policy 1.7: The Unitarian Universalist Community.....</i>	<i>8</i>
<i>Appendix 1.1: Mission and Vision Statement.....</i>	<i>9</i>
Section 2: Executive Limitations (EL) Policies	10
<i>EL Policy 2.0: General Administrative Constraints</i>	<i>10</i>
<i>EL Policy 2.1: Members, Friends, and the Public.....</i>	<i>11</i>
<i>EL Policy 2.2: Staff and Volunteers.....</i>	<i>11</i>
<i>EL Policy 2.3: Planning, Budgeting, Operations, and Asset Protection</i>	<i>11</i>
<i>EL Policy 2.4: Communications and Support to the Board.....</i>	<i>12</i>
Section 3: Governance Process (GP) Policies	13
<i>GP Policy 3.0: Global Governance Process Policy.....</i>	<i>13</i>
<i>GP Policy 3.1: Agenda Planning.....</i>	<i>14</i>
<i>GP Policy 3.2: Tasks of the Board</i>	<i>14</i>
<i>GP Policy 3.3: Governing Style.....</i>	<i>15</i>
<i>GP Policy 3.4: Code of Conduct</i>	<i>15</i>
<i>GP Policy 3.5: Role of the President.....</i>	<i>15</i>
<i>GP Policy 3.6: Role of the Vice President.....</i>	<i>16</i>
<i>GP Policy 3.7: Role of the Treasurer</i>	<i>16</i>
<i>GP Policy 3.8: Role of the Secretary.....</i>	<i>16</i>
<i>GP Policy 3.9: Structure of Board Committees.....</i>	<i>16</i>
<i>GP Policy 3.10: Internal Communication</i>	<i>16</i>
<i>GP Policy 3.11: Communication Between the Board and the Congregation</i>	<i>17</i>
<i>GP Policy 3.12: The Governance Manual and Its Modification.....</i>	<i>18</i>
<i>Appendix 3.1: Procedure for Congregational Education by Board</i>	<i>19</i>
<i>Appendix 3.2: Amendment Format.....</i>	<i>21</i>

<i>Appendix 3.3:</i>	<i>Index of Amendments</i>	<i>21</i>
<i>Appendix 3.4:</i>	<i>Full Text of Amendments</i>	<i>23</i>
Section 4: Board Staff Linkage (BSL) Policies.....		39
<i>BSL Policy 4.0:</i>	<i>Global Board Staff Linkage Policy.....</i>	<i>39</i>
<i>BSL Policy 4.1:</i>	<i>Unity of Control.....</i>	<i>40</i>
<i>BSL Policy 4.2:</i>	<i>Delegation.....</i>	<i>40</i>
<i>BSL Policy 4.3:</i>	<i>Accountability.....</i>	<i>40</i>
<i>BSL Policy 4.4:</i>	<i>Monitoring and Performance Measurement.....</i>	<i>40</i>
<i>Appendix 4.1:</i>	<i>Monitoring Report Format</i>	<i>42</i>

Preface

Section to be written about the way this manual is intended to be used and evolved.
Maybe a history of the change to policy governance...
Perhaps we could get Gordon Lewis to write it...

Definitions

Resources	both human resources and financial resources
Faith	faith in the future, in the basic goodness of humankind, in the inherent worth of every person, etc. (not specifically faith in God or other spiritual being).
Administrative Team	The Minister oversees the Administrative Team, consisting of members of church staff organized as the minister deems appropriate and consistent with this document.
The Board	A shorthand for The Board of Trustees of First Unitarian Church of Pittsburgh, unless otherwise noted.
The governance manual	This document

Section 1: Ends Policies

Ends Policy 1.0: Global Ends Statement

The First Unitarian Church of Pittsburgh exists so that people who share Unitarian Universalist values can gather in a liberal religious community for spiritual and intellectual growth and social transformation, with resources comparable to other thriving religious organizations.

These ends are further refined in the following policies. A summary is provided below, with the full text of each policy following Ends Policy 1.0. These are listed in no priority order. Appendix 1.1 lists the mission and vision statements of the First Unitarian Church of Pittsburgh, as they are relevant to the Ends Policies of the Church.

Ends Policy 1.1: Stewardship

The Church community has the use of appropriate resources to meet all ends.

Ends Policy 1.2: Worship Services

Members, friends and visitors experience worship services of the highest quality.

Ends Policy 1.3: Music and the Arts

Members, friends and visitors experience excellent visual and performing arts.

Ends Policy 1.4: Lifespan Faith Development

Members, friends and visitors of all ages grow spiritually, ethically and intellectually.

Ends Policy 1.5: Social Responsibility

Members, friends and visitors support social justice, social service, non-violent conflict resolution and environmental sustainability.

Ends Policy 1.6: Caring Community

Members, friends, visitors, and their families, feel welcomed, nurtured and supported.

Ends Policy 1.7: The Unitarian Universalist Community

The Unitarian Universalist community is stronger because of the leadership and support provided by the First Unitarian Church of Pittsburgh.

THE FULL TEXT OF EACH ENDS POLICY FOLLOWS

Ends Policy 1.1: Stewardship

The Church community has the use of appropriate resources to meet all ends.

1. Members have a sense of shared ownership in the governance and functioning of the church.
2. Church leaders have access to sufficient funds and resources to cover the cost and requirements of programs and activities.
3. Church leaders have access to sufficient funds and resources for the maintenance of the building, grounds and other physical property.
4. The Church community has well-maintained buildings, grounds and other physical property sufficient to meet the requirements of programs and activities.
5. The Church community has responsibly-managed financial resources.
6. Members, friends and visitors of all ages are safe and secure in the church building and on the grounds.

Ends Policy 1.2: Worship Services

Members, friends and visitors experience worship services of the highest quality.

1. Members, friends and visitors experience teachings, writings and messages grounded in UU theology, history and traditions and from a variety of other sources, as appropriate.
2. Members, friends, and visitors experience forms of spiritual expression grounded in UU theology, history and traditions and from a variety of other sources, as appropriate.
3. Members, friends and visitors experience services that are engaging, well-organized, and skillfully prepared and led.
4. Members, friends and visitors of all physical abilities have a safe, comfortable and enjoyable environment to explore, develop and express their spiritual and religious identity.
5. Children and youth feel welcomed and are an integral part of worship.

Ends Policy 1.3: Music and the Arts

Members, friends and visitors experience excellent visual and performing arts.

1. Members, friends and visitors of all ages who wish to express themselves through music and the arts have ample opportunities to do so.
2. Members and friends of all ages and abilities participate in performance groups.
3. Members, friends and the community attend excellent public concerts and other events at the Church which reflect musical and cultural diversity.
4. People attending worship services experience high quality and diverse performances by our music staff, members of our performing arts groups and invited guests.

Ends Policy 1.4: Lifespan Faith Development

Members, friends and visitors of all ages grow spiritually, ethically and intellectually.

1. People of all ages and abilities participate in age-appropriate religious education classes or activities.
2. All children and youth experience high quality religious education programs.
3. All members have a good understanding of the history and traditions of First Unitarian Church of Pittsburgh.
4. Members, friends and visitors grow spiritually, ethically and intellectually by exploring theology, history, traditions and values of both Unitarian Universalism and other world religious traditions.
5. Members, friends and visitors grow spiritually, ethically and intellectually by studying contemporary and historical issues of personal, ethical, social, and political significance.
6. Participants in lifespan faith development programs experience a safe physical, intellectual and spiritual environment for liberal thought and self-expression.

Ends Policy 1.5: Social Responsibility

Members, friends and visitors support social justice, social service, non-violent conflict resolution and environmental sustainability.

1. Members, friends and visitors of all ages are aware of activities in our church and the wider community that promote social justice, social service, non-violent conflict resolution and environmental sustainability.
2. Members and friends participate in social justice, social service, non-violent conflict resolution and environmental sustainability activities both in the church and in the larger community.
3. Children and youth participate in age-appropriate activities or events focused on social justice, social service, non-violent conflict resolution and environmental sustainability

Ends Policy 1.6: Caring Community

Members, friends, visitors, and their families, feel welcomed, nurtured and supported.

1. Members and friends, and their families, deepen connections with each other by joining together in times of celebration and fellowship.
2. Members, friends, visitors, and their families, receive support and care during challenging life experiences.
3. Visitors are warmly and personally welcomed.

Ends Policy 1.7: The Unitarian Universalist Community

The Unitarian Universalist community is stronger because of the leadership and support provided by the First Unitarian Church of Pittsburgh.

Appendix 1.1: Mission and Vision Statement

Mission Statement (adopted April 2007)

The First Unitarian Church of Pittsburgh provides an intentional, supportive, and inclusive religious community where individuals of all ages and diverse beliefs, sustained by the seven Unitarian Universalist principles, seek personal growth and strive to promote social justice within the congregation and in the world beyond.

Vision Statement (adopted October 2001)

The goals of the First Unitarian Church of Pittsburgh are to:

1. *Build community*: strengthen and broaden our local Unitarian Universalist community.
2. *Nurture souls*: offer diversity in worship and religious education opportunities.
3. *Cultivate justice*: expand our collective, visible effective acts on social justice issues.

Section 2: Executive Limitations (EL) Policies

EL Policy 2.0: General Administrative Constraints

First Unitarian Church prohibits any practice, activity, decision, or organizational circumstance which is unlawful, imprudent, unethical, or in violation of the principles of the Unitarian Universalist Association, the board's Ends policies, or commonly accepted professional ethics and behavior.

These prohibitions are further refined in the following policies. A summary is provided below, with the full text of each policy following EL Policy 2.0. These are listed in no priority order.

EL Policy 2.1: Members, Friends, and the Public

EL Policy 2.2: Staff and Volunteers

EL Policy 2.3: Planning, Budgeting, Operations, and Asset Protection

EL Policy 2.4: Communications and Support to the Board

THE FULL TEXT OF EACH EXECUTIVE LIMITATIONS POLICY FOLLOWS

EL Policy 2.1: Members, Friends, and the Public

The Minister and Administrative Team shall not allow conditions, procedures, activities, or decisions that are unsafe, disrespectful, or unnecessarily intrusive, or that fail to provide appropriate confidentiality and privacy to members, friends and visitors. The Minister and Administrative Team shall not fail to provide a grievance procedure for members, friends, and visitors.

EL Policy 2.2: Staff and Volunteers

1. The Minister shall not fail to define the makeup and responsibilities of the Administrative Team in writing and shall not fail to include appropriate church staff members and volunteers in this makeup.
2. The Minister and the Administrative Team shall not cause or allow conditions, procedures, activities, or decisions which are unfair, unsafe, unprofessional or disrespectful in treatment of staff, whether paid or volunteer.
3. The Minister and Administrative Team shall not operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.

EL Policy 2.3: Planning, Budgeting, Operations, and Asset Protection

The Minister shall not cause or allow jeopardy to the financial integrity or nonprofit status of the First Unitarian Church. The Minister:

1. shall not deviate from prudent practices in financial planning and budgeting, in handling receipts and expenses, in accounting, and in the protection of assets.
2. shall not fail to base annual budgeting on a multiyear plan, and shall not present a budget that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. shall not present a budget that contains too little information to enable credible projection of revenue and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
4. shall not deviate materially (by more than 5%) from the current approved budget.
5. shall not fail to keep the Board fully informed on a regular basis of the church's ongoing financial status, and shall not fail to inform the Board in a timely manner of any projected material deviation from the current approved budget.
6. shall not acquire, encumber, or dispose of real property.
7. shall not allow the assets of the First Unitarian church to be unprotected, inadequately maintained, or unnecessarily risked.
 - 7.1 shall not fail to maintain insurance against theft and casualty loss to at least 90% of replacement value.
 - 7.2 shall not unnecessarily expose the First Unitarian Church, the Board, or the staff to claims of liability, and shall not fail to maintain insurance against liability losses to board members, staff, and the First Unitarian Church.
 - 7.3 shall not allow unbonded personnel access to material amounts of funds.
 - 7.4 shall not fail to implement adequate controls to safeguard assets.

EL Policy 2.4: Communications and Support to the Board

The Minister:

1. Shall not fail to inform the Administrative Team of these limitations.
2. Shall not fail to keep the Board fully informed and supported in its work.

Section 3: Governance Process (GP) Policies

GP Policy 3.0: Global Governance Process Policy

The Board of Trustees (hereinafter “the Board”) represents and leads the membership in determining First Unitarian Church’s vision, mission, and goals. The Board facilitates the achievement of the church’s vision, mission, and goals in accordance with the bylaws and these governance policies.

This facilitation is further described in the following policies. A list is provided below, with the full text of each policy following GP Policy 3.0.

- GP Policy 3.1: Tasks of the Board*
- GP Policy 3.2: Governing Style*
- GP Policy 3.3: Code of Conduct*
- GP Policy 3.4: Role of the President*
- GP Policy 3.5: Role of the Vice President*
- GP Policy 3.6: Role of the Treasurer*
- GP Policy 3.7: Role of the Secretary*
- GP Policy 3.8: Structure of Board Committees*
- GP Policy 3.9: Internal Communication within the Board*
- GP Policy 3.10: Addressing Concerns*
- GP Policy 3.11: The Governance Manual and Its Modification*

THE FULL TEXT OF EACH GOVERNANCE PROCESS POLICY FOLLOWS

GP Policy 3.1: Agenda Planning

Board agendas will be used to ensure that all important Board business is addressed in a timely manner and to facilitate an orderly sequence of Board items. To that end, this annual agenda will be used.

Activity	Timing
Hold Annual Meeting New Board Members Welcomed President and Vice President Elected	<i>May</i>
Hold Board Retreat	<i>June/July</i>
Review 1 st Draft of Next Fiscal Year's Budget	<i>July</i>
Approve Proposed Budget	<i>Aug.</i>
Solicit Feedback From Congregation Review Executive Limitations	<i>Sept. – Dec.</i>
Adopt Final Budget Present Budget to Congregation	<i>Dec.</i>
Review Senior Minister's Reports on Ends Policies and Provide Timely Feedback	<i>Jan. – Apr.</i>

GP Policy 3.2: Tasks of the Board

1. Board members are concerned with governance, rather than management, of the organization. The Board establishes broad written policies reflecting the congregation's values and perspectives about ends to be achieved. Policies will address:
 - Ends (what benefits for which needs at what cost),
 - Executive Limitations (boundaries of prudence and ethics to be observed by the Administrative Team),
 - Governance Process (Board roles and responsibilities), and
 - Board-Staff Linkage (relationship between the board and the Administrative Team).
2. The Board assures the performance of the Minister, and measures the performance of the Minister against the policies set out in the Ends and the Administrative Limitations categories.
3. The Board proposes the Minister's compensation.
4. The Board approves the annual budget presented by the Administrative Team.
5. The Board is accountable as a body to the membership of the First Unitarian Church for competent, conscientious, and effective accomplishment of its obligations.
6. The Board will create and maintain a handbook which will establish guidelines and expectations for its members.

7. The Board monitors and discusses its own process and performance on a regular basis.
8. The Board maintains institutional memory by keeping a written record of policies, bylaws, and minutes from each board and congregational meeting. A Board Policy book will be maintained in the office of First Unitarian Church.

GP Policy 3.3: *Governing Style*

The Board focuses chiefly on intended ends, not on the administrative or programmatic means of attaining those ends. The Board is an initiator of policy, not merely a reactor to initiatives from staff or others.

1. The Board speaks with one voice. After issues have been discussed and voted upon using the democratic process, all board members will support the decision of the board. No member, except the President, can speak for the Board in interactions with the public, press, or other external entities.
2. The Board enforces upon itself the discipline needed to govern. Discipline applies to matters such as attendance, preparation, policy-making principles, respect for defined roles, and ensuring continuance of governance capability.

GP Policy 3.4: *Code of Conduct*

The Board commits itself and its members to ethical, professional and lawful conduct, to the proper use of authority, and to appropriate respect in group and individual behavior.

1. Board members must act in the best interests of First Unitarian Church as a whole. This accountability supersedes any conflicting loyalty such as loyalty to advocacy or interest groups and membership on other boards or staffs, whether within or outside the congregation.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - 2.1 There must be no personal gain or any conduct of private business or personal services between any board member and the First Unitarian Church, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to "inside" information.
 - 2.2 When the Board is to decide an issue about which a board member has an unavoidable conflict of interest, that board member shall leave the meeting until the issue is resolved.
 - 2.3 Board members must not use their positions to obtain employment by the First Unitarian Church for themselves, family members or close associates.
 - 2.4 Should a board member accept employment by the First Unitarian Church or act as a paid consultant, he or she must resign from service on the board before becoming employed.
3. Board members respect the confidentiality appropriate to issues of a sensitive nature.

GP Policy 3.5: *Role of the President*

The President acts as chair of the Board.

1. The chair assures the integrity of the Board's process.

2. The chair normally represents the Board to the congregation and outside parties.
3. The chair presides at meetings of the Board and of the First Unitarian Church membership.
4. The authority of the chair does not extend to making decisions independently of the Board.
5. The chair has no authority to supervise or direct the Administrative Team.
6. The chair fulfills other such duties and responsibilities as may be assigned by the board and the congregation.

GP Policy 3.6: Role of the Vice President

This space is reserved for later use.

1. This space is reserved for sub-bullets

GP Policy 3.7: Role of the Treasurer

The Board shall appoint a Treasurer, as specified in the Church's bylaws.

1. The Treasurer is an ex-officio member of the Board, per the Church's bylaws, and as such attends all Board functions and serves as a team member to develop and implement relevant Board goals.
2. The Treasurer will be appointed each year by the new incoming board.
3. The Treasurer serves the Board as a knowledgeable expert to advise and guide the Trustees concerning the Church's finances.
4. The Treasurer is expected to have detailed knowledge of the Church's financial management system and to maintain this knowledge as the Church's financial management system evolves and to share this knowledge with the Trustees and the congregation as directed by the Board.
5. The Treasurer is expected to have detailed knowledge of the Church's financial condition and to maintain this knowledge as the Church's financial condition evolves and to share this knowledge with the Trustees and congregation as directed by the Board.

GP Policy 3.8: Role of the Secretary

This space is reserved for later use.

GP Policy 3.9: Structure of Board Committees

The board may use committees, standing and *ad hoc*, to help carry out its responsibilities. Committees do not interfere with or conflict with the delegation of authority from the board to the Administrative Team.

GP Policy 3.10: Internal Communication

Communication among board members, and from the board chair to board members, should be clear, respectful and expedient. Concerns and inquiries are addressed expeditiously and conscientiously, and provide an impetus for ongoing revisions to these policies.

GP Policy 3.11: Communication between the Board and the Congregation

The Board seeks transparency of the church governance process for the congregation and accepts the responsibility for facilitating communication between the executive team and the congregation. A principal part of this facilitation is the education of the congregation and helping to set and manage their expectations. To this end, the board adopts the following policies.

1. The board will seek to be *visible* in congregational life, both as a board and as individual congregants.
2. The board will seek to make the governance process *transparent*.
3. To promote transparency, the board will maintain an ongoing program to educate the congregation in the governance process, as detailed in Appendix 3.1.
4. The board will seek to be *responsive* to congregational needs.
5. To promote responsiveness, the board will continually revise the governance manual and will adopt a process for identifying issues to be considered in this revision process. This process will be defined as Appendix 3.Y (not yet implemented).
6. To promote responsiveness, the board will actively steer concerns of individual congregants to the appropriate member of the executive team.
7. The education process of Appendix 3.X will include helping to manage expectations of the executive team among the congregants and helping to manage interactions. The board will encourage congregants to offer suggestions that help further the ends, with a focus on problem solving and participation.

GP Policy 3.12: The Governance Manual and Its Modification

The board process for maintaining and amending the policy document is as follows:

1. The board secretary is responsible for maintaining the current version of the governance manual and making it available to the congregation.
2. The governance manual will be versioned by date of last amendment.
3. The word **Draft** in the governance manual filename (and in the footer on each page) will be used to indicate an unapproved version of the document and the word **Approved** will be used to indicate an official version, approved by the Board.
4. Amendments will follow a format shown in Appendix 3.2 of the governance manual (this document).
5. Amendments will be voted on at a board meeting after presentation and discussion at a prior board meeting. A simple majority of the quorum is necessary to amend the governance manual.
6. The board secretary is responsible for maintaining approved amendments as part of the minutes of the board meeting in which they are approved.
7. Amendments will be indexed in Appendix 3.3 of the governance manual (this document). This index will be included in the annual report to the congregation each year.
8. Full text of amendments will be included as Appendix 3.4 of the governance manual (this document).

Appendix 3.1 Procedure for Congregational Education Regarding Church Governance

Procedure for Congregational Education Regarding Church Governance

- 1) Each board member meets with one or more church groups for 5-10 minutes during group's regular meeting time. Example: visit sanctuary choir during rehearsal. Each board member tries to do one group per month during canvass season.
- 2) Board member brings copies of ends for distribution.
- 3) Board member summarizes governance process. Some useful talking points are given below.
- 4) Board member should invite congregants to:
 - a) Follow up with questions of any board member about the process
 - b) Attend board meetings if interested
 - c) Attend the annual meeting and read the annual report to see the process in action
- 5) A one page summary of the Ends policy is on the next page. This can be used as a hand-out at group meetings.

USEFUL TALKING POINTS REGARDING POLICY GOVERNANCE

- a) Minister and his designates are responsible for causing church to achieve the ends
- b) The board is responsible for evaluating minister's success in a)
- c) Annual report documents executive teams assessment of success in meeting ends AND the board's response.
- d) Feedback is welcome and encouraged in the form of offering suggestions that help achieve and clarify the ends.

One Page on Church Governance *First Unitarian Church of Pittsburgh*

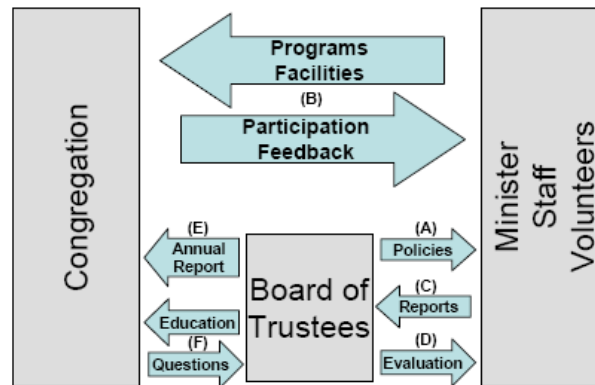
First UU Ends Policies:

- 1) **Stewardship:** The Church community has the use of appropriate resources to meet all ends.
- 2) **Worship Services:** Members, friends and visitors experience worship services of the highest quality.
- 3) **Music and the Arts:** Members, friends and visitors experience excellent visual and performing arts.
- 4) **Lifespan Faith Development:** Members, friends and visitors of all ages grow spiritually, ethically and intellectually.
- 5) **Social Responsibility:** Members, friends and visitors support social justice, social service, non-violent conflict resolution and environmental sustainability.
- 6) **Caring Community:** Members, friends, visitors, and their families, feel welcomed, nurtured and supported.
- 7) **The Unitarian Universalist Community:** The Unitarian Universalist community is stronger because of the leadership and support provided by the First Unitarian Church of Pittsburgh.

Greater detail in Church Governance Manual

How Do We Ensure We Meet These Ends?:

- A) Minister is instructed by board to “make it happen” (Ends Policies) Policies are continually updated.
- B) Minister works with staff and volunteers to meet ends.
- C) Minister reports to board on compliance with policies: “are we meeting the ends?”
- D) Board provides written feedback evaluating minister’s performance.
- E) Board provides annual report to congregation on this process.
- F) Board educates congregation on process, guides their feedback and is available for questions.



Getting More Info:

- 1) **Church website governance section:** <http://www.first-unitarian-pgh.org/Governance.html>
Governance Manual: Details of all of the policies governing Minister, Staff, as well as how the board conducts its own business. Updated frequently by Board.
Executive Policies: How Minister and Staff conduct business. Excellent Detail.
- 2) **Attend Annual Meeting and Read Annual Report in May**
 Contains Minister’s Report and Board Response; Fully Implemented in May 2009.
- 3) **Attend Board Meeting:** (3rd Wed of Month at Church, Schweitzer Room)
- 4) **Talk to Member of Board of Trustees (Listed in Program Each Sunday):**

Rob Schwarz, Board President	Sam Hens Greco, Trustee	Ward Kelsey, Treasurer (<i>ex officio</i>)
Jim Bain, Board Vice President	Mary Ruth Kelsey, Trustee	David Herndon, Minister (<i>ex officio</i>)
Mary Denison, Trustee	Genevieve Mann, Trustee	Nick Izzo, Secretary (<i>ex officio</i>)
Stuart Hastings, Trustee	Cherry Mauk, Trustee	
	Carol Perfetti, Trustee	

Appendix 3.2: Amendment Format

AMENDMENT NUMBER: YYYY-MM-DD-NN

AMENDMENT TITLE:

JUSTIFICATION (*1 sentence*):

ORIGINAL TEXT:

(Indicate document headings as appropriate; For new insertions indicate N/A)

AMENDED TEXT:

*(Indicate document headings as appropriate; For deletions indicate DELETED)
Repeat sections as needed.)*

INSTRUCTIONS (*can be deleted in actual amendments*)

1. *Amendment number should be the date of board approval in format indicated (YYYY is year; MM is month [01-12], DD is day [01-31], NN is index [01-99] to allow for amendments approved on same day)*
3. *Amendment is to be voted on by the board of trustees at a meeting after discussion at a prior meeting*
4. *Amendment should be included in minutes of board meeting*
5. *Amendment is to be indexed in Appendix 3.3 of governance manual*
6. *Full text of amendment should be included in Appendix 3.3 of governance manual*
7. *Amended governance manual should have version with dates matching amendment dates.*

Appendix 3.3: Index of Amendments

AMENDMENT NUMBER: 2008-05-07-01; Executive Monitoring

AMENDMENT NUMBER: 2008-08-20-01; Executive Monitoring

AMENDMENT NUMBER: 2008-08-20-02; Agenda Planning

AMENDMENT NUMBER: 2008-11-19-01; Definition of Role of Treasurer

AMENDMENT NUMBER: 2008-12-17-01; Executive Monitoring: Monthly Financial Reports

AMENDMENT NUMBER: 2008-01-21-01; Communication between the Board and the Congregation.

Appendix 3.4: Full Text of Amendments

AMENDMENT NUMBER: 2008-05-07-01

AMENDMENT TITLE: Executive Monitoring

JUSTIFICATION (*1 sentence*): This adds a schedule and procedures for monitoring executive compliance with ends and limitations policies. None was previously specified.

ORIGINAL TEXT:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Administrative Limitations policies.

1. The Board monitors the Minister through reports from the Minister, or by board examination of organizational accomplishments and the means used to obtain them.
 - 1.1 The Minister adheres to a schedule for reports to be determined by the Board.
 - 1.2 The Minister provides information requested by the Board for purposes of planning, monitoring, and assessing.

AMENDED TEXT:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Administrative Limitations policies.

1. The Board monitors the Minister through reports presented by the Minister and/or by board examination of organizational accomplishments and the means used to obtain them.
2. Reports will be in writing and will adhere to the format in Appendix 4.1.
3. Reports will be given for each Policy according to the frequency stated in the Table 4.1 below, and will be distributed throughout the year in their presentation.

Ends Policies		Frequency
No	Title	
1.0	Global Ends Statement	<i>Annually</i>
1.1	Stewardship	<i>Annually</i>
1.2	Worship Services	<i>Annually</i>
1.3	Music and the Arts	<i>Annually</i>
1.4	Lifespan Faith Development	<i>Annually</i>
1.5	Social Responsibility	<i>Annually</i>
1.6	Caring Community	<i>Annually</i>
1.7	The Unitarian Universalist Community	<i>Annually</i>
Executive Limitations Policies		

2.0	General Administrative Constraints	<i>Annually</i>
2.1	Members, Friends, and the Public	<i>Annually</i>
2.2	Staff and Volunteers	<i>Annually</i>
2.3	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>
2.4	Communications and Support to the Board	<i>Annually</i>

AMENDMENT NUMBER: 2008-08-20-01

AMENDMENT TITLE: Executive Monitoring

JUSTIFICATION: This adds timing for receiving reports for monitoring executive compliance with ends and limitations policies and to change the word “administrative” to “executive” to be consistent with policy governance language.

ORIGINAL TEXT:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Administrative Limitations policies.

1. The Board monitors the Minister through reports from the Minister.
2. Reports will be in writing and will adhere to the format in Appendix 4.1.
3. Reports will be given for each Policy according to the frequency stated in the Table 4.1 below, and will be distributed throughout the year in their presentation.

Ends Policies		Frequency
No	Title	
1.0	Global Ends Statement	<i>Annually</i>
1.1	Stewardship	<i>Annually</i>
1.2	Worship Services	<i>Annually</i>
1.3	Music and the Arts	<i>Annually</i>
1.4	Lifespan Faith Development	<i>Annually</i>
1.5	Social Responsibility	<i>Annually</i>
1.6	Caring Community	<i>Annually</i>
1.7	The Unitarian Universalist Community	<i>Annually</i>
Executive Limitations Policies		
2.0	General Administrative Constraints	<i>Annually</i>
2.1	Members, Friends, and the Public	<i>Annually</i>
2.2	Staff and Volunteers	<i>Annually</i>
2.3	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>
2.4	Communications and Support to the Board	<i>Annually</i>

AMENDED TEXT:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Executive Limitations policies.

1. The Board monitors the Minister through reports from the Minister.
2. Reports will be in writing and will adhere to the format in Appendix 4.1.

- 3 Reports will be given for each Policy according to the frequency stated in the Table 4.1 below, and will be distributed throughout the year in their presentation.

Ends Policies		Frequency	Timing
No	Title		
1.0	Global Ends Statement	<i>Annually</i>	<i>Jan – Apr.</i>
1.1	Stewardship	<i>Annually</i>	<i>Jan – Apr.</i>
1.2	Worship Services	<i>Annually</i>	<i>Jan – Apr.</i>
1.3	Music and the Arts	<i>Annually</i>	<i>Jan – Apr.</i>
1.4	Lifespan Faith Development	<i>Annually</i>	<i>Jan – Apr.</i>
1.5	Social Responsibility	<i>Annually</i>	<i>Jan – Apr.</i>
1.6	Caring Community	<i>Annually</i>	<i>Jan – Apr.</i>
1.7	The Unitarian Universalist Community	<i>Annually</i>	<i>Jan – Apr.</i>
Executive Limitations Policies			
2.0	General Administrative Constraints	<i>Annually</i>	<i>Sept. – Dec.</i>
2.1	Members, Friends, and the Public	<i>Annually</i>	<i>Sept. – Dec.</i>
2.2	Staff and Volunteers	<i>Annually</i>	<i>Sept. – Dec.</i>
2.3	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>	<i>Apr., July, Oct., Jan.</i>
2.4	Communications and Support to the Board	<i>Annually</i>	<i>Sept. – Dec.</i>

AMENDMENT NUMBER: 2008-08-20-02

AMENDMENT TITLE: Agenda Planning

JUSTIFICATION: This adds a policy to the Governance Process of the Policy Manual that addresses annual board agenda planning.

ORIGINAL TEXT: N/A

GP Policy 3.1: Agenda Planning

Board agendas will be used to ensure that all important Board business is addressed in a timely manner and to facilitate an orderly sequence of Board items. To that end, this annual agenda will be used.

Activity	Timing
Hold Annual Meeting New Board Members Welcomed President and Vice President Elected	<i>May</i>
Hold Board Retreat	<i>June/July</i>
Review 1 st Draft of Next Fiscal Year's Budget	<i>July</i>
Approve Proposed Budget	<i>Aug.</i>
Solicit Feedback From Congregation Review Executive Limitations	<i>Sept. – Dec.</i>
Adopt Final Budget Present Budget to Congregation	<i>Dec.</i>
Review Senior Minister's Reports on Ends Policies and Provide Timely Feedback	<i>Jan. – Apr.</i>

AMENDMENT NUMBER: 2008-11-19-01

AMENDMENT TITLE: Definition of Role of Treasurer

JUSTIFICATION (*1 sentence*): This policy defines the role of the treasurer and its responsibilities, where no definition had existed before.

ORIGINAL TEXT:

GP Policy 3.0: *Global Governance Process Policy*

The Board of Trustees (hereinafter “the Board”) represents and leads the membership in determining First Unitarian Church’s vision, mission, and goals. The Board facilitates the achievement of the church’s vision, mission, and goals in accordance with the bylaws and these governance policies.

This facilitation is further described in the following policies. A list is provided below, with the full text of each policy following GP Policy 3.0.

GP Policy 3.1: Tasks of the Board

GP Policy 3.2: Governing Style

GP Policy 3.3: Code of Conduct

GP Policy 3.4: Role of the President

GP Policy 3.5: Structure of Board Committees

GP Policy 3.6: Internal Communication

GP Policy 3.7: Addressing Concerns

GP Policy 3.8: The Governance Manual and Its Modification

AMENDED TEXT:

GP Policy 3.0: *Global Governance Process Policy*

The Board of Trustees (hereinafter “the Board”) represents and leads the membership in determining First Unitarian Church’s vision, mission, and goals. The Board facilitates the achievement of the church’s vision, mission, and goals in accordance with the bylaws and these governance policies.

This facilitation is further described in the following policies. A list is provided below, with the full text of each policy following GP Policy 3.0.

- GP Policy 3.1: Tasks of the Board*
- GP Policy 3.2: Governing Style*
- GP Policy 3.3: Code of Conduct*
- GP Policy 3.4: Role of the President*
- GP Policy 3.5: Role of the Vice President*
- GP Policy 3.6: Role of the Treasurer*
- GP Policy 3.7: Role of the Secretary*
- GP Policy 3.8: Structure of Board Committees*
- GP Policy 3.9: Internal Communication*
- GP Policy 3.10: Addressing Concerns*
- GP Policy 3.11: The Governance Manual and Its Modification*
-

GP Policy 3.5: Role of the Vice President

This space is reserved for later use.

1. This space is reserved for sub-bullets
-

GP Policy 3.7: Role of the Secretary

This space is reserved for later use.

1. This space is reserved for sub-bullets
-

GP Policy 3.6: Role of the Treasurer

The Board shall appoint a Treasurer, as specified in the Church's bylaws.

1. The Treasurer is an ex-officio member of the Board, per the Church's bylaws, and as such attends all Board functions and serves as a team member to develop and implement relevant Board goals.
2. The Treasurer will be appointed each year by the new incoming board.
3. The Treasurer serves the Board as a knowledgeable expert to advise and guide the Trustees concerning the Church's finances.
4. The Treasurer is expected to have detailed knowledge of the Church's financial management system and to maintain this knowledge as the Church's financial management system evolves and to share this knowledge with the Trustees and the congregation as directed by the Board.

5. The Treasurer is expected to have detailed knowledge of the Church's financial condition and to maintain this knowledge as the Church's financial condition evolves and to share this knowledge with the Trustees and congregation as directed by the Board.

AMENDMENT NUMBER: 2008-12-17-01

AMENDMENT TITLE: Executive Monitoring – Monthly Financial Statement Requirements

JUSTIFICATION: This adds inclusion of written income and balance sheet financial statements to the reports Minister needs to provide the board on a monthly basis.

ORIGINAL TEXT per AMENDMENT 2008-08-20-01:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Executive Limitations policies.

1. The Board monitors the Minister through reports from the Minister.
2. Reports will be in writing and will adhere to the format in Appendix 4.1.
3. Reports will be given for each Policy according to the frequency stated in the Table below.

Ends Policies		Frequency	Timing
No	Title		
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1.1	Stewardship	<i>Annually</i>	<i>Jan – Apr.</i>
1.2	Worship Services	<i>Annually</i>	<i>Jan – Apr.</i>
1.3	Music and the Arts	<i>Annually</i>	<i>Jan – Apr.</i>
1.4	Lifespan Faith Development	<i>Annually</i>	<i>Jan – Apr.</i>
1.5	Social Responsibility	<i>Annually</i>	<i>Jan – Apr.</i>
1.6	Caring Community	<i>Annually</i>	<i>Jan – Apr.</i>
1.7	The Unitarian Universalist Community	<i>Annually</i>	<i>Jan – Apr.</i>
Executive Limitations Policies			
2.0	General Administrative Constraints	<i>Annually</i>	<i>Sept. – Dec.</i>
2.1	Members, Friends, and the Public	<i>Annually</i>	<i>Sept. – Dec.</i>
2.2	Staff and Volunteers	<i>Annually</i>	<i>Sept. – Dec.</i>
2.3	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>	<i>Apr., July, Oct., Jan.</i>
2.4	Communications and Support to the Board	<i>Annually</i>	<i>Sept. – Dec.</i>

AMENDED TEXT:

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Executive Limitations policies.

1. The Board monitors the Minister through reports from the Minister.

2. Reports will be in writing and will adhere to the format in Appendix 4.1, with the exception of the monthly Income Statement and Balance Sheet
3. Reports will be given for each Policy according to the frequency stated in the Table 4.1 below, and will be distributed throughout the year in their presentation.

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1.5	Social Responsibility	<i>Annually</i>	<i>Jan – Apr.</i>
1.6	Caring Community	<i>Annually</i>	<i>Jan – Apr.</i>
1.7	The Unitarian Universalist Community	<i>Annually</i>	<i>Jan – Apr.</i>
Executive Limitations Policies			
2.0	General Administrative Constraints	<i>Annually</i>	<i>Sept. – Dec.</i>
2.1	Members, Friends, and the Public	<i>Annually</i>	<i>Sept. – Dec.</i>
2.2	Staff and Volunteers	<i>Annually</i>	<i>Sept. – Dec.</i>
2.3a	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>	<i>Apr., July, Oct., Jan.</i>
2.3b	Income Statement & Balance Sheet – No Written Report	<i>Monthly</i>	<i>Jan.-Dec.</i>
2.4	Communications and Support to the Board	<i>Annually</i>	<i>Sept. – Dec.</i>

AMENDMENT NUMBER: 2009-01-21-01

AMENDMENT TITLE: Communication between the Board and the Congregation

JUSTIFICATION (*1 sentence*): This policy governs how the board reaches out to the congregation for the purposes of education and transparency in church governance.

ORIGINAL TEXT:

GP Policy 3.0: Global Governance Process Policy

The Board of Trustees (hereinafter “the Board”) represents and leads the membership in determining First Unitarian Church’s vision, mission, and goals. The Board facilitates the achievement of the church’s vision, mission, and goals in accordance with the bylaws and these governance policies.

This facilitation is further described in the following policies. A list is provided below, with the full text of each policy following GP Policy 3.0.

GP Policy 3.1: Tasks of the Board

GP Policy 3.2: Governing Style

GP Policy 3.3: Code of Conduct

GP Policy 3.4: Role of the President

GP Policy 3.5: Role of the Vice President

GP Policy 3.6: Role of the Treasurer

GP Policy 3.7: Role of the Secretary

GP Policy 3.8: Structure of Board Committees

GP Policy 3.9: Internal Communication

GP Policy 3.10: Addressing Concerns

GP Policy 3.11: The Governance Manual and Its Modification

GP Policy 3.10: Internal Communication

Communication among board members, and from the board chair to board members, should be clear, respectful and expedient.

GP Policy 3.11: Addressing Concerns

Concerns and inquiries are addressed expeditiously and conscientiously, and provide an impetus for ongoing revisions to these policies.

AMENDED TEXT:

GP Policy 3.0: Global Governance Process Policy

The Board of Trustees (hereinafter “the Board”) represents and leads the membership in determining First Unitarian Church’s vision, mission, and goals. The Board facilitates the achievement of the church’s vision, mission, and goals in accordance with the bylaws and these governance policies.

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GP Policy 3.7: Role of the Secretary

GP Policy 3.8: Structure of Board Committees

GP Policy 3.9: Internal Communication within the Board

GP Policy 3.10: Communication between the Board and the Congregation

GP Policy 3.11: The Governance Manual and Its Modification

GP Policy 3.9: Internal Communication within the Board

Communication among board members, and from the board chair to board members, should be clear, respectful and expedient. Concerns and inquiries are addressed expeditiously and conscientiously, and provide an impetus for ongoing revisions to these policies.

GP Policy 3.10: Communication between the Board and the Congregation

The Board seeks transparency of the church governance process for the congregation and accepts the responsibility for facilitating communication between the executive team and the congregation. A principal part of this facilitation is the education of the congregation and helping to set and manage their expectations. To this end, the board adopts the following policies.

8. The board will seek to be *visible* in congregational life, both as a board and as individual congregants.
9. The board will seek to make the governance process *transparent*.
10. To promote transparency, the board will maintain an ongoing program to educate the congregation in the governance process, as detailed in Appendix 3.X.
11. The board will seek to be *responsive* to congregational needs.
12. To promote responsiveness, the board will continually revise the governance manual and will adopt a process for identifying issues to be considered in this revision process. This process will be defined as Appendix 3.Y (not yet implemented).
13. To promote responsiveness, the board will actively steer concerns of individual congregants to the appropriate member of the executive team.
14. The education process of Appendix 3.X will include helping to manage expectations of the executive team among the congregants and helping to manage interactions. The board will encourage congregants to offer suggestions that help further the ends, with a focus on problem solving and participation.

15. APPENDIX 3.1 (Draft)

Procedure for Congregational Education Regarding Church Governance

- 1) Each board member meets with one or more church groups for 5-10 minutes during group's regular meeting time. Example: visit sanctuary choir during rehearsal. Each board member tries to do one group per month during canvass season.
- 2) Board member brings copies of ends for distribution.
- 3) Board member summarizes governance process. Some useful talking points are given below.
- 4) Board member should invite congregants to:
 - a) Follow up with questions of any board member about the process
 - b) Attend board meetings if interested
 - c) Attend the annual meeting and read the annual report to see the process in action

USEFUL TALKING POINTS REGARDING POLICY GOVERNANCE

- a) Minister and his designates are responsible for causing church to achieve the ends
- b) The board is responsible for evaluating minister's success in a)
- c) Annual report documents executive teams assessment of success in meeting ends AND the board's response.
- d) Feedback is welcome and encouraged in the form of offering suggestions that help achieve and clarify the ends.

Section 4: Board Staff Linkage (BSL) Policies

BSL Policy 4.0: Global Board Staff Linkage Policy

The board defines the following policies to determine the relationship between the board and the staff. A list is provided below, with the full text of each policy following BSL Policy 4.0.

BSL Policy 4.1: Unity of Control

BSL Policy 4.2: Delegation

BSL Policy 4.3: Accountability

BSL Policy 4.4: Monitoring and Performance Measurement

THE FULL TEXT OF EACH BOARD-STAFF LINKAGE POLICY FOLLOWS

BSL Policy 4.1: Unity of Control

Only decisions of the Board acting as a whole are binding on the Minister. Decisions or instructions of individual board members, officers, or committees are not binding on the Minister except in rare instances when the board has specifically authorized such exercise of authority.

BSL Policy 4.2: Delegation

The Board delegates all authority for decisions about operations to the Minister.

1. The Minister is authorized to establish, create or alter practices, procedures, and organizational structure; to make decisions; to take actions; and to develop activities toward achieving Ends.
2. Except for the Board and its committees, the Minister has authority over and may instruct all staff, whether paid or volunteer. The Board may not instruct any staff except the Minister.
3. The Minister may not perform, or cause to be performed, any act, or allow any situation, which is contrary to Administrative Limitations policies.
4. The Board may add to or change the Ends and/or Administrative Limitations policies; these changes may affect the authority delegated to the Minister.

BSL Policy 4.3: Accountability

The Minister is accountable for the performance of the organization.

1. Except for the Board and its committees, all staff members, whether paid or volunteer, are accountable to the Minister. The Board may not evaluate any staff that reports directly or indirectly to the Minister.
2. The Minister is accountable for all violations of Administrative Limitations policies that occur in the organization.

BSL Policy 4.4: Monitoring and Performance Measurement

The performance of the Minister is evaluated solely according to whether the organization accomplishes the Ends and operates within the Executive Limitations policies.

1. The Board monitors the Minister through reports from the Minister.
2. Reports will be in writing and will adhere to the format in Appendix 4.1, with the exception of the monthly Income Statement and Balance Sheet
3. Reports will be given for each Policy according to the frequency stated in the Table 4.1 below, and will be distributed throughout the year in their presentation.

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1.6	Caring Community	<i>Annually</i>	<i>Jan – Apr.</i>

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Executive Limitations Policies			
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2.1	Members, Friends, and the Public	<i>Annually</i>	<i>Sept. – Dec.</i>
2.2	Staff and Volunteers	<i>Annually</i>	<i>Sept. – Dec.</i>
2.3a	Planning, Budgeting, Operations, and Asset Protection	<i>Quarterly</i>	<i>Apr., July, Oct., Jan.</i>
2.3b	Income Statement & Balance Sheet – No Written Report	<i>Monthly</i>	<i>Jan.-Dec.</i>
2.4	Communications and Support to the Board	<i>Annually</i>	<i>Sept. – Dec.</i>

1. RELEVANT POLICY NUMBER AND TITLE:

2. POLICY TEXT:

3. EXECUTIVE INTERPRETATION OF POLICY:

4. DATA AND COMPLIANCE ASSESSMENT:

INSTRUCTIONS (can be deleted in actual report)

- 1. Policy title and number (section 1) should be included along with the text of the entire policy (section 2). While this makes the report longer, it will make it much more readable for the board, particularly with regard to parts of the policy that are not addressed in the monitoring report.*
- 2. Section 3 should consist of 1-3 paragraphs of how the executive interprets the policy. This allows a separation of the discussion of interpretation from the issues of compliance.*
- 3. Section 4 should consist of supporting documentation that can be used, according to the executives interpretation, to assess compliance. This section should end with a brief assessment of the degree of compliance or progress towards compliance.*
- 4. The entire policy should be the subject of one monitoring report, and all sections of the policy should be addressed.*