

Unitarian Universalist Church of Concord NH  
Governance Policies

Unitarian Universalist Church of Concord NH

# Governance Policies

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Section 1 – Mission and Ends

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Section 1: Mission and Ends

**POLICY 1.1: MISSION**

Connecting in Love & Service  
Growing Spiritually  
Transforming Ourselves & the World

[Last Reviewed: November 2013]

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**POLICY TYPE: MISSION AND ENDS**

**POLICY 1.2: ENDS STATEMENTS**

1. Our congregants create and experience authentic connection.
2. Congregants give and receive care and support in times of joy, sorrow, and transition.
3. Our greater community is enriched by our congregation's passion for music.
4. We have a broad circle of effective leaders who have the resources to complete their work in service to our mission.
5. Our congregation benefits from the exchange of wisdom across the generations.
6. Our rich and diverse worship and religious life nurtures, challenges and inspires us to lifelong learning, growth, and transformation.
7. We are grounded in our Unitarian Universalist faith tradition and pass those values to the next generation.
8. We are visible leaders in the greater Concord area as we live our Unitarian Universalist values.
9. Our outreach ministries have a noticeable impact in the larger community.
10. We are full and active participants in the work of both the Greater Concord Faith Community and the larger Unitarian Universalist community.

[Last Reviewed: November 2013]

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Section 2 – Governance Process

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2: GOVERNANCE PROCESS GLOBAL STATEMENT**

The Board of Trustees of the UU Church of Concord, NH (hereafter known as the 'Board") will govern through set policies and will act on behalf of the congregation's moral owners to further the Church's mission and chosen Ends, while preventing unacceptable actions and situations within the Church.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.1: MORAL OWNERS**

The moral owners of UU Church of Concord are:

- Current members
- Future members
- The heritage and values of our church and denomination
- Community groups or individuals who share our values and share in our work.
- The Earth

[Last Reviewed: November 2013]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.2: GOVERNING STYLE**

The Board will govern lawfully and ethically, with a style that emphasizes

- spiritual and strategic leadership rather than administrative detail,
- diversity of viewpoints,
- collective rather than individual decisions,
- clear distinction of board and staff roles,
- the future rather than the past or present, and
- pro-activity rather than reactivity.

**POLICY 2.2.1: BOARD COVENANT OF RIGHT RELATIONS**

In our interactions with each other and with congregants, moral owners, and stakeholders board members covenant:

- To engage deeply using both listening and careful reflection;
- To open our hearts and minds demonstrating patience, respect, and humility;
- To be mindful of our own and others feelings and needs
- As a Board to speak with one voice

Policy 2.2.2

The Board will govern the church through the careful establishment of broad written policies reflecting the congregation's values and perspectives. The Board's major policy focus will be on intended long-term impacts (Ends), not on the administrative means of obtaining these Ends.

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Policy 2.2.3

The Board shall deliberate with many voices, but govern with one. The Board will speak with one voice through its adopted policies, and upholding the decisions of the Board. Written Board policies, church bylaws, and other decisions made pursuant to the bylaws shall constitute the governance authority over the church.

Policy 2.2.4

The Board shall enforce upon itself the appropriate discipline needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.3: BOARD JOB DESCRIPTION**

The job of the Board is to represent the moral owners in:

- long-term visioning while in conversation with the moral owners,
- writing and monitoring governing policies that address Ends, Executive Limitations, Governance Process and Board-Executive Relationship.
- serving as legal representative of the Church under relevant law.

Policy 2.3.1

The Board is the link between the Executive and the Moral Owners.

Policy 2.3.2

The Board will produce written governing policies that address, at the broadest levels, each category of church governance:

1. Ends: The difference our church makes in the world; what good for which recipients at what cost.
2. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
3. Board-Executive Relationship: How authority is delegated and its proper use monitored.
4. Executive Limitations: Constraints on executive authority that establish prudent and ethical boundaries within which executive activity and decisions must take place.

Policy 2.3.3

The Board provides assurance of organizational success through monitoring Executive performance in compliance with the Ends and Executive Limitations.

[Last Reviewed: January 2015 ]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.4: AGENDA PLANNING**

To accomplish its work consistent with its defined Governance Style, the Board will follow an annual agenda that

- completes a re-exploration of Ends policies,
- continually improves board performance through board education and enriched input and deliberation, and
- systematically monitors and reviews governance policies.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.5: BOARD CHAIR'S ROLE**

The Board Chair serves as chief governance officer (CGO), a specially empowered member of the board, who assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Policy 2.5.1

The Board Chair sees that the policies and decisions of the Board and Congregation are implemented. The Chair ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

Policy 2.5.2

The Chair is authorized to use any reasonable interpretation of the provisions of Governance Process and Board-Executive Relationship policies, except where the Board specifically delegates portions of this authority to others.

Policy 2.5.3

The Chair sets the agenda for and presides over all Board meetings.

Policy 2.5.4

The Chair, in accordance with the bylaws, signs contracts as the authorized representative of the Board and is authorized to sign checks.

Policy 2.5.5

The Chair may represent the Board to outside parties in announcing Board-stated positions, and in stating the Board Chair's own interpretations within his or her authority.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.6: VICE CHAIR ROLE**

The Vice Chair is an officer of the Board whose purpose is to:

2.6.1 Preside over Board meetings in the absence of the Board Chair.

2.6.2 Assume the Board Chair responsibilities if the Board Chair is unable to fulfill his or her duties, as determined by the Board Chair or the Board, until the Board Chair can resume his or her role.

2.6.3 Participate in Board meeting agenda planning.

2.6.4 Prepare for anticipated succession to the Board Chair role.

[Last Reviewed: May 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.7: BOARD SECRETARY'S ROLE**

The board secretary is an officer of the board whose purpose is to ensure the integrity of the Board's documents.

Policy 2.7.1

The Secretary ensures that Board meeting minutes are recorded, distributed to the members of the Board and the Executive in a timely manner, and posted for congregational access.

Policy 2.7.2

The Secretary is responsible for maintaining the integrity of the Board's governance documents. This includes ensuring their safekeeping and that any additions and deletions are made in a timely manner.

[Last Reviewed: May 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.8: BOARD MEMBERS' CODE OF CONDUCT**

The Board commits itself and its members to prudent, ethical and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

Policy 2.8.1

Board members must have loyalty to the moral owners of the church, unconflicted by loyalties to staff, other organizations, and any personal interest as a church member.

Policy 2.8.2

Board members must avoid conflicts of interest with the church. Board members will disclose their involvement with other organizations, with vendors, or with any other associations that might produce a conflict of interest. When the Board is to decide upon an issue about which a member has a conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation by leaving the meeting.

Policy 2.8.3

Individual board members shall not attempt to exercise authority over the church.

Policy 2.8.4

Board members will respect the confidentiality appropriate to issues of a sensitive nature.

Policy 2.8.5

Board members will attend and be properly prepared for Board meetings and deliberations.

Policy 2.8.6

The Board will adhere to a Board Covenant of Right Relations (Policy 2.2.1).

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.9: BOARD 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, and will not interfere with delegation from the Board to the Executive, nor speak on behalf of the Board without prior Board authorization.

Policy 2.9.1

This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the Executive.

Policy 2.9.2

Committees will be used sparingly and ordinarily in an ad hoc capacity.

Policy 2.9.3 Nominating Committee. The Nominating committee shall cultivate governance leadership, and shall oversee the recruitment and nomination of potential Board and Board committee members.

2.9.3.1 In accordance with the “Cost of Governance” policies, the Nominating Committee will work with the board to cultivate governance leadership within the Church, and to recruit additional Church members into positions of governance.

2.9.3.2 The committee shall be chaired by the Board Chair of the previous church year, unless otherwise directed by the Board.

2.9.3.3 The Nominating committee chair shall recruit additional Church members as needed to serve on the Committee, subject to oversight by the Board. There shall be a minimum of three and maximum of seven Nominating Committee members.

2.9.3.4 Nominations by the Nominating Committee will be brought before the Board for consideration.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.10: COST OF GOVERNANCE**

The Board will invest human and financial resources to develop and maintain its governance capability. Accordingly:

Policy 2.10.1 Training and retraining will be provided to orient existing, new, and prospective Board members.

Policy 2.10.1 Costs for such skills development will be prudently incurred.

[Last Reviewed: January 2015]

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**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 2.11: COMPLAINT AND INQUIRY PROCESS**

The Board encourages open governance-related communication, and will address complaints and inquiries that relate to governance policies.

2.11.1 Individual Board members may direct initiators of complaints and inquiries to existing governance policies.

2.11.2 The Board will consider any significant complaint or inquiry in consultation with the Executive to determine if the matter is governance related requiring Board action.

- If no Board action is required the initiator of the complaint or inquiry will be referred to the Executive or delegate.
- If Board action is required, the Board will address the issue and communicate the resolution to the initiator of the complaint or inquiry.

[Last reviewed: May 2015]

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Section 3 – Board-Executive Relationship

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**POLICY TYPE: BOARD-EXECUTIVE RELATIONSHIP**

**POLICY 3: BOARD-EXECUTIVE RELATIONSHIP GLOBAL STATEMENT**

The Minister, who is the Executive, shall be accountable to the Board of Trustees and is the Board's sole official connection to the operational organization of the Church.

[Last Reviewed: Church year 2013-14]

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**POLICY TYPE: BOARD-EXECUTIVE RELATIONSHIP**

**POLICY 3.1: UNITY OF CONTROL**

Only officially passed motions of the Board are binding on the Executive.

Accordingly:

3.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive except in rare instances when the Board has specifically authorized such exercise of authority.

3.2.1 In the case of Board members or Board committees requesting information or assistance without Board authorization, the Executive can refuse such requests that require, in the Executive's opinion, a material amount of staff time or funds, or are disruptive.

[Last Reviewed: Church year 2013-14]

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**POLICY TYPE: BOARD-EXECUTIVE RELATIONSHIP**

**POLICY 3.2: ACCOUNTABILITY OF THE EXECUTIVE**

The Executive is the Board's only link to operational achievement and conduct. Therefore, all authority and accountability of paid and volunteer staff are considered by the Board to be the authority and accountability of the Executive.

Accordingly:

3.2.1 The Board will refrain from giving instructions to paid or volunteer staff who report directly or indirectly to the Executive.

3.2.2 The Board will refrain from evaluating, either formally or informally, any paid or volunteer staff who report directly or indirectly to the Executive, other than the Executive.

3.2.3 The Board will view Executive performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed Means will be viewed as successful Executive performance.

[Last Reviewed: Church year 2013-14]

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**POLICY TYPE: BOARD-EXECUTIVE RELATIONSHIP**

**POLICY 3.3: DELEGATION TO THE EXECUTIVE**

The Board will instruct the Executive through written policies that define the organizational Ends to be achieved, and describe the organizational situations and actions to be avoided, allowing the Executive to use any reasonable interpretation of these policies.

3.3.1 The board will develop policies instructing the Executive to achieve specified results, for specified recipients, at a specified priority. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.

3.3.2 The board will develop policies that limit the latitude the Executive may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the Executive.

3.3.3 As long as the Executive uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Executive is authorized to establish any further policies, make any decisions, take any actions, establish any practices, and develop any activities. Such decisions of the Executive shall have full force and authority as if decided by the board.

[Last Reviewed: May 2015]

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**POLICY TYPE: BOARD-EXECUTIVE RELATIONSHIP**

**POLICY 3.4: MONITORING EXECUTIVE PERFORMANCE**

Regular and systematic monitoring of the Executive's job performance will be solely measured by accomplishment of Ends in accordance with the boundaries established by the Executive Limitations policies.

3.4.1 Monitoring is done to determine the degree to which Board policies are being met. No other data will be considered to be monitoring data.

3.4.2 The Board will acquire monitoring data by one or more of the following methods:

- (a) By internal report, in which the Executive discloses compliance information to the Board;
- (b) By external report, in which an external, disinterested third party selected by the Board assesses compliance with Ends and Executive Limitations;
- (c) By direct Board inspection, in which one or more Board members designated by the Board, or the Board as a whole, assess compliance with the applicable Board policy criteria.

3.4.3 In every case, the standard for compliance shall be any reasonable interpretation by the Executive of the policy being monitored. The Board shall be the final arbiter of reasonableness.

3.4.4 All policies that instruct the Executive will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

[Last Reviewed: May 2015]

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**Section 4 – Executive Limitations**

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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4: EXECUTIVE LIMITATIONS GLOBAL STATEMENT**

The Executive shall not cause or allow any practice, activity, decision, or congregational circumstance that is unlawful (except in cases where our prophetic imperative demands otherwise), in violation of professional ethics, or commonly accepted business practices.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.1: TREATMENT OF MEMBERS, FRIENDS, AND VISITORS**

With respect to interactions with and among members, friends, and visitors, the Executive shall not deliberately cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Executive will not:

Policy 4.1.1: Use methods of collecting, reviewing, transmitting, or storing congregant and church information that would allow improper access to the material.

Policy 4.1.2: Fail to provide a reasonable level of safety, upkeep, access and functionality for the facilities.

Policy 4.1.3: Fail to maintain and enforce procedures to promote the safety of congregants, visitors and children while at the Church or at Church functions.

Policy 4.1.4: Fail to establish, publicize and follow written policies for processing congregant grievances and suggestions.

Policy 4.1.5: Fail to maintain a process that addresses serious breaches of our covenant.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.2: TREATMENT OF STAFF**

With respect to the treatment of paid and volunteer staff, the Executive shall not cause or allow conditions or practices that are unsafe, unclear, unfair, disrespectful or unprofessional.

Accordingly, the Executive will not:

Policy 4.2.1: Operate without written personnel policies for staff that provide for effective handling of employee evaluation and grievances, and protect against wrongful conditions such as harassment, nepotism and preferential treatment for personal reasons.

Policy 4.2.2: Prevent staff from grieving to the board when:

- a. internal grievance procedures have been exhausted and;
- b. the employee alleges either that:
  - i. board policy has been violated to the employee's detriment, or;
  - ii. board policy does not adequately protect the employee's rights.

Policy 4.2.3: Fail to provide staff with a written statement of this governance policy regarding treatment of staff, including the Executive's interpretation of their protections under this policy, and a written copy of the personnel policies.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.3: FINANCIAL PLANNING AND BUDGETING**

Financial planning for any fiscal year or remaining part of any fiscal year shall not deviate materially from the Board's Ends policies, risk financial jeopardy, or fail to derive from a documented multi-year strategic plan.

Accordingly, the Executive shall not allow for budgeting which:

Policy 4.3.1: Fails to communicate a credible projection of revenues, expenses, and cash flows or to identify significant capital items, accounting, and planning assumptions.

Policy 4.3.2: Plans the expenditure in any fiscal year of more funds than are reasonably projected to be available in that period including consideration of guidelines for use of Endowment funds provided in the church bylaws.

Policy 4.3.3: Deviates materially from Board's Ends policies in its allocation among competing fiscal needs

Policy 4.3.4: Fails to identify in the proposed budget known annual, capital or special-cause fundraising activities on behalf of the Church. Furthermore, the Executive shall not fail to have procedures that authorize and coordinate fundraising done on behalf of the Church that meet budget requirements.

Policy 4.3.5: Fails to demonstrate the impact of hiring policies and activities and capital expenditures on future budgets.

Policy 4.3.6: Fails to coordinate with the multi-year strategic plan.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.4: FINANCIAL CONDITION AND ACTIVITIES**

With respect to the actual ongoing financial condition and activities, the Executive shall not cause or allow the development of financial jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies or the multi-year strategic plan.

Accordingly, the Executive will not

Policy 4.4.1: Allow any reallocation of budgeted funds to deviate materially from the congregationally approved budget as specified in the bylaws.

Policy 4.4.2: Obligate the church to an amount greater than can be repaid by approved unencumbered revenues within 90 days.

Policy 4.4.3: Borrow any amounts or authorize a line of credit without prior Board approval.

Policy 4.4.4: Use restricted or unrestricted trust funds in a manner inconsistent with these policies or church by-laws.

Policy 4.4.5: Fail to settle payroll and other obligations in a timely manner.

Policy 4.4.6: Allow tax payments or other government-ordered payments of filings to be overdue or inaccurately filed.

Policy 4.4.7 Acquire, encumber or dispose of real estate or other rights associated with its ownership.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.5: EXECUTIVE ABSENCE**

The Executive shall not fail to maintain a plan for continuity of proficient Executive leadership in the event of a planned or unexpected absence.

Accordingly, the Executive will not:

Policy 4.5.1: Fail to prepare an adequate plan for Executive coverage during sabbaticals and other extended, planned absences.

Policy 4.5.2: Fail to prepare an adequate emergency plan in the event of an unforeseen Executive absence.

[Last Reviewed: January 2015]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.6: ASSET PROTECTION**

The Executive shall not allow the church's assets and property to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Executive will not:

Policy 4.6.1: Fail to insure against theft and casualty losses (at replacement value less reasonable deductible and/or co-insurance limits) and congregational liability and personal liability of Board members and staff relating to congregational business

Policy 4.6.2: Allow un-bonded personnel access to material amounts of funds.

Policy 4.6.3: Subject facilities, premises, and equipment to improper wear and tear or insufficient maintenance, nor fail to provide for building security.

Policy 4.6.4: Unnecessarily expose the organization to risk to its non-profit status or claims of liability.

Policy 4.6.5: Make any purchases not provided for in either the capital expenditure or operational budget projections.

Policy 4.6.6: Fail to protect data or paper files from loss or significant damage or fail to create a retention policy for same.

Policy 4.6.7: Receive, process, or disburse funds under controls that are insufficient to meet Board-approved standards.

Policy 4.6.8: Endanger the organization's public image or credibility in ways that hinder its accomplishment of its Ends.

Policy 4.6.9: Fail to establish and implement appropriate plans and procedures for risk management, safety and security including policies to prevent the abuse of children and adults.

[Last Reviewed: November 2014]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.7: ASSET UTILIZATION**

The Executive shall not fail to devote congregational assets to endeavors that support Ends policies or are incongruent with Unitarian Universalist principles.

Accordingly, the Executive will not:

Policy 4.7.1: Fail to develop and implement policies for building usage, by members, staff, and by others, including fundraising events and rentals by external parties, that are consistent with the mission and ends policies and that protect the integrity and cleanliness of the building and the surrounding area

Policy 4.7.2: Fail to develop and implement policies that permit the fullest practical use of the building by persons with disabilities

Policy 4.7.3: Fail to develop and implement policies and procedures for reviewing, approving and reimbursing expenses incurred by members and staff on behalf of the congregation

Policy 4.7.4: Permit use of congregational funds or accounts in a manner that endangers the congregation's tax-exempt, non-for-profit status under federal and state laws

[Last Reviewed: November 2014 ]

Unitarian Universalist Church of Concord NH  
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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.8: COMPENSATION AND BENEFITS**

The Executive shall not set employment terms, compensation, and benefits to employees, consultants, and contract workers without balancing principles of fair compensation with the financial means of the congregation.

Accordingly, the Executive will not:

Policy 4.8.1: Change his or her own compensation and benefits, or allocated professional expenses, as established by the Board.

Policy 4.8.2: Promise or imply permanent or guaranteed employment to staff or potential staff.

Policy 4.8.3: Establish current staff compensation and benefits that:

(a) deviate materially from the applicable market for the skills employed, absent legitimate articulated reasons;

(b) create obligations over a term longer than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.

Policy 4.8.4: Establish or change deferred compensation and/or change pension benefits so as to cause unpredictable or inequitable situations.

[Last Reviewed: January 2015]

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**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 4.9: COMMUNICATION AND SUPPORT OF BOARD**

The Executive shall not cause or allow the board to be uninformed, misinformed, or unsupported in its work.

Accordingly the Executive will not:

Policy 4.9.1: Fail to submit the monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies being monitored.

Policy 4.9.2: Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

Policy 4.9.3: Fail to inform the board in a timely manner of relevant public policy initiatives, material 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.

Policy 4.9.4: Fail to gather sufficient staff and external points of view, issues, and options as needed for fully informed Board decisions.

Policy 4.9.5: Fail to advise the Board if, in the Executive's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between Board and the Executive.

Policy 4.9.6: Fail to provide a mechanism for official Board, officer, or committee communications.

Policy 4.9.7: Fail to recommend changes in board policies, and the need for such changes.

[Last Reviewed: January 2015]