

UNITARIAN UNIVERSALIST CHURCH OF ANNAPOLIS



GOVERNING POLICIES

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Dec 15, 2016

Introduction

These Governing Policies are established by the Board of Trustees of the Unitarian Universalist Church of Annapolis to provide guidance for the governing and managing of our church. They should be read in conjunction with the Constitution and By-laws of the UUCA. Should conflict exist between these documents, the Constitution and By-laws will in all cases take precedence. These policies are:

Ends Policies. These are policy statements by the Board of Trustees. They are expressed in terms of what benefits accrue, to whom, and, where appropriate, at what cost. Another way of saying this is, “What is the desired outcome, difference or benefit, for whom, and at what cost, priority or worth?” Ends Policies inform the Senior Minister and the Congregation of the direction of the church.

Senior Minister Limitations and Directives. These define the constraints on executive authority, establishing the prudent and ethical boundaries and the acceptable application of executive authority, decision making, and organizational activity. They also provide guidance on the specific, tangible results the Board of Trustees expects from the Senior Minister.

Governance Process. These policies define the Board of Trustees roles and responsibilities, specifying the Board of Trustees preferred style of governance, its responsibilities, how it carries out its work and how it monitors and assesses its own performance.

Board of Trustees/Senior Minister Relationship. These describe how authority and responsibility are delegated and how the church’s progress and performance is monitored by the Board of Trustees. They describe the Senior Minister’s Role. They also describe the reporting the Board of Trustees expects from the Senior Minister to use in monitoring the Senior Minister’s results in achieving the Ends of the UUCA

These Governing Policies will be kept under review by the Board of Trustees at their monthly meetings, and updated or amended as necessary.

1. Ends Policies

Global Ends Statement:

The Unitarian Universalist Church of Annapolis exists to create the beloved community by inspiring and empowering all souls to live bold and compassionate lives.

Faith Development Ends Statement:

UUCA creates meaningful opportunities for deepening spirituality for all persons within a safe and challenging environment.

Social Justice Ends Statement:

UUCA's theological and spiritual culture calls us to put our principles into action by creating and supporting systems that address environmental and social injustices.

Larger UU Movement Ends Statement:

UUCA creates meaningful opportunities that encourage participation and leadership in the larger UU community to promote the growth of Unitarian Universalism.

2. Senior Minister Limitations and Directives

- 2.0 Global Executive Limitations and Directives
- 2.1 Communication and Counsel to the Board of Trustees
- 2.2 Financial Planning and Health
- 2.3 Financial Oversight
- 2.4 Asset Protection and Management
- 2.5 Conflict of Interest
- 2.6 Staff and Volunteer Treatment
- 2.7 Compensation and Benefits
- 2.8 Senior Minister Absence, Retirement or Incapacity
- 2.9 Long and Short Term Planning

2.0 Global Executive Limitations and Directives

- a) The Senior Minister shall not cause or allow within the church any practice, activity or decision that is unlawful, in violation of commonly accepted business and/or professional ethics, in violation of UU Minister's Association codes of professional conduct or ethics, or inconsistent with the UUCA's Constitution, Bylaws and Governing Policies.
- b) Should the Senior Minister deem it necessary to violate UUCA policy, the Senior Minister shall inform the Board of Trustees President or another member of the Board of Trustees if the President is not available, prior to violating the policies.

2.1 Communication and Counsel to the Board of Trustees

- a) The Senior Minister must ensure that the Board of Trustees is kept fully informed on all important events or matters of policy that require Board of Trustees approval or monitoring.
- b) The Senior Minister must inform the Board of Trustees 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 of Trustees policy has previously been established.
- c) The Senior Minister must recommend changes in Board of Trustees policies within thirty days of the need to change the policy becoming known.
- d) The Senior Minister will submit an Ends Statement Interpretation of all new or changed Ends Policies within 60 days of the change of, or addition to the Ends Policies.
- e) The Senior Minister shall encourage members of the congregation who have thoughts and suggestions about policy and the future direction of the church to communicate with the Board of Trustees in person, or in written or electronic form.

2.2 Financial Planning and Health

- a) With respect to financial planning and implementation, the Senior Minister may not jeopardize the fiscal integrity of the church.
- b) The Senior Minister shall immediately report any fiscal misconduct to the Board of Trustees.

- c) The Senior Minister shall not put the church's nonprofit or tax-exempt status at risk.
- d) The financial plan shall not deviate materially from priorities and requirements as stated in the Ends Policies, or from the Senior Minister's interpretations of the ends policies.
- e) The Senior Minister shall put in place sufficient controls to meet the Board of Trustees appointed auditors and other applicable accounting standards in receiving, processing, and disbursing funds.
- f) The Senior Minister shall not plan the expenditure of more operating funds in any fiscal year than are conservatively projected to be received in that period.
- g) The Senior Minister shall not allow capital expenditures to occur without a reasonable expectation that the means to pay for them exist. Capital expenditures include any spending that requires long-term borrowing, all purchases of land, all building projects.
- h) The Senior Minister shall not allow any transaction or aggregate transactions involving a sum of money or value in excess of ten percent (10%) of the annual budget, not provided for in the budget, within any one year without a vote of the Church membership. This limitation does not apply to expenditures from established reserve accounts, investment transactions, or to properly determined disbursements of the Endowment Board of Trustees of UUCA.
- i) The Senior Minister shall not approve the expenditure of any endowment funds for purposes other than those specifically approved by the Endowment Fund Board of Trustees.
- j) The Senior Minister shall not allow the expenditure of any designated funds for any purpose other than the purpose specified at the time of receipt.
- k) The Senior Minister shall not present a budget that contains too little information to enable credible projection of revenues, expenses, and cash flow. The Senior Minister must disclose the planning assumptions for those projections.

2.3 Financial Oversight

- a) The Senior Minister shall prepare annual financial projections to include operating budget and capital plan.
- b) The Senior Minister shall be assisted in this process by the Finance Officer of the Board of Trustees.
- c) The Senior Minister shall ensure that the Finance Officer of the Board of Trustees has oversight and monitoring access to all finances of the UUCA.

2.4 Asset Protection and Management

- a) The Senior Minister shall protect the assets of the church.
- b) The Senior Minister must insure all church property and assets against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
- c) The Senior Minister must insure against corporate liability and personal liability of Board of Trustees members and staff, taking into account relevant statutory provisions for indemnification and exemptions applicable to Maryland non-profit organizations.
- d) The Senior Minister must ensure church plant and equipment is adequately maintained.

- e) The Senior Minister must protect intellectual property from unauthorized use, from significant damage, excluding the work of called ministers of the church, who are the sole owners of their intellectual property.
- f) The Senior Minister must ensure the integrity of the church's computer, data processing, information and file systems.
- g) The Senior Minister shall not acquire, encumber or dispose of real property belonging to the UUCA without approval of the congregation.

2.5 Conflict of Interest

- a) The Senior Minister shall reasonably ensure that his/her work is free of conflict of interest.
- b) The Senior Minister shall reasonably ensure that the work of the paid and volunteer staff is free of conflict of interest.
- c) The Senior Minister shall not cause or knowingly allow any conflict of interest in awarding of purchases or in placing of contracts.

2.6 Staff and Volunteer Treatment

- a) With respect to treatment of staff and volunteers, the Senior Minister may not cause or allow conditions that are inhumane, unsafe, unhealthy, unfair, or unprofessional.
- b) The Senior Minister shall not retaliate against any staff member for non-disruptive expression of dissent.
- c) The Senior Minister shall develop a written procedure that provides a fair internal hearing and resolution of staff grievances.
- d) The Senior Minister shall not prevent staff from bringing a grievance to the attention of the Board of Trustees when internal grievance procedures have been exhausted and the employee alleges either that Board of Trustees policy has been violated to his or her detriment, or Board of Trustees policy does not adequately protect his or her rights.
- e) The Senior Minister shall not promise or imply permanent or guaranteed employment.

2.7 Compensation and Benefits

- a) The Senior Minister shall not establish deferred or long term compensation and benefits that create unfunded liabilities or commit the organization to benefits that incur unpredictable future costs.
- b) The Senior Minister shall not provide less than some basic level of benefits to all full-time employees, although differential benefits to encourage longevity in key employees are not prohibited
- c) The Senior Minister shall not allow any employee to lose benefits already accrued from any earlier plan.

2.8 Senior Minister Absence, Retirement or Incapacity

- a) The Senior Minister will develop contingency plans, including the reassignment of his/her specific responsibilities, for the continuing smooth, uninterrupted functioning of the church in the event of his/her absence. These plans will be presented to the Board of Trustees. To protect the Congregation from sudden loss of the Senior Ministers services, the Senior Minister shall name no fewer than two other ministers or employees in the contingency plan. Those two named successors will be sufficiently familiar with Board of Trustees and management issues and processes to enable either of those people to take over with reasonable proficiency as an interim successor.
- b) Where a prolonged, but temporary absence exceeding three months, of the Senior Minister is planned (e.g. for a sabbatical leave of absence), the Senior Minister will, at least three months before his/her departure, present to the Board of Trustees the plans for the functioning of the church in his/her absence. This will include identification of the individuals responsible for carrying out the Senior Minister's responsibilities.

2.9 Long and Short Term Planning

- a) The Senior Minister shall ensure that long and short term planning, as appropriate, be included in interpretations and implementation of Ends Statements.

3. Board of Trustees Governance Process

3.0 Overview

The Board of Trustees, in accordance with the principles of Policy Governance, has three primary responsibilities; (1) to be definite in its expectations by creating and updating Policies, (2) to assign these expectations clearly for the Board of Trustees and the Senior Minister, and then (3) to monitor and hold accountable both the Board of Trustees and the Senior Minister are meeting those expectations.

The Board of Trustees job is to establish top-level policies and to establish a liaison with the members of the congregation so that the Board of Trustees can represent and speak for the congregation.

The members of the Board of Trustees should be the official listeners for the UUCA in terms of possible changes to existing policy as well as the development of new policy. Ultimately, the Board of Trustees exists to be accountable that the UUCA organization works.

It is the Board of Trustees responsibility to speak with and listen to the members, research and implement policy and in general be the caretakers of all aspects of the future vision of the UUCA.

3.1 Board of Trustees Responsibilities

- a) The Board of Trustees represents the Congregation of the UUCA. The Board of Trustees listens to the congregation, strives to understand the congregation's changing needs and priorities, and acts in the best interests of the UUCA.
- b) The Board of Trustees is responsible for providing clarity in the direction of the UUCA to the Senior Minister and members of the congregation.
- c) The Board of Trustees shall attempt to communicate with every member of the congregation each year.
- d) The Board of Trustees is responsible for being visible and accessible to the members of the congregation in matters of Governance Policy and the future direction of the UUCA.
- e) The Board of Trustees writes Governing Policies including Ends Policies, Senior Minister Limitations and Directives, Governance Process, and Board of Trustees / Senior Minister Relationship.
- f) The Board of Trustees shall be responsible for training members of the Board of Trustees to the roles it has defined.
- g) The Board of Trustees shall review all Ends Statement Interpretations from the Senior Minister and provide feedback that the interpretation is reasonable or unreasonable. If deemed to be unreasonable, feedback will be provided to the Senior Minister who then has 60 days to provide an updated interpretation. If the interpretation is reasonable but unsatisfactory then the Board of Trustees must amend the Ends Statement being interpreted.
- h) The Board of Trustees is responsible for the agenda and organization of all Congregational Meetings.

- i) The Board of Trustees is responsible for reviewing the Senior Minister's compensation annually.
- j) The Board of Trustees is responsible for assigning three (3) members of the UUCA, as defined in section 4, every three years for the Triennial Review of the Senior Minister.
- k) The Board of Trustees shall make the Triennial Senior Minister Review available to the members of the UUCA within thirty (30) days of its completion.
- l) The Board of Trustees measures Senior Minister performance through monitoring and evaluation against the applicable UUCA Governing Policies.
- m) The Board of Trustees ensures the high standard of its own performance through monitoring and evaluation against the UUCA Board of Trustees Governance Process Policies, at least annually.

3.2 Governance Style

The Board of Trustees will emphasize proactive, strategic leadership rather than administrative detail; with a clear distinction between Board of Trustees' and Senior Minister's roles; concentrating on the future rather than the past or present. In this spirit,

- a) The Board of Trustees will focus chiefly on intended long-term impacts or ends, not on the administrative means or the programmatic means of achieving these ends.
- b) The Board of Trustees will be visible and accessible to the Congregation of the UUCA.
- c) Roberts' Rules are observed except where the Board of Trustees has suspended or amended them.
- d) The Board of Trustees will take extra effort to respect the viewpoint(s) of the minority opinion. Towards this end the Board of Trustees will endeavor to ensure that all voices that wish to be heard are heard. The Board of Trustees will endeavor to develop a sense of combined purpose towards common goals even when the path towards achieving those goals is not clear or universally agreed upon.
 - 1) After a vote is taken on issues the Chair believes to have strong minority opinions, or on issues with closely divided votes, the chair may chose to give all members of the minority an opportunity to briefly summarize their reasons for their objections. After the minority has spoken, the Chair or a member of the majority may ask for a revote, the results of which will be binding and not require another opportunity for the minority to summarize their positions.
- e) After any Board of Trustees business has been discussed and voted upon, both the majority and the minority will support the action taken and speak with one voice.

3.3 President's Role

- a) The job of the President is to ensure the integrity of the Board of Trustees' process. The President or his or her designee is the only person authorized to speak for the Board of Trustees. The President is responsible for the Board of Trustees' behavior consistent with its own rules and those legitimately imposed upon it from outside the organization.
- b) The President is responsible for the development the Board of Trustees' Plan to achieve its objectives.
- c) The President decides upon the agenda for Board of Trustees' meetings and publishes it at least five (5) days in advance. Discussion at meetings will be only about those issues

that, according to Board of Trustees policy, are defined as Board of Trustees responsibilities, not the Senior Minister.

- d) The President is empowered to chair Board of Trustees' meetings with all the commonly accepted powers of that position (e.g., ruling, recognizing).
- e) The President's authority does not extend to supervising, interpreting Board of Trustees' policies to, or otherwise directing the Senior Minister.
- f) The President shall assign all roles defined internally by the Board of Trustees, including a Communications Officer and a Congregational Meeting Officer, from the membership of the Board of Trustees.
- g) The President has primary responsibility to ensure that the responsibilities described in the UUCA Board of Trustees' Governing Policies are followed.
- h) At least annually, the President is responsible for ensuring that the Board of Trustees evaluates the performance of the Board of Trustees as a whole, including a review of all the assigned board roles. This review includes the performance of the President.
- i) The President's duties are assumed by the Vice President if the President is unable to perform those roles.

3.4. Finance Officer's Role

The job of the Finance Officer is to monitor the management of the financial affairs of the UUCA on behalf of the congregation. The Finance Officer will provide the Senior Minister guidance and support in the running of the church's finances. The specific responsibilities of the Finance Officer follow:

- a) The Finance Officer assists the Senior Minister in the preparation and execution of the annual operating budgets of the church.
- b) The Finance Officer is responsible for the oversight and monitoring of all finances of the Church.
- c) The Finance Officer provides guidance and support to staff engaged in the financial affairs of the church.
- d) The Finance Officer arranges for the external audit or review of the church's finances.
- e) The Finance Officer makes recommendations to the Board of Trustees concerning the Senior Minister's annual compensation package.
- f) The Finance Officer reviews financial policies of the Board of Trustees and makes recommendations on policy changes.

3.5. Secretary's Role

The job of the Secretary is to ensure the integrity of the Board of Trustees records.

- a) The Secretary is responsible for ensuring the recording of accurate minutes of Board of Trustees' meetings, including the names of those in attendance at Board of Trustees meetings, for distribution and adoption at the next meeting.
- b) The Secretary is responsible for ensuring the recording of accurate minutes of Congregational meetings.

- c) The Secretary is responsible for ensuring the recording of amendments of current policies.

3.6. Communications Officer's Role

The Communications Officer is responsible to make available all written communications between the Board of Trustees and the Congregation including the minutes, bylaws and constitution, governing policies and amendments, vision statements, congregational and Board of Trustees meeting announcements and agendas.

The Communications Officer is responsible for maintaining a running three-year calendar, available to all Board of Trustees members, that contains all time-defined actions described in the UUCA Governing Policies. These events include, but are not limited to, reports due from the Senior Minister, actions required to be taken by the Board of Trustees including audits or reviews as required, assignment of Board of Trustees' roles, congregational meetings, ministerial annual and triennial reviews, review of Senior Minister compensation, reviews of the board performance, and the Board of Trustees' Calendar for the current year detailing its internal and external events.

3.7. Congregational Meeting Officer's Role

The Congregational Meeting Officer is responsible for the organization and planning of all congregational meetings. The Congregational Meeting Officer is responsible for reviewing the agenda of the meeting with the moderator. The Congregational Meeting Officer is the liaison with all groups presenting or participating in the congregational meeting. The Congregational Meeting Officer is also responsible for liaison with any groups designated to improve meetings and process.

3.8 Board of Trustees Members' Code of Conduct

- a) The Board of Trustees expects ethical and appropriate conduct from its members. This commitment proper use of authority and appropriate decorum in group and individual behavior when acting as Board of Trustees members.
- b) Members of the Board of Trustees shall adhere to the Church's UUCA Safe Congregation Covenant.
- c) Board of Trustees members must represent loyalty to the interests of the congregation without conflict. This supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It supersedes the personal interest of any trustee acting as an individual church member.
- d) Board of Trustees members must avoid any conflict of interest with respect to their fiduciary responsibility:
 - 1. There must be no self-dealing or any conduct of private business or personal services between any trustee and the church to ensure openness, competitive opportunity, and equal access to inside information.
 - 2. Board of Trustees members must not use their positions to obtain employment within the church for themselves, family members, or close associates.
 - 3. Should a trustee be considered for employment by the church, he or she must temporarily withdraw from Board of Trustees deliberation, voting, and access to applicable Board of Trustees' information.

- e) Any member of Board of Trustees, except the Senior Minister, employed by the church or acting as a paid consultant must resign from Board of Trustees' service upon accepting the position.
- f) The Board of Trustees members will speak with one voice through its adopted policies. Individual Board of Trustees members may not attempt to exercise authority over the church, its Senior Minister, or staff.
- g) Board of Trustees members' interaction with the public, any media, or other entities must recognize the same limitation of any Board of Trustee members, except the President, to speak for the Board of Trustees;
- h) Board of Trustees members are encouraged to continually self-monitor their individual performance as Board of Trustees members against policies, against the qualifications listed in the current trustee position description, and against any other current Board of Trustees evaluation tools.
- i) The President and Vice President must report any alleged violation of Governing Policy to the Board of Trustees by the next Board of Trustees meeting.
- j) Any member of the Board of Trustees besides the President or Vice President must report any alleged violation of Governing Policy to the Board of Trustees by the next Board or Trustees meeting.

3.9 Committee Types

UUCA operates with three types of Committees to assist in carrying out the work of the church on behalf of the Congregation.

- a) **Congregational Committees:** Congregational Committees report directly to and are elected by the Congregation. They are set up and operate in accordance with the By-laws to the church's Constitution. The current congregational committees are the Endowment Board and the Nominating Committee. Neither the Board of Trustees or the Senior Minister has authority over congregational committees. The rules governing congregational committees are defined solely in the Constitution and by-laws.
- b) **Church Committees:** Church Committees are established by and report solely to the Senior Minister. They are set up to assist the Senior Minister in the day-to-day operation and running of the church. The Board of Trustees has no authority over these committees except through these Governing Policies.
- c) **Board of Trustees' Committees:** Board of Trustees' committees may be established by the Board of Trustees to help it carry out its responsibilities. Board of Trustees' committees may include non-Board of Trustees members. Board of Trustees' Committees may not speak or act for the Board of Trustees unless formally given such authority for specific purposes and with a specifically defined duration of that authority.

3.10 Policy Violation Process

Any member of the staff or congregation who believes that the Governing Policies are being violated may bring information about the alleged violation to the attention of the President or the Vice President. The President or may take any of the following steps:

- a) The President of the Board of Trustees may direct the Senior Minister to conduct an inquiry and submit a written report to the Board of Trustees concerning the claimed policy violation.

- b) The President of the Board of Trustees may appoint a Board of Trustees' Committee of Inquiry which will examine the matter, interviewing people as necessary, and produce a written report to the President with a recommended course of action.
- c) The President of the Board of Trustees may add proposed policy changes onto the Board of Trustees agenda for consideration.

Ordinarily the Board of Trustees will address only policy matters; however, in exceptional cases the Board of Trustees will take whatever action is necessary to protect the health and safety of individuals or the interests of the Church.

If the alleged violation involves the President, the Vice President has the authority to take any of the actions as outlined above.

3.11 Executive Sessions

The Board has the authority to call an Executive (closed) Session of the full Board to discuss private personnel matters that relate to the church. Such a session is only permitted if voted affirmatively by two thirds of the members present.

4. Board of Trustees/Senior Minister Relationship

4.0 Overview

The Senior Minister holds full authority over, and responsibility for all work carried on at the church by paid staff, volunteer staff and contracted staff. The Senior Minister is the Board of Trustees' official link to the church operation. The Senior Minister is accountable to the Board of Trustees for the achievement of UUCA's Ends and the Senior Minister's Interpretations of the Ends Statements.

The Senior Minister is authorized to establish all further policies, make all decisions, take all actions and develop all activities that are consistent with the UUCA Policies. The Board of Trustees may, by extending its policies, further constrain areas of the Senior Minister's authority. The Board of Trustees may at any time seek and obtain information about activities and progress.

4.1 Monitoring Senior Minister Performance

Monitoring the Senior Minister's performance is synonymous with monitoring organizational performance against Board of Trustees policies.

The purpose of monitoring is to determine the degree to which UUCA policies are being fulfilled. Where possible, data used to support the performance report(s) is to be obtained by objective and unbiased means.

A given policy may be monitored in one or more of three ways:

- a) Internal Report: Disclosure of information to the Board of Trustees from the Senior Minister or individual members of the congregation.
- b) External Report: Discovery of information by a disinterested external auditor, inspector, or judge who is selected by and reports directly to the Board of Trustees. Such reports must assess executive performance only against policies of the UUCA, unless the Board of Trustees has previously indicated that party's opinion to be the standard.
- c) Direct Board of Trustees Inspection: Discovery of information by a trustee, a Board of Trustees committee, or the Board of Trustees as a whole. This is a Board of Trustees inspection of documents, activities, or circumstances directed by the Board of Trustees that allows a "prudent person" test of policy compliance.

The Board of Trustees may monitor any policy by any method at any time. This policy does not give individual Board of Trustees members permission to perform investigations without board approval. Board of Trustees members who believe that UUCA Governing policies are being violated will follow the Policy Violation Process described in section three of the UUCA Governing Policies Board of Trustees Governance Process.

4.2 Ends Policy Reports:

Monthly Reports:
<u>Monthly Summary</u> In writing, for all Ends Policies, the current long and short term goals and the progress of those goals accomplishments, near term planned activities and issues or concerns, what resources are missing, what is needed to accomplish the goal.
<u>Pledge and Membership Trend and Status Report</u> The finance officer should report quarterly on the amount of, and the amount ahead of or behind in pledges, the number of pledge units and change, the pledged amount, the pledge amount collected and if possible comparison with previous year to date. Also the 12 previous months of trend info for above.
<u>Detail and Summary Financial Reports</u> Balance Sheet, Income and Expense, Cash Flow, Financial Officers summary of the current financial position, financial expectations for the next month and any unusual financial events.
Annual Reports:
<u>Annual Budget and Capital Plan.</u> The annual budget and capital plan shall be presented to the Board of Trustees prior to the start of the fiscal year, no later than the last Board of Trustees meeting prior to the annual budget meeting.
Reports As Required:
<u>Contingency Plan</u> including named interim successors, update as required no later than 30 days after material changes.
<u>Long Term Absence Plan,</u> at least 3 months in advance of a planned Absence.
<u>Counsel to the Board of Trustees Report(s),</u> Inform Board of Trustees in writing of any information required in the Consul to the Board of Trustees Report section of the Executive Limitations and Directions policy statement.
<u>Ends Statement Interpretation,</u> The Senior Minister's interpretation of all new or changed Ends Policies due within 60 days of the change of, or addition to the Ends Policies.

4.3 Annual Ministry Assessment and Triennial Senior Minister Review

- a) Each year the Board of Trustees, in consultation with the Senior Minister, will review the ends statements and the Senior Minister's Interpretation of the Ends Statements specifying the results the church intends to create in people's lives in the coming 1-3 years. As part of this process, the Board of Trustees and Senior Minister will assess the church's ministry during the year in the light of the previous year's vision.
- b) Every three years, the Board of Trustees and the Senior Minister will appoint a Ministry Review Committee of three persons held in high esteem by the congregation and mutually acceptable both to the Board of Trustees and the Senior Minister. The Committee will facilitate a review of the Senior Minister's performance, gathering data from the membership and producing a written report,

the Triennial Senior Minister Review. This report, together with a written response from the Senior Minister, will be published to the membership. The goals of the Triennial Senior Minister Review will be to call the membership's attention to the mutual, relational nature of ministry and the respective responsibilities of all who contribute to its success; to assist the Senior Minister to remain motivated, creative, and flexible; and to enable the Senior Minister and Board of Trustees to correct problems and establish a more effective partnership going forward.

4.4 Disciplinary Policy

The Board of Trustees will pursue the following process in the event that it determines a policy violation has occurred and it judges the degree and seriousness of the violation warrants initiating disciplinary action:

- a. Verbal warning. This results in more frequent monitoring of the violated policy; the Senior Minister will present to the Board of Trustees at the next Board of Trustees meeting his/her plan to remedy the violated policy.
- b. First written warning. This step will be taken if there is no noticeable improvement in the willingness and/or ability to refrain from the policy violation following a reasonable period of time, or if the infraction is of a serious enough nature to warrant a written warning.
- c. Second written warning. This step will be taken if the policy violation continues. If the violation involves a called minister, the Board of Trustees at this point may also determine whether to notify the congregation, the means of doing so, and the content of the communication.
- d. Unless the individual is a called minister, the Board of Trustees will determine whether to suspend (with or without pay) or to terminate the individual for continued policy violations. If the individual is a called minister, the Board of Trustees will:
 1. Recommend termination of the called minister for continued policy violation. The Board of Trustees will meet with the minister to determine how to address his or her departure.
 2. Make known to the congregation the nature of the ongoing policy violations as well as the ongoing efforts to address the issue at every point and will call a meeting of the congregation in compliance with UUCA bylaws regarding selection/removal of the minister.

4.5 Ministerial Compensation

With regard to ordained ministerial compensation, UUCA recognizes and supports the compensation recommendations as ratified by the UUA General Assembly.

- a) Ministerial compensation consists of salary (including housing allowance) and benefits. Professional expenses are not part of compensation but are a normal church expense and are included in the total cost of ministry.
- b) The Board of Trustees will recommend changes to the Senior Minister's salary for inclusion into the church's fiscal year budget.

4.6 Senior Minister Absence, Retirement or Incapacity

In the event of any long term absence of the Senior Minister through incapacity, disability or other reason, the Board of Trustees has the authority to assume some or all responsibilities and

authority previously delegated to the Senior Minister. An emergency meeting of the Board of Trustees will be called at which Board of Trustees members and/or other paid or volunteer staff (including any Assistant, Associate or Intern Ministers) may be assigned appropriate roles and responsibilities to ensure the smooth, uninterrupted functioning of the church. All staff, functions, Church Committees and programs will then report up to specific members of the Board of Trustees, or staff, as assigned by the Board of Trustees.

When the Senior Minister resigns or retires, the Senior Minister Selection Committee will be formed in accordance with Article VII (C.6) of the Constitution to select a successor. During the period of search, whether or not an Interim Senior Minister is engaged, the Board of Trustees may assume some or all responsibilities and authority previously delegated to the Senior Minister.

During the six months before his/her retirement the Board of Trustees has the authority to assign to Board of Trustees members and/or other paid or volunteer staff (including any Assistant, Associate or Intern Ministers) appropriate roles and responsibilities to ensure the smooth, uninterrupted functioning of the church. All staff, functions, Church Committees and programs will report up to the Board of Trustees, or staff, as assigned by the Board of Trustees. The Senior Minister's fiscal responsibilities will be assumed by the Finance Officer. If deemed appropriate by the Board of Trustees and agreed by an Interim Senior Minister, after an Interim Senior Minister has been engaged, the Interim Senior Minister may be assigned certain responsibilities and authority presently assigned by the Governing Policies to the Senior Minister. These assignments may be extended until a new permanent Senior Minister is called and in place.

The Board of Trustees shall facilitate the prompt transfer of authority to the new Senior Minister.