3.0 Governance Process

Policy: The Board, on behalf of our Sources of Authority and Accountability, will hold the administration and itself accountable through carefully established, broadly written policies that reflect Unitarian Universalist values and perspectives.

Our sources of authority and accountability are:
1. Our member congregations
2. Current and future generations of Unitarian Universalists
3. The heritage, traditions, and ideals of Unitarian Universalism
4. The vision of Beloved Community
5. The Spirit of life, love, and the holy

3.1 Governing Style

Policy: The Board will govern with an emphasis on an outward, future-oriented vision, offering strategic leadership, and maintaining clear distinctions between Board and President roles. It will encourage and appreciate diversity in viewpoints, and seek to maintain an open and transparent process.

Procedures:

On any issue, the Board must insure that differing views are considered in making decisions, yet must resolve these into a single organizational position. Accordingly:

1. The Board will cultivate a collective responsibility. The Board, not the staff, will be responsible for the quality of governance. The Board will be the initiator of policy, not merely react to staff initiatives.

2. The Board's major policy focus will be on the intended long-term results both inside and outside of the Association.

3. Board members will prepare for and attend meetings, remain aware of policy-making principles, and respect roles. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force. The Board will address an issue only if the Board determines that the following criteria have been met:
   A. A substantial portion of the Board believes that the issue deserves Board time;
   B. The issue is the responsibility of the Board;
   C. If the Board has dealt with the issue before, there is new information that compels reconsideration;
D. The focus of the issue is at a systemic level, and is not just a fix for a specific problem. If the issue is below the Board’s broad policy threshold, the Board will seek to broaden the issue to include a class of related issues.

4. Ongoing Board development will include orientation of new Trustees in the Board's governance processes.

5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

6. The Board will monitor and discuss the Board's processes and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-President Linkage categories, following the monitoring schedule in Appendix 3.A.

7. The work of the Board of Trustees on matters of public witness will be guided by the actions made by the General Assembly. This shall not preclude the Board from choosing to bear witness in a time of extraordinary circumstances. Accordingly, on matters of public witness regarding social concern, the Board will:

   A. Call upon the elected leadership of our congregations to provide and safeguard the sacred space where Unitarian Universalists may discuss, better understand, and explore public policy in the light of UU principles and the individual’s conscience.

   B. Encourage our congregations to take a responsible role in bearing witness publicly to their faith in matters of social concern.

   C. Support the work of the UUA President and staff to bear witness publicly, expressing the historic and theological grounding of UU positions on matters of public social concern.

   D. Encourage the President of the UUA to provide prophetic leadership.

   E. Encourage congregations to make use of the Social Witness process, which refers issues for study and statements of conscience to the larger Association, through the authority of the congregations meeting at the General Assembly.

   F. Speak as the Board of Trustees of the UUA on matters of witness in our own work as an Association.

8. To be consistent with our commitment to the right of conscience and the democratic process and achieve a transparent and open process, the Board will:

   A. Provide advance notice of dates and locations of regular business meetings, and make agendas, reports, and the previous meetings’ minutes available prior to the
meeting;

B. Provide avenues for comment on issues on the meetings' agendas;

C. Accommodate observers at regular business meetings, and notify all participants of recording and archiving policies.

D. Make documents submitted for consideration to the Board of trustees publicly available, with the exception of documents distributed during or related to business to be discussed in executive sessions.

E. Conduct its business in public, except when the Board decides by majority vote to deal with the following kinds of matters in Executive Session:

   i. volunteer and staff personnel matters that are of a delicate nature
   ii. legal matters of which public discussion could be legally injurious
   iii. budget matters that involve such legal or personnel matters
   iv. property acquisition or disposition
   v. discussion of internal board relationships
   vi. business of the above nature involving a member society if the society requests an Executive Session.

9. Any officer or trustee may initiate a request for an Executive Session. The first item of business in any Executive Session shall be an explanation of the reason for the request, after which the Board shall vote whether or not to remain in Executive Session.

   A. Participants in Executive Session will be limited to Board Members, Youth Observer(s), the Chief Operating Officer, the Program and Strategy Officer and the Treasurer, Chief Financial Officer. The Board may vote to include others in Executive Session where appropriate.

   B. All meetings in executive session will close with a determination as to whether the material is confidential and needs to be confidential.

   C. The Executive Session may be ended at any time by majority vote.

   D. Executive Sessions will be held to the minimum necessary under these guidelines.

10. Record and archive audio of business proceedings of the UUA Board, with the exception of executive sessions, to be available to members of UUA congregations upon request.
11. Regularly hold meetings in sites other than Boston, to strengthen relationships with the Association’s Member Congregations and other Sources of Authority and Accountability, and also to learn first-hand about vital interests of the Association.

### 3.2 Board Job Description

**Policy:** The Board will assure organizational effectiveness by creating and monitoring systems and performance, in accord with established Board policy.

**Procedures:**

Accordingly, the Board has responsibility to:

1. Create and maintain linkage between the Board and the Sources of Authority and Accountability defined in Policy 3.0.

   A. Linkage shall mean

      i. Formal, intentional dialogue with the Sources of Authority and Accountability for the purpose of understanding the Sources’ values and the benefits the Association should produce

      ii. Connections with the Sources of Authority and Accountability that ensure the board governs accountably on their behalf.

   B. In linking with any particular Source, the Board will listen to multiple voices.

   C. The Board will collaborate with communities and organizations outside the Board in identifying the voices invited to speak on behalf of these Sources.

   D. The Board will report on its linkage activities with these Sources, identifying not only the methodology but also the values discerned, and the impact of those values on Board actions.

2. Write policies that address organizational decisions and situations at the broadest levels:

   A. Shared Vision (ENDS): Statements that express values identifying what benefit to whom and at what cost.

   B. Leadership Covenant and Expectations: Established boundaries around both ethics and prudence within which all executive activity and decisions must take place.
C. Governance Process: How the Board conceives, carries out and monitors its own tasks.

D. Board-President Linkage: Promote right relationship between the President and the Board by defining and respecting the president’s role, authority, and accountability.

3. Assure operational performance by monitoring the structures, systems, and organizational performance, considering established policy, and examining and approving the operating and capital budgets before they are implemented.

4. Act as bold and faithful stewards of the resources of the UUA.

5. Obtain an annual audit of the Association’s financial reports by a certified public accounting firm with experience conducting audits of organizations of comparable size, as overseen by the Audit Committee. The Audit Committee will then provide the Board with a written report, for publication on the UUA website, containing the key findings of the audit, including any finding of a serious accounting or management weakness. Upon receipt of the that report, the Board will meet with the chair of the Audit Committee to review the report and the auditing firm’s credentials.

6. Promote and actively engage in the work of building an antiracist / antioppressive/multicultural institution.

7. Act in direct relationship with the General Assembly (GA).
   
   A. Approve the GA site, participating in GA programs, and responding, as appropriate, to motions adopted by GA.
   
   B. Review and affirm adoption of UUA Public Policy Statements, based on actions of previous General Assemblies.
   
   C. In consultation with the General Assembly Planning Committee, make decisions about the allocation of excess funds generated from General Assembly activities. (q.v. Policy on GA Reserve Fund)

8. Vote to accept into membership or to terminate association membership of a congregation in accordance with UUA By-laws.

9. Appoint and empower Board committees and Board liaisons.

10. Ensure continuity of governance capability.
3.3 Board and Board Member Code Of Conduct

Policy: The Board commits itself and its members to act in adherence with the UUA bylaws, to conduct themselves ethically and lawfully, and to act with respect for others, with appropriate use of authority when serving as Trustees.

Procedures:

1. Board members shall act in accordance with our covenant with each other.
   A. We promise to:
      i. Show up with our best selves, intent on listening with openness and willingness to the voices in the room and those that are not.
      ii. Speak with an authentic voice, grounded in our lived experience, mindful of differing cultural interpretations and realities that are present.
      iii. Honor our duty to do the work of the board and to place anti-racism, anti-oppression, and multicultural accountability at the center of that work.
      iv. Recognize that each of us is fully human, with hurts and vulnerability, and the need to laugh and sing!
   B. This covenant shall be read at the beginning of each board meeting.

2. Board Members must act in accordance with our covenant with member congregations. As Board members, our primary purpose is to serve our member congregations regardless of personal relationships with staff, affiliations with other organizations, or any personal interest.

3. Board Members must comply with Conflict of Interest (Appendix 2.J) and Whistleblower policies (Appendix 2.K).

4. Member Trustees covenant with each other to follow a practice of "Speaking with one voice". This requires that each Trustee has had reasonable opportunity to participate in the debate of the issues and opportunities before the committee or Board. However, once the Board makes a policy decision, and even if an individual Trustee does not fully support the Board’s position, each Trustee agrees to act in alignment with that policy in the spirit of moving our organization ahead in accordance with our democratic principles.
   A. If a Trustee finds that they cannot in good conscience adhere to this policy and covenant, then that Trustee bears the responsibility to consult with the Moderator
5. Board Members shall not attempt to exercise individual authority over all or any part of the organization.

6. Board Member’s interaction with the President or with staff must recognize that an individual Board member has no authority except when explicitly authorized by the Board.

7. Board Members shall not express individual judgments on the performance of employees of the President, except while participating in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the President.

8. Board Members shall respect the confidentiality appropriate to issues of a sensitive nature.

9. Board Members will model UU values in our lives and in our roles as Trustees.

10. Board Members will provide leadership for UUA’s stewardship and development efforts. Each Board Member is encouraged to:

   A. Support the financial well being of the Association, including: pledges to his or her congregation, an annual contribution to the Friends of the UUA, and participation in capital campaigns.

   B. Submit names of potential donors to the Stewardship and Development staff group;

   C. Encourage his or her own congregation to attain the fair share contribution to the Annual Program Fund.

   D. Promote testamentary giving through legacies and bequests.

   E. Be knowledgeable about Association funding.

11. Board Members are expected to have completed anti-racism training including analysis and systems theory components. Such training will be arranged and offered prior to the January meeting of their first year as a Trustee. Participation in such training will be paid for, or reimbursed by the UUA, with prior approval of the CGO.

12. Individual Board Members will not engage in fundraising or public support of any candidate for national UUA office except within twelve months of the date of the election.

13. Each Board Member will annually certify in writing their knowledge of, and their agreement to honor, the contents of these Governance Process policies.
3.4 External Relations

**Policy:** Speaking with one voice is an important value of the Board. To achieve this, the board will formally delegate official authority to speak on behalf of the organization in the public arena.

**Policy:** Committee chairs, working group conveners and officers are authorized to communicate with members of the press concerning areas of Board discussion, deliberation and action within the scope of their authority following meetings of their respective groups.

**Procedures:**

1. The CGO [Chief Governance Officer] and President are the customary spokespersons for the UUA. A Trustee’s interaction with the public, press, or other entities must recognize that no Trustee may speak for the Board except to repeat explicitly stated Board decisions.

2. Any Board member may be empowered and charged by the Board to be a Board representative in relationship with any group, and such empowerment, the charge and its responsibilities will be defined by the Board at the time of the assignment.

3. At events with organizations external to the UUA, Board members may represent the Board or the Association at meetings and events where such representation is deemed desirable and where the CGO has agreed to the representation. Board members should represent the Board and the Association at district and regional meetings whenever appropriate to their role as trustees. Board members are entitled to represent themselves as UUA Trustees at ceremonial events where the Board member deems such representation desirable. Board members must avoid any ambiguity about their representative role or authorization to speak for the Board of Trustees of the UUA.

4. For special electronic communications (e.g., the Board Facebook page), the CGO may appoint a trustee to post on subjects in which they have knowledge or expertise.

5. The Chief Governance Officer will appoint a trustee or trustees to write a brief letter to UU ministers and congregational presidents following each quarterly board meeting, to apprise them of important decisions the Board made at that meeting and vital issues it discussed. Such a letter will be signed by the Secretary on behalf of the Board.

3.5 Agenda Planning

**Policy:** The Board will follow an annual agenda which (a) advances and/or reevaluates the relevance of its Shared Vision (ENDS) and (b) seeks to improve Board performance.
Procedures:

1. Agenda planning will be completed during the first meeting of each fiscal year, and the agenda published with the minutes of that meeting. The agenda or work plan should look out at least 24 months.

2. Agenda planning will include:
   A. Consultations with selected groups in the member congregations, or other methods of gaining member congregations input.
   B. Governance education, and education related to Shared Vision (ENDS) determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.)
   C. A consent agenda to help the Board deal with routine items as expeditiously as possible.

3. The agenda for each meeting is to be prepared by the Chief Governance Officer (Moderator). Suggestions for agenda items are solicited from Working Group conveners and committee chairs. Any Trustee may suggest items for the agenda. The tentative agenda will be sent to Trustees and posted on UUA.org at least two weeks prior to the meeting with all available supporting documents.

4. All monitoring events will be included on the agenda as reflected in the monitoring schedule in Appendix 3.A.

5. All recurring calendar events will be included on the agenda as reflected in the Recurring Events schedule shown in Appendix 3.B.

6. Individual meeting agendas will generally follow the format below:
   A. Welcoming and recognizing guests
   B. Chalice Lighting
   C. Approve agenda
   D. Consent Agenda
      i. Operational (Moderator constructs).
      ii. May include Monitoring Reports motions.
   E. Linkage to Member congregations and Board Communications
i  Member congregation communication

ii  Communication with the stakeholders and selected interested groups or constituencies in regard to Board’s Annual Agenda.

F. Board Information

i  President’s Report

ii  Moderator’s Report

iii  Financial Advisor’s Report.

iv  Any additional officer’s reports.

v  Other topics in accord with the annual agenda to assist the Board in its work and governing capacity.

G. Policy Discussion, based and focused upon the annual plan of Board work.

H. Generative Work

I. Assurance of Operational Performance

i  Receipt of Monitoring Reports; Review of Trustee’s personal analysis of the reports; Discussion of interpretations; Challenges to interpretation; Vote on compliance.

ii  New Operational updates / concerns

iii  Monitoring schedule

iv  Board self-assessment against Board means policies (according to the monitoring schedule)

J. Executive Session (if circumstances require)

K. Process Observations

L. Other issues that require board knowledge or action.

M. Announcements

N. Adjournment
3.6 Election Of Officers And Officer Roles

**Policy:** The General Assembly elects the Moderator (CGO) and Financial Advisor. The Board elects the Financial Secretary, Vice Moderator, and the Secretary. The Board also appoints the Youth Observer(s), Recording Secretary, and the Treasurer of the UUA.

**Procedures:**

1. **Youth Observer(s)**
   a. The Youth Observers represent youth voices to the Unitarian Universalist Association Board of Trustees. The Youth Observers are charged with:
      i. Participating in the business of the association as full board members, and bearing the same responsibilities and accountabilities as defined for trustees, excluding matters of voting.
      ii. Attending four in person board meetings per year, including General Assembly, and participating in monthly board meetings via the internet, as well as working group assignments;
      iii. Keeping abreast of board issues that affect Unitarian Universalist youth; and
      iv. Remaining active and in good standing with a UU congregation.

2. **Moderator**
   a. The Moderator is the Chief Governance Officer (CGO) and is elected by the General Assembly. The CGO assures the integrity of the Board's processes and, secondarily, represents the Board to outside parties. Accordingly, the CGO is responsible for:
      i. Ensuring that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
      ii. Ensuring that the Board discusses only those issues that, according to Board policy, clearly belong to the Board to decide, not the President.
      iii. Ensuring that deliberation is fair, open, and thorough, but also timely, orderly, and kept to the point.

   b. **Nomination of Candidates for Moderator/CGO**
      i. Not later than 24 months before the beginning of a General Assembly at which an election for Moderator will be held, the Moderator Nominating
Committee (MNC) shall issue a call for nominations, which must be received within two months.

ii. Not later than 19 months before the beginning of a General Assembly at which an election for Moderator will be held, the committee shall recommend to the board two or more possible candidates for Moderator. No member of the committee may be recommended as a candidate. Each candidate must give written consent prior to being recommended. The names of recommended candidates who are not nominated by the board shall not be made public. The committee shall submit to the board background information on each recommended candidate, which shall be received by the board in confidence. No board member who is a recommended candidate shall receive the background information on any candidate. Individuals who normally attend executive sessions, per policy 3.1.9.E, shall be entitled to receive the MNC recommendations and background information, and to attend all sessions concerning the nomination of candidates for Moderator.

iii. The board shall interview one or more of the recommended candidates in executive session. No candidate who was recommended by the MNC or who intends to run by petition may be present during the interview of any other candidate, or in any other executive session held to discuss candidates for Moderator.

iv. As required by Section 9.5 of the Bylaws, the board shall nominate one or more candidates no later than February 1 of the year before the General Assembly at which there is to be an election for Moderator.

1. The following individuals may participate in Board deliberations but shall not be eligible to vote: the Secretary of the Board, the Trustees who serve on the Election Campaign Practices Committee, the President, and the Youth Observer.

2. The following individuals may participate in Board deliberations and shall be eligible to vote: the Moderator, and any Trustee who served as a voting member of or non-voting board liaison to the MNC.

3. Voting shall be by secret ballot in executive session, with procedures for voting and vote counting to be determined by the Secretary.

4. Voting shall be conducted using the “single transferable vote” method, with a ballot designed to permit the designation of first, second, third, etc. choice. At the conclusion of the vote counting, the two candidates with the highest number of votes shall be declared the nominees. However, if one candidate receives more than 75% of the first choice votes, then only that candidate shall be the nominee of the board. Furthermore, if two or more candidates for nomination are separated
by less than one full vote, they shall be considered tied and the board shall take a second vote to break the tie.

5. The minutes of the executive session shall report only the names of the nominee(s).

v. If a special election is to be held to fill a vacancy in the office of Moderator, the procedures in this section 3.6.1.A shall be followed to the extent that time permits. The Moderator Nominating Committee shall make its recommendations to the Board no later than November 1 of the year before the election.

c. The CGO is authorized to use any reasonable interpretation of the provisions in these policies. The CGO may make decisions that fall within topics covered by Board policies on Governance Process and Board-President Linkage, with the exception of employment or termination of a President and situations where the Board specifically delegates portions of this authority to others.

d. The CGO is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

e. The CGO has no authority to make decisions about policies created by the Board within Shared Vision (ENDS) and Leadership Covenant and Expectations policy areas. Therefore, the CGO has no authority to supervise or direct the President.

f. The CGO may represent the Board to outside parties in announcing Board stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

g. The CGO may delegate CGO authority, but remains accountable for its use.

h. The CGO may create task forces or special committees to address or explore issues of concern to the Association.

i. In the event of a vacancy, the CGO shall inform congregations of the vacancy.

3. Vice Moderator (Board Coordinator)

a. The Vice Moderator is elected by the Board. The role of the Vice Moderator/Board Coordinator is to:

   i. Assist with Board of Trustees agenda planning and scheduling of Board work.

   ii. Participate in leading Board of Trustees meetings.
iii. Assumes the CGO role in the event of absence, death, disqualification, resignation, or removal of the CGO.

4. Secretary

   a. The Secretary is elected by the Board. The responsibilities of the Secretary of the Association are defined in the Bylaws.

   b. In addition to these responsibilities, the Secretary shall:

   i. Maintain the UUA Governance Manual, assuring that all policies will be reviewed at least once in five years.

5. Financial Secretary

   a. The Financial Secretary is elected by the Board. The responsibilities of the Financial Secretary are defined in the Bylaws.

6. Recording Secretary

   a. The Recording Secretary is appointed by the Board. The responsibilities of the Recording Secretary are defined in the bylaws.

7. Treasurer

   a. The Treasurer is appointed by the Board. The responsibilities of the Treasurer are defined in the bylaws.

8. The process for selection of the Vice Moderator, the Secretary and Financial Secretary shall be:

   a. Each Board member shall be given the opportunity to stand for election as Vice Moderator/Board Coordinator. A vote shall then be conducted to choose the Vice Moderator.

   b. The Executive Committee brings forward nominees for the Secretary and Financial Secretary positions. A vote shall then be conducted to affirm or reject the recommendations.

   c. The selection of these positions shall occur at the June meeting of the Board prior to General Assembly, with the exception of a vacancy. If a vacancy exists, the position shall be selected during the next regularly scheduled Board meeting after the vacancy is announced.

9. The process for appointment of the Recording Secretary and Treasurer of UUA shall be:
a. President recommends to the Board at least one candidate for each position.
b. Board discusses in Executive Session, and votes to affirm or reject the nominee.
c. Appointments announced.

10. The process for appointment of the Youth Observer(s) shall be:

   a. The Office of Youth and Young Adults will run an election for the youth observer(s) and will recommend appointment(s) to the Board.
   
   b. The Board discusses in Executive Session, and votes to affirm or reject the nominee(s).

3.7 Board Committee Principles.

**Policy:** Board committees will be used sparingly and, when used, will be chartered to reinforce the wholeness of the Board’s responsibilities and to avoid interference with delegation from Board to President.

**Procedures**

Accordingly:

1. Board committees are established to help the Board do its job and, in general, not to help or advise the staff. Some exceptions to this policy exist due to constraints placed on the Board by Bylaws, or because the Board is still in discernment (See 3.8 below for more information). Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board’s broader focus, Board committees will normally not have direct dealings with current staff operations.

   a. Board members may serve on committees outside the Board, but only in their capacity as private individuals, and do not carry any Board authority in these roles.

   b. Board members may serve on staff operational committees at the invitation of the President.

2. Board members may serve on General Assembly operational committees, at the invitation of those committees established by the General Assembly.

3. Except as specified by the Bylaws, Board committees may not exercise authority over staff. Because the President works for the full Board, the President shall not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic should take special care to represent the full Board’s interest when monitoring organizational performance on that same subject.

5. Special committees will be used sparingly and ordinarily in an ad hoc capacity for specific short-term objectives or to carry out special tasks that will facilitate the work of the Board. Although the CGO may create special committees, the CGO will consult with the Appointments Committee regarding any appointments the CGO wishes to make.

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

7. All members of Board-appointed committees are expected to have reasonable competence in the area of racism and oppression.

8. Each Board-appointed committee, including Working Groups, is charged with developing standards and processes for embodying the commitment to antiracism, anti-oppression and multi-culturalism in its work, and to develop a plan for the ongoing training and education of its members.

9. Unless otherwise specified by these policies or by the Bylaws or Rules of the Association, committee appointments are made for two-year periods, which can normally be renewed up to a maximum of 8 years of service. Terms begin at the close of the regular General Assembly in odd-numbered years. When considering possible reappointments of committee members, the Appointments Committee shall take into account the goal that committee membership should reflect the full diversity of the Association, as well as the need for each committee to have the full range of skills and experience necessary for its work.

10. Whenever a new committee is named, the Board shall develop a charge, including a statement of the committee’s purpose and estimated duration, and monitor and address issues of committee performance.

11. Committees will not be reimbursed for committee expenditures beyond their approved budget, without prior approval by the Treasurer, the Financial Secretary, and the Moderator.

12. If a Board-appointed committee finds that an individual member creates a working atmosphere that is unproductive, disruptive, or otherwise impeding effective committee functioning, the Appointments Committee urges the leader and members of that particular committee to speak candidly with the member whose behavior is problematic in order to identify desired changes. If the committee is not able to resolve the problem internally, the chair should contact the Chair of the Appointments Committee for help in resolving the problem.
13. Committee members must comply with the Association’s Conflict of Interest Policy
   (Appendix 2.J, see Policy Section 2)

14. Committee members must comply with the Association’s Whistleblower Policy
   (Appendix 2.K, see Section 2)

### 3.8 Board Committee Structure

1. The Board has the responsibility for appointing and monitoring certain committees and entities. Section 7.1 of our Bylaws mandates the following board-appointed committees:
   a. Executive Committee
   b. Ministerial Fellowship Committee
      i. The MFC has created sub-committees on candidacy that also require board appointments
   c. Investment Committee of the Unitarian Universalist Common Endowment Fund, LLC (UUCEF LLC) [Charge to the Investment Committee]
      i. The Bylaws of the UUCEF LLC specify the qualifications of members of the UUCEF Investment Committee, and further describe the specific responsibilities of the committee.
      ii. The Board of Trustees appoints the members of the UUCEF Investment Committee and has other powers over the UUCEF LLC, as described in the Certificate of Organization, the Operating Agreement, and the Bylaws of the UUCEF LLC.
   d. Religious Education Credentialing Committee [Charge to the Religious Education Credentialing Committee]; and
   e. Audit Committee [Audit Committee Charter]

2. Additional board-appointed committees were created in response to General Assembly actions:
   a. Open UUA Committee (Rule G-2.1)
   b. Journey Toward Wholeness Transformation Committee (1997 Business Resolution)
   c. Election Campaign Practices Committee (Rule G-9.13.10)
3. The Board itself has created the following entities:

a. Appointments Committee [Charge to the Appointments Committee]

b. Moderator Nominating Committee

i. Not later than 26 months before the beginning of a General Assembly at which an election for Moderator will be held, the board shall appoint a Moderator Nominating Committee to assist the board in carrying out its responsibilities under Section 9.5 of the Bylaws and Section 3.6.2.B of these procedures. The committee shall consist of five members, including not more than two trustees.

c. Committee on Socially Responsible Investing [Charge to the CSRI]

d. Retirement Plan Committee [Charge to the RPC]

e. Employee Benefits Trust [Charge to the Health Plan Trustees]

f. Council on Cross-Cultural Engagement [Charge to the CCCE]

4. The Board-appointed entities and committees identified in this policy should report to the Board no less than once a year. Each report should address the committee’s performance against the committee charge, and demonstrate compliance with Procedure 3.7.8, which requires standards, processes and plans related to antiracism, anti-oppression and multiculturalism. As reflected in policy 2.13 (Support to the Board), the Board will ensure that adequate staff support is provided to facilitate compliance with 3.7.8 and Open UUA guidelines. The Board shall consider and take appropriate action on committee recommendations.

3.9 Board / General Assembly Relations

Policy: Pursuant to the Bylaws, the Board shall act for the Association between General Assemblies.

Procedures:

1. Costs will be prudently incurred. The Board will ensure that its budget is properly included in the UUA budget by developing its budget in coordination with the budget cycle each year. The Board budget shall include:

a. Board training, including attendance at conferences and workshops.
b. An annual external financial audit and other third-party monitoring of organizational performance.

c. Surveys, focus groups, opinion analyses,

d. Operating and meeting costs of the Board, Board committees, Board appointed committees, and the elected Committees of the Association.

2. Only prudently incurred expenses related to volunteer service on behalf of the Board are reimbursable from the Association budget. The Board shall comply with all provisions of the Association’s expense reimbursement policies that are applicable to volunteers who serve on committees. The staff may ask the Moderator to review and approve any reimbursement request from a Board or committee member. The Audit Committee shall designate a committee member to review the Moderator’s expense reimbursements at least twice a year, to ensure that they are in compliance with the Association’s reimbursement policies.

3. Candidates for President or Moderator who have been duly nominated in accordance with Section 9.5 or Section 9.6 of the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for registration, travel, meals and lodging for attending the General Assemblies held one year prior to the election and in the year of the election, and for regular meetings of the Board of Trustees held during the period between the two General Assemblies, provided they remain candidates as of the time of the General Assembly(ies) and the quarterly meeting(s) for which they seek reimbursement. Each such candidate shall be provided a single booth space in the Exhibit Hall at the General Assemblies held one year prior to the election and in the year of the election. In no case is a candidate eligible for reimbursement for expenses incurred prior to being nominated.

4. Candidates for Financial Advisor who have been duly nominated in accordance with Section 9.4 or Section 9.6 of the bylaws shall be entitled to be reimbursed by the Association for reasonable expenses for travel, meals and lodging for attending the regular meetings of the Board of Trustees held in April and June of the year during which the election of a Financial Advisor will be held.

5. The Board affirms that while volunteer service does not entail sacrifice, service on the UUA Board should not cause an undue personal hardship. Therefore, in order to have an economically diverse board, in certain circumstances, Board members may receive limited reimbursement for income forgone in the course of fulfilling their duties at extended meetings. This includes attendance at quarterly board meetings and General Assembly. (See guidelines in Appendix 3.E)
4.0 Global Board-President Linkage

Policy: The Board’s sole official connection to the operational organization, its achievements and conduct will be through the President.

4.1 Unity of Control

Policy: Only officially passed motions of the Board are binding on the President.

Procedures:

1. Decisions or instructions of individual Trustees, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Trustees or committees requesting information or assistance without Board authorization, the President can refuse such requests that require, in the President’s opinion, a material amount of staff time or funds or is disruptive.

4.2 Accountability of the President

Policy: The President is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President.

Policy: The Board will direct the President through written policies that prescribe the Shared Vision (ENDS) to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

Procedures:

1. The Board will never give instructions to persons who report directly or indirectly to the President.
2. The Board will not evaluate, either formally or informally, any staff other than the President.
3. The Board will view President 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 President performance.
4. The Board will develop policies instructing the President to achieve
certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to the more defined levels, and will be called the Shared Vision (Ends).

5. The Board will develop policies that limit the latitude the President 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 Leadership Covenant and Expectations policies (Executive Limitations).

6. Only the Board may determine what constitutes a reasonable interpretation of its policies. As long as the President uses any reasonable interpretation of the Board’s Shared Vision the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

7. The Board may change its Shared Vision (Ends) and Leadership Covenant and Expectations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board will respect and support the President’s choices.

8. The Board delegates to the President the responsibility to recommend, for approval by the Board, slates of candidates for the Ministerial Fellowship Committee and its subcommittees until the bylaws are changed to give the President the responsibility for such appointments.

4.4 Monitoring President Performance

Policy: Systematic and rigorous monitoring of President job performance will be solely against the only expected President job outputs: organizational accomplishment of the Shared Vision (Ends) as defined by Board policies, and organizational operation within the boundaries established in Board policies on Leadership Covenant and Expectations.

Procedures:

1. Monitoring is to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
   1. by internal report, in which the President discloses compliance information to the Board,
   2. by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and
   3. by direct Board inspection, in which a designated Trustee or Trustees assess compliance with the appropriate policy criteria.
3. In its review of internal monitoring reports, the board will require a standard of
equality in monitoring where the interpretation includes the presentation of the
President’s established operational definition, details the standard for
successful performance, and includes a rationale to justify the
reasonableness of the definition. The interpretation will be followed by data
and evidence that demonstrates both results and compliance with the
operational definition, and includes the President’s declaration of
compliance or non-compliance. In every case, the standard for compliance
shall be any reasonable interpretation by the President of the Board policy
being monitored. Only the Board may decide what constitutes a reasonable
interpretation.

1. We will view the monitoring process as a learning opportunity,
identifying and processing teaching moments produced by our work.
2. The Board may accept or reject a monitoring report based on the
reasonableness of the interpretation and adequacy of the supporting
data and/or information. Rejection would require a rewrite of the
interpretation or a rehabilitation plan toward full compliance to be
submitted within a specified period of time.
3. The Board has several options in addressing a monitoring report:
   1. Accept a report, finding that the interpretation is
      reasonable and that the data is in compliance with the
      metrics in the interpretation.
   2. Accept a report with acknowledgement of concerns and
      broad direction for the next rotation of monitoring
      reports. It would be expected that the board concern
      expressed will be integrated into the next rotation of
      reporting for that policy in order for the board to accept
      the subsequent report.
   3. Reject a report, expecting the report to be rewritten
      outside of the monitoring schedule, with a new
      interpretation and compliance, by a date specified.
   4. Reject a report when the data is not in compliance with the
      interpretation’s metrics, expecting the report to include a
      reasonable rehabilitation plan.
4. All policies that instruct the President 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, following the monitoring schedule in Appendix 3.A.