

First Universalist Church of Minneapolis

Governing Policies Handbook

**Updated:
July 2025**

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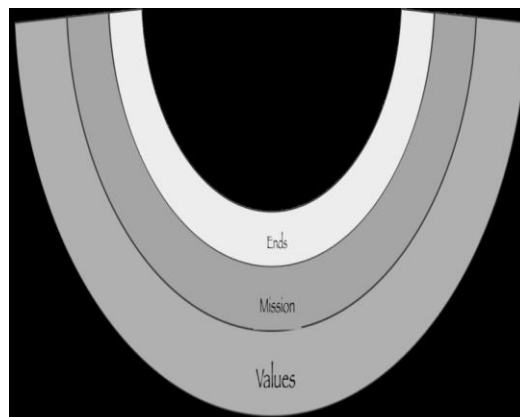
1. Purpose

The guidelines found in this Governing Policy Handbook (hereafter “GPH”) range from broad to specific. They are broad when more specific guidance is found elsewhere or where flexibility is needed. They are specific when this handbook is the primary source for written clarification and there is a need for a more specific interpretation.

The purpose of the GPH is to:

- 1.1. Describe the Values, Mission and Visionary Goals/Ends and/or Policies that define who the Church is here to serve and in what way.
- 1.2. Describe how Governance works.
- 1.3. Describe the roles, functions, and responsibilities of the Board and its interaction with staff and the congregation.
- 1.4. Describe how to raise concerns and ideas to the staff and Board.
- 1.5. Describe the process for enacting changes or implementing ideas. (concerns are often ways to enact change but are also way to keep on track with stated policies and expectations)
- 1.6. Define the relationship between the Board and the Senior Minister.
- 1.7. Define the expectations the Board and Church have for the senior minister and the system of checks and balances for maintaining this relationship.
- 1.8. Define the roles and responsibility of the Standing Committees.
- 1.9. Establish Community Norms:
 - 1.9.1. Describe how we communicate and treat each other.
 - 1.9.2. Describe the community’s expectations and what happens when these are violated.

In the GPH the word “Church” refers to First Universalist Church of Minneapolis, specifically including the First Universalist Foundation. The word “Board” refers to the duly elected or appointed Board of Trustees of First Universalist Church of Minneapolis.



2. **Values, Mission, Visionary Goals*, and Strategic Outcomes**

Our values, mission, and visionary goals define who the Church is here to serve and in what ways. It begins foundationally with our deepest core values, which in turn form the basis of our mission statement, which subsequently inform our visionary goals:

*Note: In this Governing Policies Handbook the term Visionary Goals refers to Ends Statements – which is the technical term more directly associated with Policy Governance principles and best practices. This substitution is meant to be reader-friendly only and not as a substitute for a lesser distinction between ends and means or, for that matter, between governance and ministry.

2.1. **Values**

In all areas First Universalist Church acts in compliance with the core values of our community. We believe in:

- 2.1.1. the Universalist message of love and hope
- 2.1.2. the sacredness of each person
- 2.1.3. the strength of community
- 2.1.4. the value of spiritual practice
- 2.1.5. the transformation of people's lives in a faith community
- 2.1.6. being a radically welcoming community
- 2.1.7. committing to service and working for social justice in the world
- 2.1.8. the interdependence of all creation
- 2.1.9. the power of giving, receiving, and growing.

2.2. **Mission Statement**

In the Universalist spirit of love and hope, we give, receive, and grow. First Universalist Church

2.3. **Visionary Goals**

The people of First Universalist Church are committed to the following visionary goals, achieved at a justifiable cost which does not undermine the sustainability of the Church:

- 2.3.1. We, the people of First Universalist Church, grow in our UU faith: we are equipped to live out our values and experience worship, spiritual practices, and rituals that challenge, comfort, celebrate, and heal.

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- 2.3.2. At First Universalist Church is a home for ageless wisdom. People of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding in the UU tradition, both as individuals and in community. We know our roots, find our wings, and apply our knowledge and wisdom to all our endeavors.
- 2.3.3. First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming everyone and encouraging each person to discover, develop and share their gifts.
- 2.3.4. The people of First Universalist Church work to build a just, loving and sustainable world. We are a visible, influential voice, and we act to shape the larger community into a more just and equitable society.

3. Governance Process Policies

The policies in this section address how the Board conducts and monitors its own work.

3.1. Board Responsibilities

- 3.1.1. The Board has the ultimate fiduciary and policy-making authority for the Church with the exception of calling ministers and approving the annual budget, which are reserved to the congregation. It is the Board's responsibility to articulate and develop the visionary goals statements, and to develop policies and practices that ensure accountability in achieving those ends.
- 3.1.2. The job of the Board shall be to:
 - 3.1.2.1. Actively and deliberately link with its moral ownership (which is determined by the Board to be current and potential members and friends) so that the hopes and dreams of the congregation can be discerned.
 - 3.1.2.2. Attend to the Church's relationships with its stakeholders – current and potential members and friends of all ages; ministers and other staff; programs, committees, and affiliates of the Church; the UUA and our district; and the neighborhood and wider community.
 - 3.1.2.3. Prepare for, attend and actively participate in Board and committee meetings.

3.2. Governing Style

The Board will approach its task in accordance with its covenant and with a style that emphasizes strategic leadership more than administrative detail, clear

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distinction of Board and staff roles, the future rather than the past, and by being proactive rather than reactive.

In this spirit, the Board will:

- 3.2.1. Direct and inspire the organization through the careful establishment and management of governance activities, which include the following:

- 3.2.1.1. Strategy - at a high level, leading long-range planning, mission and visionary goals work
- 3.2.1.2. Oversight – establishing a monitoring process through the creation, application and reporting of policies that will hold the Board, the staff, and the congregation accountable for fulfilling the mission and visionary goals
- 3.2.1.3. Discernment – participation with the staff and congregation in an ongoing process to realize the mission and visionary goals

*Monitor and annually evaluate the Board's own process and performance to systematically insure continuity of Board improvements.

3.3. Officer's Roles

The officers are responsible for performing all duties assigned by the Bylaws and are part of the shared ministry of the Church. Additionally, each officer has a special leadership role to play.

3.3.1. President

- 3.3.1.1. The primary function of the president is to assure that the Board accomplishes its responsibilities according to its own rules and norms and those legitimately imposed upon it from outside the organization.

It is the responsibility of the president to:

- 3.3.1.2. Prepare agendas for and preside over official Executive Committee and Board meetings and meetings of the congregation with all of the commonly accepted powers of that position, while observing Robert's Rules of Order except where the Board has suspended them.
- 3.3.1.3. Focus Board discussion on issues that, according to Board policy, are the Board's to decide, not the Senior Minister's.
- 3.3.1.4. Ensure that Board deliberation is timely, fair, orderly and thorough.
- 3.3.1.5. Delegate work as appropriate to different Board members and/or other individuals or groups.

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- 3.3.1.6. Communicate regularly with the membership including an annual report to be delivered at the Annual Meeting.

The president is also authorized to:

- 3.3.1.7. Speak on the Board's behalf and represent the Board at official functions such as new member ceremonies, ordinations, and installations as well as occasional outside gatherings and meetings.
- 3.3.1.8. The president's authority does not extend to supervising, interpreting Board policies to, or otherwise directing staff.

3.3.2. Vice President

- 3.3.2.1. If the president is absent the vice president shall perform all the president's duties and, when so acting, shall have all the president's powers and be subject to the same restrictions.
- 3.3.2.2. The vice president may also have other such powers and perform such other duties as the Board may prescribe.

3.3.3. Secretary

- 3.3.3.1. The job of the secretary is to assure the integrity of the Board's record.

The secretary is responsible for:

- 3.3.3.2. Recording and archiving of the minutes and appended documents of Board meetings and official meetings of the congregation.
- 3.3.3.3. Maintaining the master copy of this GPH and archiving of older versions.
- 3.3.3.4. Maintaining an accurate record and archive of all policies adopted by the Board in addition to the GPH (e.g., FC policies and the Board job description).
- 3.3.3.5. Maintaining an accurate record of all other policies referenced in the GPH.
- 3.3.3.6. Overseeing publication/dissemination of all official Board documents on the Internet and other media as appropriate.
- 3.3.3.7. Public announcement of any official meeting of the congregation and other duties as assigned by the Church bylaws.
- 3.3.3.8. Ascertaining the eligibility of those who wish to vote on Church business, as required by the bylaws.

3.3.4. Treasurer

- 3.3.4.1. The treasurer leads the trustees' efforts to ensure the integrity of the Church's financial procedures and practices and the health of its financial position. In particular, the treasurer is responsible for the financial monitoring efforts of the Board of trustees and provides expertise and advice, as needed, to Church staff.

To accomplish these purposes the treasurer:

- 3.3.4.2. Organizes and chairs the Finance Committee and ensures that it includes members (staff, Board and non-Board) with the required expertise.
- 3.3.4.3. Reports to the Board any concerns held by the treasurer and/or by the Finance Committee regarding Church financial matters.
- 3.3.4.4. Reports annually (at the Annual Meeting) to the membership on the financial status of the Church.

3.4. Board Members' Code of Conduct

While carrying out its duties, the Board commits itself and its members to ethical, professional and lawful conduct, proper use of authority and appropriate decorum.

3.4.1. Conflicts of Interest

- 3.4.2. A "conflict of interest" may arise when an individual's decision-making may be influenced by outside employment, business arrangements, or personal or family relationships. This influence may compromise, or appear to compromise, an individual's judgment regarding governance or business decisions.
- 3.4.3. Hypothetical situations under which there could be a conflict of interest would include cases where a Board member or a member of his or her immediate family:
 - 3.4.3.1. Serves as an elected or appointed official or as an employee of a federal, state, or local governmental entity; or serves as an officer or director or as an employee with another nonprofit or community organization; or is employed or affiliated with a business organization; AND
 - 3.4.3.2. that organization or entity has some financial business dealing with First Universalist, or common issues affecting the goals and mission of this organization.
 - 3.4.3.3. Is related to or in a personal relationship with a staff member of First Universalist.
- 3.4.4. It shall be the policy of First Universalist that where there is a conflict of interest, or where the potential for a conflict of interest may exist, each Trustee shall be expected to:
 - 3.4.4.1. Disclose, at the earliest practicable opportunity, to the other members of the Board, that a conflict of interest may exist and the nature of the conflict; and

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- 3.4.4.2. abstain from voting on any matters for which there is or may be a conflict unless the other Board members present when a vote is being taken unanimously agree to waive the conflict and authorize the Board member to vote notwithstanding the conflict.
- 3.4.4.3. The secretary will record in the minutes the disclosure of a conflict by any Board member, and whether or not a Board member then abstains from voting.

3.4.5. Authority

- 3.4.5.1. Individual trustees may not attempt to exercise authority over the Church. The Board will speak with one voice through its adopted policies.
- 3.4.5.2. Trustees' interaction with the Senior Minister or staff must recognize the lack of authority in any individual trustee or subgroup (e.g., committee or task force) of trustees.
- 3.4.5.3. Trustees' interaction with the public, media or other entities must recognize the same limitation and the similar inability of any trustee, except the president, to speak for the Board.
- 3.4.5.4. Trustees are encouraged to continually self-monitor their individual performance as trustees against policies, against the qualifications listed in the current trustee position description, and against any other current Board evaluation tools.
- 3.4.5.5. Trustees are encouraged to participate as individuals in volunteer committees, teams or task forces, but all authority and accountability of such groups, as far as the Board is concerned, is considered the authority and accountability of the Senior Minister.

3.4.6. Board Covenant

Seeking to embody our religious principles and to create a culture in which all are encouraged to participate fully, we as Board members covenant to:

- 3.4.6.1. Promote and maintain a trusting, safe and engaging environment in which we all are empowered to utilize our strengths and speak our truths, including hard truths, in the service of the congregation's mission and end statements.
- 3.4.6.2. Seek out, encourage, celebrate and welcome diversity among Board members.
- 3.4.6.3. Welcome and build relationships with all Board members, actively including all new Board members.

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- 3.4.6.4. Actively participate in the Board's and congregation's decision-making process, respecting the outcome when appropriate process has been followed.
- 3.4.6.5. Communicate Board decisions with one voice once a decision has been made, maintaining appropriate confidentiality regarding individual positions and comments on issues.
- 3.4.6.6. Follow all appropriate policies and procedures when in disagreement with a decision of the Board.
- 3.4.6.7. Remain in community through conflict and the work towards resolution.
- 3.4.6.8. Hold ourselves and each other accountable to our commitments.
- 3.4.6.9. Express genuine appreciation to all Board members for their commitment of time, energy and effort.
- 3.4.6.10. Be supportive of Board members' needs for self-care and step up, when possible, to take on responsibilities to balance the load.
- 3.4.6.11. Be open to new ideas and to new ways of doing things, including a commitment to change our position on issues.
- 3.4.6.12. Be knowledgeable about the congregation's bylaws, policies and procedures and actively seek means to align the congregation's governance with its mission and visionary goals.
- 3.4.6.13. Remember, always, that no one is perfect, that everyone makes mistakes.
- 3.4.6.14. Honor the sacred nature of our time together, our covenant and our shared purpose by illuminating and promoting the hopeful, helpful and enjoyable ways we can engage in the work of this Church together.

3.5. Committee Principles

The Board may establish standing or temporary committees to help carry out its responsibilities.

This policy applies only to committees that are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the Senior Minister.

3.5.1. Purposes

- 3.5.1.1. Committees will assist the Board chiefly by preparing policy and/or assessing policy alternatives, recommendations, implications and outcomes for Board deliberation.
- 3.5.1.2. Committees will be used only when other methods have been deemed inadequate so as to minimally interfere with or confuse the wholeness of the Board's job.

3.5.2. Authority

- 3.5.2.1. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Senior Minister.

3.5.3. Staff Relationship

- 3.5.3.1. Board committees are to help the Board do its job, not to interfere with the staff doing its job.
- 3.5.3.2. Board committees cannot exercise authority over staff and, in keeping with the Board's focus on the future, Board committees generally will not have direct dealings with current staff operations.
- 3.5.3.3. Further, the Board will not impede its direct delegation to the Senior Minister by requiring approval of a Board committee before a Senior Minister action. The Senior Minister works for the Board, never for a Board committee or officer. However, nothing shall prevent the Board from requiring a recommendation from a Board committee before taking action as a Board.

3.6. Grievance Policy

It is the intent of the Board to be responsive to staff and the congregation, but it is not the function of the Board to resolve complaints or grievances that are not directly related to the Board's policy-making and policy-monitoring functions.

When individual Board members receive complaints about Board policies or violations of Board policy from members of the congregation, the following guidelines will be followed.

3.6.1. Complaints about Board Policies

- 3.6.1.1. Complaints concerning GPH or other Board policies shall be handled in accordance with the Church's mission and visionary goals, which encourages direct and open communications. Such matters brought to the Board's attention will be welcomed for consideration in on-going revisions to these policies.
- 3.6.1.2. If as part of a complaint a request for Board action is received, the complaint will be communicated to both Board members and the Senior Minister. After discussion with the Senior Minister, the Board will determine if a policy change is required. If not required, the Board will resolve the matter directly with the initiator.
- 3.6.1.3. If the Board determines that a policy change is required, the Board will make the required change and communicate the resolution to the initiator.

3.6.2. Complaints about Violations of Policy

- 3.6.2.1. If an individual believes a policy is being violated by staff or the Senior Minister, s/he should first discuss it directly with the appropriate staff or Senior Minister. If this is not possible or if the issue is not resolved by staff or the Senior Minister, it may be brought to the president or vice president for consideration by the Board. The Board will resolve the issue as appropriate, which may include clarifying policy or taking disciplinary action. The Board will communicate its resolution of the complaint to the initiator.

4. Board-Senior Minister Relationship Policies

The policies in this section address how authority is delegated to the Senior Minister and how the Board and Senior Minister should work together.

4.1. Delegation to the Senior Minister

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The Board's job is generally confined to establishing topmost policies, leaving implementation and subsidiary policy development to the Senior Minister.

All Board authority delegated to staff is delegated through the Senior Minister, so that all authority and accountability of staff can be phrased, insofar as the Board is concerned, as authority and accountability of the Senior Minister. The Senior Minister reports to the Board on behalf of the staff for overall achievement of the Church mission and visionary goals.

- 4.1.1. The Senior Minister is authorized to establish all further policies, make all decisions, take all actions and develop all activities that are true to the Board's policies. The Board may, by extending its policies, "undelegate" areas of the Senior Minister's authority but will respect the Senior Minister's choices so long as the delegation continues.
- 4.1.2. No individual trustee, officer, or Board committee has authority over the Senior Minister or staff. Information may be requested by any individual trustee, officer, or committee, but if such request in the Senior Minister's judgment requires a material amount of staff time, it may be refused with explanation.
- 4.1.3. The Senior Minister may not perform, allow, or cause to be performed any act that is contrary to explicit Board constraints on Senior Minister authority.
- 4.1.4. Should the Senior Minister become aware of a violation of Board policy, he or she shall inform the Board president or vice president. Informing is simply to guarantee no violation is intentionally kept from the Board, not to request approval. Trustee response, either approving or disapproving, does not exempt the Senior Minister from subsequent Board judgment of the action nor does it impede any decision.
- 4.1.5. The Senior Minister's authority does not extend to supervising or otherwise directing individual trustees or Board subgroups regarding Board policy or interpreting Board policy to such individuals or subgroups. Nothing in this policy is intended to interfere with mutual interaction about individual understanding of policies.

4.2. Senior Minister Responsibilities

As the Board's official link to the operating organization, the Senior Minister is accountable for all organizational performance and exercises all authority delegated by the Board's governing policies.

The Senior Minister's job contributions can be stated as performance in these areas:

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- 4.2.1. Accomplishment of Visionary Goals as stated in Board policies.
- 4.2.2. Organization operation within the boundaries established by the Senior Minister Limitations policies.
- 4.2.3. Appropriate use and delegation of power.
- 4.2.4. Ongoing engagement with the Board on issues that overlap or fall between staff means and Board ends/visionary goals (e.g. the “middle layer” between governance and ministry)

4.3. Monitoring Senior Minister Performance

- 4.3.1. The standard of evaluation shall be whether the Senior Minister has made reasonable progress toward achieving the visionary goals, while remaining within the boundaries of the established Board policies.
- 4.3.2. The Board will make the final determination as to whether the Senior Minister’s interpretations of the visionary goals are reasonable and whether reasonable progress is being made toward their achievement.

4.4. Disciplinary Policy

The Board 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 a disciplinary process:

- 4.4.1. **Verbal warning** (noted as such in writing to establish appropriate documentation of said step). The Senior Minister will present to the Board at the next Board meeting (via separate written communication to the Board prior to the meeting) his or her plan to remediate the violated policy. The Board may institute more frequent monitoring of the violated policy as it deems necessary.
- 4.4.2. **First written warning.** This step will be taken if there is no noticeable improvement in the Senior Minister’s willingness and/or ability to refrain from policy violations following a reasonable period of time for the Senior Minister to implement changes and for the Board to monitor them.
- 4.4.3. **Second written warning.** This step will be taken if the policy violations continue. The Board at this point may also determine whether to notify the congregation, the means of doing so, and the content of the communication.
- 4.4.4. If policy violations continue, the Board will:

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- 4.4.4.1. 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. The Board will also call a meeting of the congregation in compliance with Church bylaws regarding selection/removal of the minister, and/or
- 4.4.4.2. Recommend termination of the Senior Minister for continued policy violation. The Board will meet with the Senior Minister to determine how to address his or her departure.

4.5. Ministerial Compensation

- 4.5.1. Ministerial compensation consists of salary (including housing allowance) and benefits. Professional expenses are not considered part of the minister's compensation.
- 4.5.2. The Board will annually review only the senior minister's salary and benefits and may adjust as appropriate to current financial conditions.
- 4.5.3. Compensation increases may include:
 - 4.5.3.1. A cost of living adjustment based on the Consumer Price Index (CPI) estimate for the current year, and/or
 - 4.5.3.2. A performance based merit increase as appropriate, depending upon current financial conditions. The Board will use the Senior Minister's performance evaluations for the time period since the last merit increase to assist in determining such merit increase.
- 4.5.4. The Board will maintain records of the Senior Minister's salary and benefit changes and will review this policy annually.

5. Senior Minister Limitations Policies

The policies in this section address constraints on the Senior Minister's authority.

5.1. General Constraint

- 5.1.1. The Senior Minister shall not cause or allow any practice, activity, decision, or organizational circumstance that is illegal, imprudent or in violation of commonly accepted business and professional ethics.
- 5.1.2. Accordingly, the Senior Minister shall not fail to establish and implement policies and procedures to prevent misconduct and dishonesty that meets accepted business practices.

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- 5.1.3. For purposes of this policy, misconduct and dishonesty must include but not be limited to:

- 5.1.3.1. Theft or other misappropriation of assets, including assets of the Church or any entity with whom First Universalist Church has a business relationship.

- 5.1.3.2. Misstatements and other irregularities in Church records, including the intentional misstatement of the results of operations.

- 5.1.3.3. Forgery or other alteration of documents.

- 5.1.3.4. Fraud or other unlawful acts.

First Universalist Church specifically prohibits these and other illegal activities in the actions of the Senior Minister, all employees, and all others responsible for carrying out its activities.

5.2. Integration and Treatment of Volunteers

Much of the work of First Universalist Church is accomplished by and through volunteer committees, task forces and other groups. It is central to the vitality of the Church that members participate in its ministry, one aspect of which is working collaboratively with paid staff and other volunteers.

Accordingly, the Senior Minister shall not:

- 5.2.1. Illegally discriminate against existing or potential volunteers.
- 5.2.2. Subject volunteers to unsafe or unhealthy work conditions.
- 5.2.3. Fail to ensure Church staff treats volunteers in ways that are faithful to the Church's mission, visionary goals, and policies.
- 5.2.4. Fail to ensure that committees or teams understand their roles, objectives and lines of authority and have the necessary resources, financial and otherwise, to accomplish their tasks.
- 5.2.5. Fail to take into consideration the need for diversity in volunteer committees and teams, to the extent feasible.
- 5.2.6. Fail to coordinate the work of compensated staff and Church committees or teams to facilitate communications, efficiency and effectiveness.
- 5.2.7. Fail to integrate members into Church leadership, and members and friends into church service.

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- 5.2.8. Fail to inform volunteers of general team and committee member expectations; relevant policies and procedures; and how teams, committees, and individual volunteers should relate with staff.
- 5.2.9. Fail to instill in Church committees or teams and their members a sense of empowerment, encouragement, and the value their work has to the Church.
- 5.2.10. Fail to ensure that the work of Church committees and teams is fully consistent with First Universalist's legal and contractual obligations.

5.3. Treatment of Staff

With regard to treatment of paid staff, the Senior Minister may not cause or allow conditions which are inhumane, unfair, disrespectful, or unprofessional.

Accordingly, the Senior Minister shall not:

- 5.3.1. Illegally discriminate against applicants for employment or employees.
- 5.3.2. Subject staff to unsafe or unhealthy work conditions.
- 5.3.3. Withhold from staff a grievance procedure, able to be used without bias.
- 5.3.4. Prevent staff from grieving to the Board when internal grievance procedures have been exhausted.
- 5.3.5. Fail to provide an integrated and comprehensive staff structure with clear direction on individual and team roles and functions and on lines of responsibility and authority.
- 5.3.6. Fail to ensure that staff are provided and comply with an up-to-date Employee Handbook.
- 5.3.7. Fail to ensure that sound selection/hiring processes are employed, which include:
 - 5.3.7.1. Accurate job descriptions and position criteria;
 - 5.3.7.2. Determination of appropriate salary ranges congruent with job descriptions, including position criteria;
 - 5.3.7.3. Use of fair and appropriate candidate evaluation and selection processes; and

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5.3.7.4. Provision of orientation and appropriate on-the-job training to newly hired staff members.

5.3.8. Fail to ensure that staff are provided with a sound performance management process that provides:

5.3.8.1. Clear descriptions of job functions and duties;

5.3.8.2. Clear expectations about position requirements, including skills, competencies, and attributes;

5.3.8.3. Clear expectations about annual performance goals; and

5.3.8.4. Feedback on the above three areas of performance through ongoing feedback and an annual performance evaluation.

5.3.9. Fail to instill in staff members and staff teams a sense of empowerment, encouragement, and the value their work has to the Church.

5.3.10. Fail to ensure that all departing staff members receive an exit interview with someone other than their direct supervisor, or fail to notify departing staff members of their right to request an exit interview with a Board member.

5.4. Communication to the Board and Congregation

The Senior Minister shall insure that the Board and congregation are fully informed concerning important issues, and that the Board is, to the degree possible, supported in its work.

Accordingly, the Senior Minister shall not fail to:

5.4.1. Inform the Board in a timely manner of any relevant trends, issues, or events affecting the health of the organization.

5.4.2. Submit monitoring information required by the Board in a timely, accurate and understandable fashion.

5.4.3. Gather as many staff and external points of view, issues and options as needed for fully informed Board decisions.

5.4.4. Develop and maintain a calendar for the Church year that is publicly accessible.

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- 5.4.5. Advise the Board of any deviations from established policy or to recommend changes in such policies whenever the need for revision comes to their attention within 30 days.
- 5.4.6. Ensure that a complete and current set of all Church operating policies is readily accessible to all Church members at all times.

5.5. Public Statements

The Senior Minister shall not make public statements about the official position of the congregation or Board on controversial social, political, and/or congregational issues beyond what the members or Board has formally and explicitly adopted as positions of record.

Nothing in this policy shall be construed to infringe upon the fundamental principle of “freedom of the pulpit.”

5.6. Compensation and Benefits

With respect to salary and benefits for employees, consultants, and contract workers, the Senior Minister may not cause or allow jeopardy to fiscal integrity or public image of the Church.

Accordingly, the Senior Minister may not:

- 5.6.1. Promise or imply permanent or guaranteed employment.
- 5.6.2. Establish a salary and benefits system, and/or administer current and/or long-term compensation and benefits in a way that:
 - 5.6.2.1. Fails to develop salary ranges for each staff position based on relevant market data for comparable churches and not-for-profit organizations with the relevant geographic area.
 - 5.6.2.2. Fails to align individual salary with appropriate salary ranges or, if salary is out of alignment, fails to develop a plan to achieve alignment over time.
 - 5.6.2.3. Fails to align individual salary with accurate measures of employee performance.
 - 5.6.2.4. Fails to provide less than a basic level of benefits to all full-time employees.
 - 5.6.2.5. Allows any employee to lose benefits already accrued from a previously existing plan.

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- 5.6.2.6. Fails to be administered consistently and equitably.
- 5.6.3. Establish current, deferred, or long-term compensation and benefits that:
 - 5.6.3.1. Cause unfunded liabilities to occur or in any way commit the Church to benefits that incur unpredictable future costs.
 - 5.6.3.2. 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.
 - 5.6.3.3. Are not administered consistently and equitably.

5.7. Annual Budgeting and Long-term Financial Planning

Careful, transparent budgeting and financial planning are critical to the programmatic and fiscal integrity of the Church.

5.7.1. ANNUAL OPERATING BUDGET AND CAPITAL EXPENDITURES BUDGET

Regarding the annual operating budget and the capital expenditures budget, the Senior Minister shall not fail to:

- 5.7.1.1. Develop annual operating and capital budgets guided by the Church's policies, priorities, current strategic plan, and resources.
- 5.7.1.2. Ensure that the Church Board of trustees has sufficient time and information to review and approve the annual operating and any proposed capital expenditure budgets.
- 5.7.1.3. Present the draft annual operating budget and capital expenditure budget to the Finance Committee for review and comment no later than five days prior to the April finance committee meeting.
- 5.7.1.4. Provide the Church membership with an opportunity to discuss the proposed budgets with the Church leadership prior to the Board's approval of it.
- 5.7.1.5. Provide notice to the Church members of at least one meeting for the purposes of discussing the draft annual operating budget and capital expenditure budget with Church leadership no later than 5 weeks prior to the Annual Meeting, with such meeting(s) to be concluded no later than 3 weeks prior to the Annual Meeting.

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- 5.7.1.6. Present the draft annual operating budget and capital expenditure budget to the Board of trustees for its approval no later than five days prior to the May Board meeting.
- 5.7.1.7. Present the budget and any proposed capital expenditures to the Church membership for its approval at the Annual Meeting.
- 5.7.1.8. Insure that the annual operating and capital expenditure budgets:
 - 5.7.1.8.1. Contain sufficient detail to support a reasonably accurate projection of revenues and expenses, and
 - 5.7.1.8.2. Distinguish operational and capital items; and
 - 5.7.1.8.3. Describe the planning assumptions used – including the results of long-term strategic and financial planning; and
 - 5.7.1.8.4. Align with Board-stated priorities and requirements (see visionary goals) in its allocation among competing fiscal needs.

5.7.2. LONG-TERM FINANCIAL PLANNING

Regarding long-term financial planning, the Senior Minister shall not fail to engage in long-term strategic planning on a regular basis, including annually revised estimated operating budget and capital expenditure projections for each remaining year covered in the plan.

5.8. Financial Condition

With respect to the actual, ongoing condition of the organizations financial health, the Senior Minister may not cause or allow the development of fiscal jeopardy, loss of allocation, integrity, or a material deviation of actual expenditures from Board priorities established in visionary goals.

Accordingly, the Senior Minister shall not fail to:

- 5.8.1. Ensure that cash remains at or above the amount needed to settle payroll and debts as scheduled.
- 5.8.2. Expend Legacy or restricted funds only for the purposes determined at time of receipt or designation.
- 5.8.3. Ensure that expenditures do not deviate materially from the approved annual operating budget or capital expenditure budget.

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- 5.8.4. Provide cash reconciliations and completed financial reports on a monthly basis to the Board in writing.
- 5.8.5. Provide reasonable access to financial records by the Board, its committees, and authorized outside advisors.
- 5.8.6. Perform the following only with the explicit prior approval of the Board of Trustees:
 - 5.8.6.1. Borrow funds
 - 5.8.6.2. Make unbudgeted transfers or “loans” between the general funds and the Legacy funds
 - 5.8.6.3. Solicit funds within the fiscal year for non-budgeted purposes with explicit designation of the intended expenses, and periodic reporting of the funds raised and matching expenditures.

5.9. Asset Protection

The Senior Minister shall not allow the assets of the Church to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Senior Minister shall not fail to:

- 5.9.1. Comply, to a reasonable extent, with Generally Accepted Accounting Principles with regard to all financial transactions and reports.
- 5.9.2. Insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
- 5.9.3. Insure against corporate liability and personal liability of Board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to Minnesota non-profit organizations.
- 5.9.4. Prevent un-bonded personnel access to material amounts of funds.
- 5.9.5. Properly maintain the Church physical plant and equipment.
- 5.9.6. Solicit at least two competitive bids when making purchases or entering contracts for over \$10,000.
- 5.9.7. Invest foundation and Church capital in accordance with approved investment policies.

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- 5.9.8. Protect intellectual property, information, and files from significant damage.
- 5.9.9. Protect the Church's public image, credibility, and non-profit status.
- 5.9.10. Honor documented donor and source restrictions placed on foundation, legacy and restricted funds.

5.10. Emergency Succession

In order to protect the Church from sudden loss of the Senior Minister's services, the Senior Minister may not:

- 5.10.1. Have fewer than two other staff members familiar with Board issues and processes.
- 5.10.2. Fail to have a plan in place for the continuation of full ministerial services in the event of the Senior Minister's absence.

6. Standing Committee Charges

The policies in this section specify the guiding principles and charges for standing Board committees.

6.1. Finance Committee

- 6.1.1. This committee shall monitor all financial governing policies established by the Board of Trustees, review and propose needed revisions to those policies from time to time, advise the trustees and staff regarding financial matters, and regularly (at a minimum of every third year) engage a qualified professional auditor and stipulate the scope of work to be completed.
- 6.1.2. The Finance Committee will create annually a monitoring schedule to detail the activities it will undertake to accomplish its monitoring and other purposes, and to inform staff and other parties regarding its documentary and other needs of them. The Committee's monitoring schedule is attached as Appendix A.
- 6.1.3. The Board delegates to the Finance Committee responsibility for monitoring compliance with the Board approved policies in the areas of annual budgeting and long-term financial planning, financial condition and activities, and asset protection.

6.2. Governance Committee

- 6.2.1. This committee shall monitor all non-financial governing policies established by the Board of Trustees and review and propose needed revisions to those policies on an annual basis.
- 6.2.2. Additionally, the Governance Committee will create annually a monitoring schedule to detail the activities it will undertake to accomplish its monitoring. The Integrated Monitoring Schedule, incorporating elements of the Finance Committee's monitoring schedule, is attached as Appendix B.

7. Community Norms

7.1. How We Work Together

Board/Staff/Volunteer Interaction:

A Commitment to Leadership at First Universalist Church

As lay and staff leaders of First Universalist Church, we seek to work together in ways that exemplify our spiritual values as we carry out the work of the congregation. We honor Unitarian Universalist principles, abide by the policies of the Church, and maintain a community of safety, security and trust. Recognizing that each of us has strengths and weaknesses, we seek to work together in ways that help all leaders to be successful and to contribute to our common vision. As we work together to better accomplish our common objectives, we honor both the value of constancy and the need for change.

- 7.1.1. **Respect** We work together to clarify and understand our own roles and to respect the roles and responsibilities of others. We treat one another with respect, even in times of confusion, misunderstanding or disagreement.
- 7.1.2. **Listening** We actively listen to one another and to congregants with openness and a desire for genuine understanding. We listen with the desire and intention to recognize and accept good ideas and to change our perspectives accordingly.
- 7.1.3. **Communicating** We communicate kindly and effectively, offering generous thanks and encouragement and thoughtful criticism and constructive options, when appropriate. We share our own views with candor and tact. We speak directly to others when we have concerns. We freely share information relevant to the life of the congregation except when precluded by legitimate bounds of confidentiality. We avoid gossiping. To the best of our ability, we deal with the issues that arise -- including those that are complex, awkward or difficult to resolve.

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- 7.1.4. **Decision Making** In making decisions, we seek out reliable information, use critical thinking, consider alternative viewpoints, contemplate intended and unintended consequences, and apply our Unitarian Universalist principles. We honor the democratic process and the decisions of the group.
- 7.1.5. **Leadership** When we accept a leadership role we do so with a commitment to doing high quality and timely work. As we work together, we appreciate each other's contributions and recognize that each of us will sometimes fall short, failing to do and be all that we would wish. We support each other and come together as a team when one of us encounters difficulties meeting these commitments. We ask for help when we need it. Through living our values we come together as an evolving, vibrant and caring learning community in which we work together to achieve our congregation's common vision.