

Board Policies -- Approved November 18, 2009

Unitarian Universalist Church of Bloomington Indiana

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"Corporation" refers herein to the "Unitarian Universalist Church of Bloomington, Indiana, Inc."

I. Ends

Policy I. General Ends Statement

Policy I.A: Vision Statement

Seeking the Spirit
Building Community
Changing the World

Policy I.B: Mission Statements

Adopted by congregational vote June 7, 2009:

In this liberal religious community of inspiration, love and action:

We celebrate life
we nurture one another
we welcome all
we care for the earth
and we work for the common good.

Adopted by congregational vote May 1, 1994;

We, the members of the Unitarian Universalist Church of Bloomington Indiana, a Welcoming Congregation do covenant:

- To recognize and embrace human diversity, thereby affirming, defending and promoting the inherent worth and dignity of every human being.
- To provide an intergenerational religious community of loving support and understanding which fosters personal and spiritual growth through worship, education, and fellowship.
- To value the gifts brought by children and youth and to accept a special responsibility for their nurture, guidance and support. To cultivate community and leadership in young adults through campus and young adult ministries.
- To uphold the liberal religious tradition which engages in a continuing search for truth, freely questioning and challenging old assumptions, while remembering our Unitarian and Universalist heritage and drawing on all religions, scientific discoveries, and other sources.
- To recognize and accept stewardship for the interdependent system that includes all living things.
- To engage in active efforts in behalf of justice, love, and truth.
- To accept responsibility for promoting active outreach and sharing our Unitarian Universalist ideals with the campus, community and the larger world.

II. Management Team Limitations

Policy II. Management Team Limitations

The Management Team is the executive team of the Corporation, with all executive powers, subject only to the limitations indicated here.

Policy II.A: General Management Team Constraint

The Management Team shall not use or allow any practice, activity, decision, or organizational circumstance that is imprudent or in violation of the Church by-laws and commonly accepted business and professional ethics.

The Corporation specifically prohibits illegal activities in the actions of the Management Team, all employees, and all others responsible for carrying out its activities.

Policy II.B: Staff and Volunteer Treatment

With respect to the treatment of paid and volunteer staff, the Management Team shall not cause or allow conditions that are unfair or undignified.

Accordingly, it shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) Board policy has been violated to his or her detriment or (b) Board policy does not adequately protect his or her human rights.
4. Fail to acquaint staff with their rights under this policy.
5. Discriminate (as defined by city, state, and federal laws) among existing or potential staff/volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.
6. Subject staff or volunteers to unsafe or unhealthy conditions.

Policy II.C: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Management Team shall not cause or allow jeopardy to fiscal integrity or public image. Accordingly, it shall not:

1. Change individual Management Team member's compensation, benefits, or allocated professional expenses as established by the Board.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that:
 - a. Deviate materially from the nonprofit or geographic market for the skills employed.

- b. Create obligations over a term longer than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
4. Establish deferred or long term compensation and benefits that:
 - a. Cause unfunded liabilities to occur or in any way commit the Corporation to benefits that incur unpredictable future costs.
 - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity in key employees are not prohibited.
 - c. Rescind any employee's benefits already accrued from any forgoing plan.

Policy II.D: Financial Planning

With respect to planning fiscal events, the Management Team shall not jeopardize either programmatic or fiscal integrity of the Corporation. Accordingly, the Management Team shall not cause or allow fiscal projections that:

1. Contain too little detail to enable reasonably accurate projection of revenues, expenses, and cash flows or fail to disclose planning assumptions, including future budget impacts.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Fail to separately present a plan for capital expenditures and the means to pay for them. Capital expenditures are (1) all repayments of debt and (2) any building additions or equipment purchases over \$1,000.00 each.
4. Deviate materially from Board-stated priorities and requirements in its allocation among competing fiscal needs.

Policy II.D1: Annual Budgeting

The Management Team shall present a draft budget to the Finance Committee in time for the committee to prepare the annual budget report.

Policy II.E: Financial Condition

With respect to the actual, ongoing condition of the Corporation's financial health, the Management Team shall not cause or allow the development of fiscal jeopardy or loss of allocation integrity. Accordingly, the Management Team shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
 - a. Indebt the Corporation in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days.
 - b. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.

2. Expend any endowment or restricted funds other than for the purposes determined at time of receipt or designation.
3. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered, revenues within 30 days.
4. Allow actual allocations to deviate materially from Board priorities in Ends policies.
5. Borrow funds on other than the short-term basis as defined and outlined in these policies.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

Policy II.F: Asset Protection

With respect to proper stewardship of the corporation's assets, the Management Team shall not risk losses beyond those necessary in the normal course of business.

Accordingly, the Management Team shall not:

1. Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
2. Fail to insure against corporate liability and personal liability of Board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to Indiana non-profit organizations.
3. Allow unbonded personnel access to material amounts of funds.
4. Subject plant and equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the Corporation, its Board, or staff to claims of liability or risk the nonprofit status.
6. Make any purchases not provided for in either the capital expenditure or operational projections. Make any purchase of over \$1,000.00 without at least two competitive bids or sole source justification.
7. Receive, process, or disburse funds under controls insufficient to meet the Board appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including (a) uninsured checking accounts and bonds of less than AA rating, or (b) in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Corporation's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

Furthermore, the Management Team shall not fail to operate with a procedural policy against misconduct and dishonesty that meets accepted business practices of the accounting industry. For purposes of this policy, misconduct and dishonesty must include but not be limited to:

1. Theft or other misappropriation of assets, including assets of the corporation or others with whom the Corporation has a business relationship
2. Misstatements and other irregularities in corporation records, including the intentional misstatement of the results of operations
3. Forgery or other alteration of documents
4. Fraud and other unlawful acts

Policy II.G: Purchases, Grants, and Contracts

The Management Team shall not cause or allow any material conflict of interest in awarding purchases, grants, or other contracts.

Policy II.H: Communication and Counsel to the Board

With respect to providing information and counsel to the Board, the Management Team shall not cause or allow the Board to be uninformed or misinformed. Accordingly, the Management Team shall not:

1. Fail to inform the Board in a timely manner of relevant trends, public policy initiatives, public events of the Corporation, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
2. Fail to submit the monitoring data required by Board policy IV.D. ("Monitoring Management Team Performance") in a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies.
3. Fail to gather as many staff and external points of view on issues and options as needed for fully informed Board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to recommend changes in Board policies, the need for which becomes known to them.
6. Fail to limit public statements about the official position of the congregation or Board on controversial social, political, and/or congregational issues to what the congregation 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.
7. Fail to advise the Board if, in the Management Team's opinion, the Board is not in compliance with its own policies on Governance Process and Board--Management Team Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Management Team.
8. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
9. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

10. Should a Management Team member anticipate violation of Board policy, he or she shall inform the Board President, or another Director if the President is not available, of the anticipated violation.

III. Governance Process

Policy III: Governance Process

The purpose of the Board of Directors, on behalf of the congregation, is to see to it that the Corporation (1) achieves appropriate results for appropriate persons at an appropriate cost and (2) avoids unacceptable actions and situations.

Policy III.A: Governing Style

The Board shall govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Board and Management Team roles, (5) collective rather than individual decisions, (6) the future rather than past or present, and (7) proactivity rather than reactivity.

Accordingly,

1. The Board shall cultivate a sense of group responsibility. The Board, not the staff, shall be responsible for excellence in governing. The Board shall be the initiator of policy, not merely a reactor to staff initiatives. The Board shall use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board shall allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
2. The Board shall direct, control, and inspire the Corporation through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus shall be on intended long-term ends, not on the administrative or programmatic means of attaining those ends.
3. The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development shall include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
4. The Board shall monitor and discuss the Board's process and performance at regular intervals. Self-monitoring includes comparison of Board activity and discipline to policies in the Governance and Board -- Management Team Partnership categories.

Policy III.B: Board Job Contributions

The job of the Board is to represent the Corporation in determining and assuring appropriate organizational performance. Consequently, the job of the Board shall be to:

1. Link between the Corporation and its stakeholders.
2. Write governing policies that, at the broadest levels, address:
 - a. Ends: Organizational products, impacts, benefits, outcomes (what good for whom at what cost).
 - b. Management Team Limitations: Constraints on Management Team authority that establish the prudent and ethical boundaries within which lies the acceptable arena of Management Team activity, decisions, and organizational circumstances.
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - d. Board-Management Team Relationship: How power is delegated and its proper use monitored.
3. Assure Management Team performance through monitoring and evaluation.

Policy III.C: Officers' Roles

1. The President assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
 - a. The job output of the President is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Corporation.
 - i. Meeting discussion content shall be only those issues that, according to Board policy, clearly belong to the Board to decide, not the Management Team.
 - ii. Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and to the point.
 - iii. Robert's Rules of Order are observed except where the Board has suspended them.
 - b. The authority of the President consists of making any decision on behalf of the Board that falls within or is consistent with Board policies on governance process and the Board-Management Team relationship, except where the Board specifically delegates portions of this authority to others.
 - i. The President is empowered to chair Board meetings with all the commonly accepted powers of that position (e.g., ruling, recognizing).
 - ii. The President's authority does not extend to supervising, interpreting Board policies to, or otherwise directing the Management Team. Nothing in this policy is intended to interfere with mutual

- interaction about individual understandings of policies.
(See also Policy IV.A.)
- iii. The President may represent the Board to outside parties in announcing Board-stated positions and in stating President decisions and interpretations in areas for which authority has been delegated to the President by the Board.
 - iv. The President may delegate this authority but remains accountable for its use.
2. The job of the Secretary is to assure the integrity of the Board's record. The Secretary is responsible for ensuring the:
 - a. Recording and distribution of accurate minutes of Board and congregational meetings.
 - b. Maintenance of the master copy of the current policies by recording amendments, distributing current policies to Board members and the Management Team, and making the current policies accessible to all congregation members.
 - c. Public announcement of the annual meeting and other duties as assigned by the corporate bylaws.
 3. The job of the Treasurer is to ensure the fiscal health of the corporation. The Treasurer is responsible for:
 - a. Preparing, for Board approval, policies governing financial management of the corporation.
 - b. Preparing and maintaining, with assistance of the Finance Committee, a five-year financial plan.
 - c. Analyzing, with the finance committee, the annual operating budget developed by the Management Team.
 - d. Presenting the annual operating budget to the Board for approval.
 - e. Representing the Board in justification of the annual operating budget to the congregation.
 - f. Ensuring appropriate financial reports are made available to the Board in a timely manner.
 - g. Serving as the chair of the Finance Committee and as a member of the special purposes fund committee.

Policy III.D: Board Members Code of Conduct

The Board of Directors expects ethical and business-like conduct of its members, henceforth referred to as Directors. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.

1. Directors must represent unconflicted loyalty to the interests of the ownership. The accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability

supersedes the personal interest of any Director acting as an individual church member.

2. Directors must avoid any conflict of interest with respect to their fiduciary responsibility. Taking into consideration individual circumstances involving a contract or transaction, the Board may waive the conflict of interest if: (1) full disclosure is made to the Board of the specific terms of the contract or transaction by the interested Board member; (2) the Board determines that the contract or transaction is fair, reasonable and in the best interest of Corporation; and (3) the Board agrees to waive the conflict by a majority vote of Board members present at a meeting of the Board (not counting the interested Director). The interested Board member may be present during the Board's discussion of the conflict to answer questions raised by any Board member, but shall not be present during the Board's vote. The minutes of the Board meeting shall clearly reflect that the requirements above have been met.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Director and the Corporation except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 - b. Directors must not use their positions to obtain for themselves, family members, or close associates employment within the Corporation.
 - c. Should a Director be considered for employment by the Corporation, he or she must temporarily withdraw from Board deliberation, voting, and access to applicable Board information.
 - d. Should a Director be employed by the Corporation or act as a paid consultant, he or she must resign from Board service.
3. Board members may not attempt to exercise individual authority over the Corporation except as explicitly set forth in Board policies.
 - a. Directors' interaction with Management Team members or staff must recognize the lack of authority in any individual Director or subgroup (committee, task force, ministry team) of Directors.
 - b. Directors' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any Director except the President to speak for the Board.
 - c. Directors shall make no judgments of the Management Team or staff performance except as that performance is assessed against explicit Board policies by a formal evaluation process.
 - d. Directors are encouraged to continually self-monitor their individual performance as Directors against policies, against the qualifications listed in the current Director position description, and against any other current Board evaluation tools.

Policy III.E: Committee Principles

Board-appointed committees, when used, shall be assigned so as to reinforce the wholeness of the Board's job and never to interfere with delegation from Board to

Management Team. A Board-appointed task force is considered a committee for the purposes of this policy.

1. Board committees are to help the Board do its job, never to help or direct the Management Team or the staff. 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 dealings with current staff operations.
2. Board committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated in order not to conflict with authority delegated to the Management Team.
3. Board committees are not to be created by the Board to advise staff.
4. The Management Team works for the Board, never for a Board committee or officer. Board committees cannot exercise authority over staff. Further, the Board shall not impede its direct delegation to the Management Team by requiring approval of a Board committee before any Management Team member action.
5. 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 Management Team members.
6. Members of Board committees shall adhere to the conflicts-of-interest policies.

Policy III.F. Standing Committee(s)

The Finance Committee shall provide an annual budget report to the Board at the April Board meeting.

Policy III.G. Agenda Planning

To accomplish its mission with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly,

1. The cycle will conclude each year on the last day of February so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
 - a. Consultations with selected stakeholder groups (for example the Program Team, committees, taskforces, and staff) or other methods of gaining input will be determined and arranged in the last quarter, and conducted during the first two quarters of the next year.
 - b. Governance education and education related to Ends determination (for example denominational consultants and advocacy groups) will be

arranged in the last quarter, and conducted during the first two quarters of the next year.

IV. Board--Management Team Relationship

Policy IV. Global Board--Management Team Relationship

The Board's sole official connection to the operational organization, its achievements, and its conduct shall be through the Management Team.

As the Board's official link to the operating organization, the Management Team is accountable for all organizational performance and exercise of all authority given the organization by the Board via the Board Policies. Management Team performance shall be considered to be synonymous with the performance of the Corporation.

Policy IV.A. Unity of Control

Only decisions of the Board acting as a body are binding on the Management Team.

Accordingly,

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

Policy IV.B. Accountability of the Management Team

The Management Team is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, Program Team and operational committees is considered the authority and accountability of the Management Team.

Accordingly,

1. The Board shall never give instructions to persons who report directly or indirectly to the Management Team.
2. The Board shall refrain from evaluating, either formally or informally, any staff other than the Management Team.
3. The Board shall view Management Team performance as identical to organizational performance, so that organizational accomplishment of Board-

stated Ends and avoidance of Board-proscribed means shall be viewed as successful Management Team performance.

Policy IV.C. Delegation to the Management Team

The Board shall instruct the Management Team through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Management Team to use any reasonable interpretation of these policies.

Accordingly,

1. The Board shall develop certain policies systematically from the broadest, most general level to more defined levels as follows:
 - a. Ends policies shall instruct the Management Team to achieve certain results, for certain recipients.
 - b. Management Team Limitations policies shall limit the latitude the management team may exercise in choosing the organizational means.
2. As long as the Management Team uses any reasonable interpretation of the Board's Ends and Management Team Limitations policies, the Management Team is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
3. The Board may change its Ends and Management Team Limitations policies, thereby shifting the boundary between Board and Management Team domains. By doing so, the Board changes the latitude of choice given to the Management Team. But as long as any particular delegation is in place, the Board shall respect and support the Management Team's choices.

Policy IV.D. Monitoring Management Team Performance

Systematic and rigorous monitoring of Management Team job performance shall be solely against the expected Management Team job outputs: organizational accomplishment of Board policies on Ends and organizational operations within the boundaries established in Board policies on Management Team Limitations.

Accordingly,

1. Monitoring is solely to determine the degree to which Board policies are being met. Data that do not do this shall not be considered to be monitoring data.
2. The Board shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the Management Team discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

3. In every case, the standard for compliance shall be any reasonable Management Team interpretation of the Board policy being monitored.
4. All policies that instruct the Management Team shall 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 the following schedule.

Monitoring Schedule by Policy Name or By-law

- I All Ends Policies -- September and March
Direct inspection by the Board. Required exhibits: Management Team Report, Program Team report, and Membership Coordinator report.
- II.A General Management Team Constraint -- June
Written report by the Board on effectiveness of existing Limitations policies.
Required exhibit: summary of policy changes approved by the Board.
- II.B Staff and Volunteer Treatment -- October
Written report by the Management Team. Required exhibit: Personnel Policies.
- II.C Compensation and Benefits -- January
Written report by the Management Team on adequacy of compensations practices. Required exhibits: Compensation Plan, Benefits Plan.
- II.D Financial Planning -- January and July
Written report by the Management Team. Required exhibits: Five-Year Capital Plan.
- II.D1 Annual Budgeting -- April
Written report by the Management Team. Required exhibit: Proposed Annual Budget.
- II.E Financial Condition -- January, April, July, and October
Written report by the Management Team. Required exhibit: Statement of cash flow.
- II.F.1-2 Asset protection (insurance) -- August
Written report by the Management Team. Required exhibit: Summary of policies, limits, and coverage.
- II.F.3-9 Asset Protection (external audit) -- September of every 4 years (or more often as required by the Board)
Written report by an external auditor.
- II.F.3-9 Asset Protection (internal audit) -- November of every year without an external audit
Written report by an internal audit committee.
- II.G Purchases Grants and Contracts -- exceptional circumstance
Reports of conflict of interest by the management team when they arise under exceptional circumstances.
- II.H Communication and Council to the Board -- November and April

Direct inspection by the Board of the effectiveness of Board -- Management Team communication.

III.A-E Governance Process -- December

Direct inspection by the Board of effectiveness of the governance process.

III.F Standing Committee -- April

Written report by the Finance Committee.

IV.A-D Management Team Relationship -- Monthly

Direct inspection by the Board of effectiveness of the Board -- Management Team relationship.

SPF By-law Investments -- January and July

Written report by the Special Purposes Fund Committee. Required exhibits: YTD summaries of performance of invested funds.

Monitoring Schedule by Month

Month	Policies and By-Laws
January	<u>II.C</u> , <u>II.D</u> , <u>II.E</u> , <u>SPF By-law</u> , <u>IV.A-D</u>
February	<u>IV.A-D</u>
March	<u>I</u> , <u>IV.A-D</u>
April	<u>II.E</u> , <u>II.D1</u> , <u>II.H</u> , <u>III.F</u> , <u>IV.A-D</u>
May	<u>IV.A-D</u>
June	<u>II.A</u> , <u>IV.A-D</u>
July	<u>II.D</u> , <u>II.E</u> , <u>SPF by-law</u> , <u>IV.A-D</u>
August	<u>II.A</u> , <u>II.F.1-2</u> , <u>IV.A-D</u>
September	<u>II.F.3-9</u> (at least every 4 years), <u>IV.A-D</u>
October	<u>II.B</u> , <u>II.E</u> , <u>II.F.3-9</u> (generally 3 out of 4 years), <u>IV.A-D</u>
November	<u>II.H</u> , <u>IV.A-D</u>
December	<u>III.A-E</u> , <u>IV.A-D</u>

Acknowledgments

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